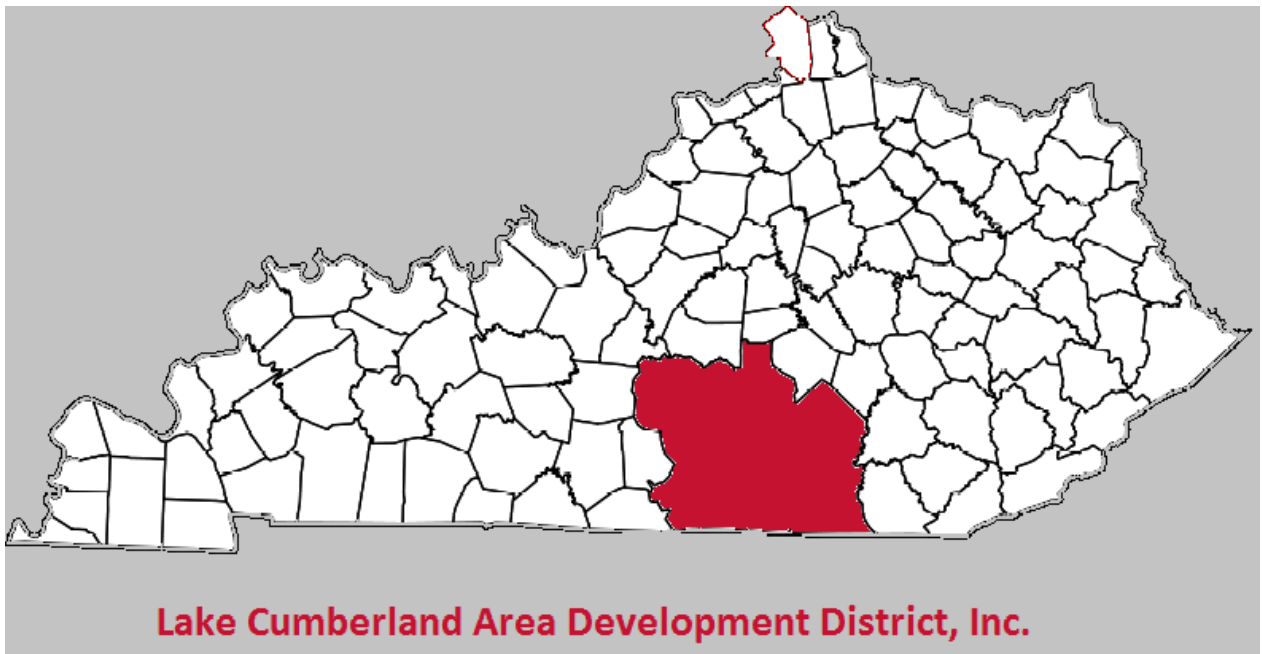


Development Opportunity Profile

10 County Region, Kentucky

Adair, Casey, Clinton, Cumberland, Green, McCreary,
Pulaski, Russell, Taylor, Wayne Counties



January 26, 2016

Introduction

The Center for Rural Entrepreneurship believes in **empowering research** – making data-driven decisions about economic development to be more strategic and, ultimately, create the kinds of economic development outcomes and long-term community prosperity you desire. We work hard to build tools and resources that communities can use to access and understand data and turn that raw information into knowledge you can apply in your community. The **Development Opportunity Profile** was prepared for the 10 county region of Lake Cumberland Area Development District.

Taking Stock – The Power of Assessment

Whether a community or a region is successful over time – or not – depends upon the commitment and choices of its leaders and people, and the investments they make in their development. As Deepak Chopra says, “When you make a choice, you change the future.” Making the *right* development choices is a prerequisite for achieving community and regional prosperity. The best way to make the *right* development decisions is to commit to a thoughtful and robust assessment of your region’s opportunities. By taking the time to discover and better understand your region’s genuine development opportunities, you will make smarter investments and enhance your region’s potential for greater prosperity.

This **Development Opportunity Profile** is a start on a pathway to prosperity. But, it is only a start. It reflects one view of your region, based on secondary data. We challenge you to build on this work, draw on your own knowledge of the region and its assets, and create a deeper understanding of your unique development opportunities. Then use this understanding to craft and implement a smart development game plan. We hope this **Development Opportunity Profile** is helpful and contributes to your future development success.

Exploration ...

Dreaming ...

Visioning ...

Planning ...

Goal-setting ...

Action ...

Impact!

Asking the Right Questions

To be successful and achieve sustainable prosperity, every region needs to achieve two things, at a minimum – economic renewal and demographic renewal. These two things are intimately connected. New residents are attracted to and put down roots in places that offer diverse economic opportunities. And, a healthy population supports a more robust quality of life and the amenities that go with it – schools, health care, shopping, arts and recreation, for example. This **Development Opportunity Profile** helps you begin to answer a number of questions about your community or region:

1. What is the regional context for your place?
2. What are the demographic trends in your place?
3. How is your economy doing in terms of job creation?
4. How is your economy doing in terms of income generation?
5. What is driving your economy?

You may choose to address additional questions for your community – how are families are doing; how is the ethnic makeup of your community changing? The answers to these and other questions will help you focus in on your genuine development opportunities.

The first section of this Profile provides an historical overview of your economy as a whole:

- The regional context
- Population trends
- Employment trends
- Personal income trends
- Economic drivers

The second section delves more deeply into the business or entrepreneurial economy, describing general business ownership trends and specific entrepreneurial attributes of your region. In the final section, we provide a summary of key development opportunities for your community as well as some identified development challenges.

Electronic Library

Research collected and analysis completed in support of this Profile is available through an Electronic Library at the following site:

<https://goo.gl/6kya69>

Being a Smart Data Consumer. We provide a summary of research sources at the end of this Profile. Detailed source information can be found by reviewing specific research items in the Electronic Library. Data used in this Profile is based on sampling and estimates. Through the sampling process, data can be skewed particularly in smaller, more rural regions. We encourage you to carefully review the data and question the results if they are at odds with your experience. At the same time, remember that others – prospective residents, employees, and entrepreneurs – are using this same secondary data to learn about your region.

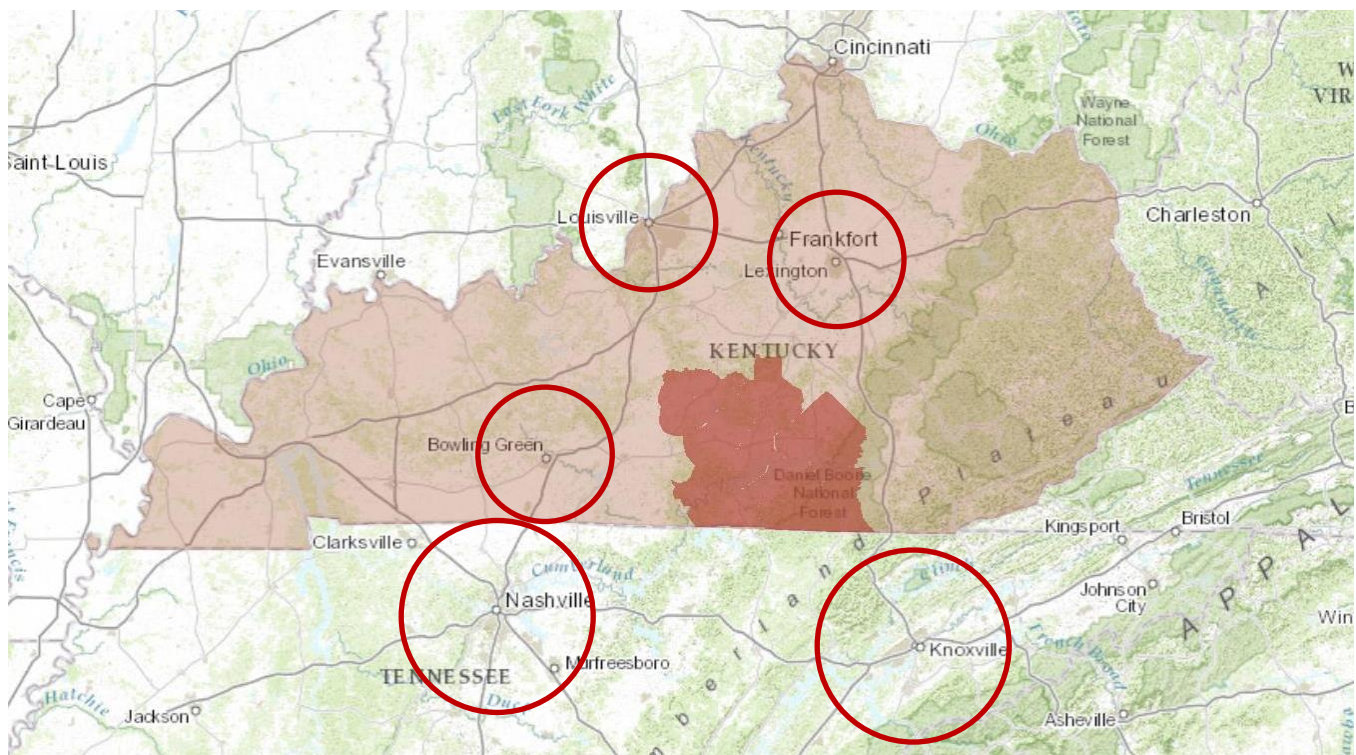
Understanding the Economy – Historical Overview

Regional Context

Every region has a unique location offering both opportunities and challenges. Even in our globally interconnected world, location still matters. Early in America's history, a region's access to water transportation was a plus. Today, a location with access to high speed internet and a unique quality of life might attract, for example, entrepreneurs or telecommuters who can choose to work from anywhere. Individual communities exist within a larger regional context that drives both economic and residential development.

The Lake Cumberland Area Development District comprises 10 counties (Adair, Casey, Clinton, Cumberland, Green, McCreary, Pulaski, Russell, Taylor and Wayne) in the South Central (bordering Tennessee) part of the Blue Grass state. Esri estimates the regional population at 210,000 residents in 2015. This is a largely rural region with Bowling Green to the west, Louisville to the northwest, Frankfort and Lexington to the northeast, Nashville TN to the southwest and Knoxville TN to the southeast. Within roughly a day's drive of this region, there are millions of consumers within these five metropolitan areas. Massive Lake Cumberland is a defining natural resource within this varied landscape. Other notable resources include the Daniel Boone National Forest to the east and Mammoth Cave National Park to the west. The map below highlights this region's location relative to the five major metropolitan areas adjacent to this rural region.

Figure 1. Lake Cumberland Area Development District, Inc.



Population Trends

This region has experienced moderate but steady population growth since 1970. Over this period, the region’s population has grown from just under 150,000 to over 200,000 residents, but the rate of population growth slowed in the 2000 to present. Esri is projecting this region will continue to grow at an estimated 0.32% per year rate between 2015 and 2020. The region has demographic stability but is aging like the rest of the United States (see Figure 2 below).

Lake Cumberland in KY
Quick Demographic Profile

2010 Population – 207,256
Median Age – 40.6 Years
Households – 83,556
Average Household Size – 2.40

2015 Projection – 210,067
2020 Projection – 213,475

Projected 2015-2020
Growth Rate = 0.32% per year

Figure 2. Population Trends, Lake Cumberland ADD, KY

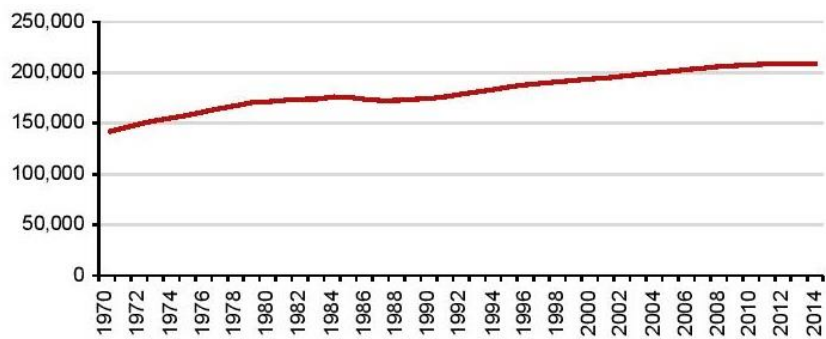
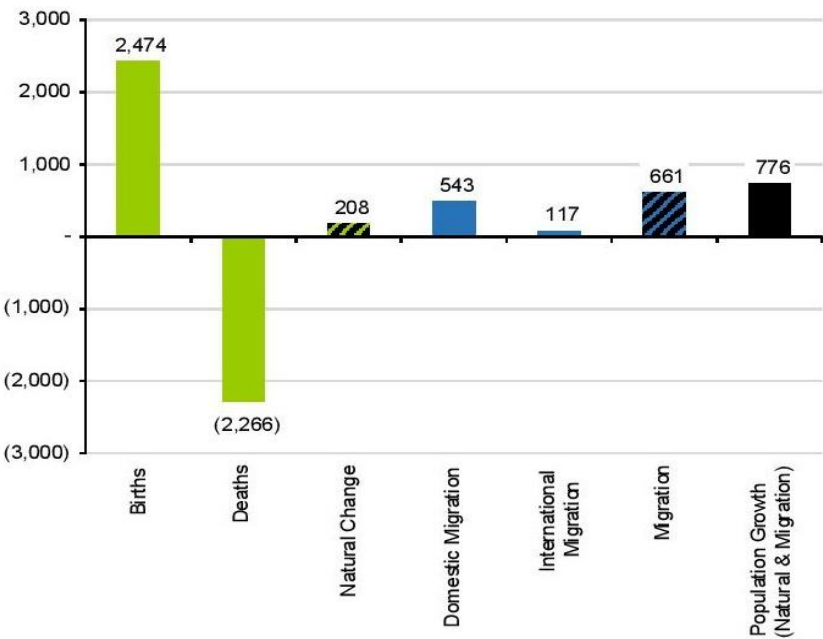


Figure 3. Population Change,
Lake Cumberland ADD, KY 2000-2014

Figure 3 shows average annual change in population, including natural change (births and deaths) and migration (in-migration and out-migration), for 2000 through 2014. Natural population change (births over deaths) for this region is moderately positive over the 2000 through 2014 period. Domestic and international migration is positive with more people moving into this region than moving out. Positive migration is a demographic plus with respect to current and future development. As America ages overall birth rates are coming down. For many regions migration or new residents is essential to not only sustaining current population levels but enabling growth. For regions to be prosperous rapid population growth is not necessary.



The Census Bureau makes a minor statistical correction called a "residual" which is included in Figure 2, but omitted from Figure 3. Because of this correction, natural change plus net migration may not add to total population change in Figure 2.

Employment Trends

Between 1970 and 2014, total employment for the region has grown from 52,000 to over 98,000 workers. The rate of employment growth as illustrated in the graph below was stronger during the 1970s into the mid-1990s. Since then there has been growth but it has stagnated in the most recent decade. During the

2001 Recession, there was a very minor net job loss with a comparable net job gain during the recovery period. Compared to other parts of the country net job losses during the Great Recession were modest for this region. However, the rate of job losses has doubled during the Great Recession recovery period. Many regions of the country have experienced economic stagnation during the past long decade. Breaking out of this pattern should be a development priority.

Figure 4. Employment Trends, Lake Cumberland ADD, KY

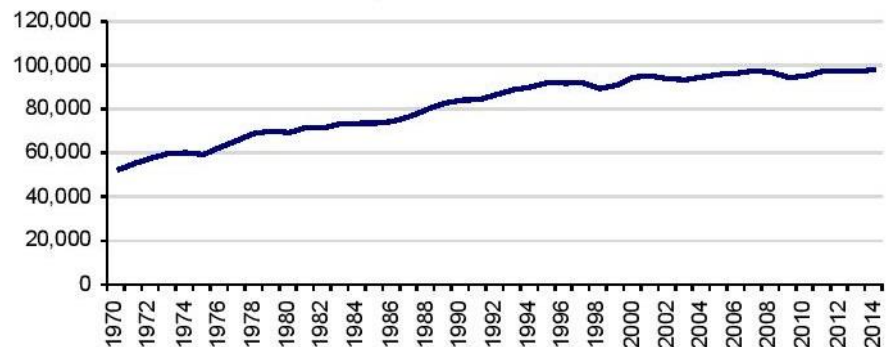
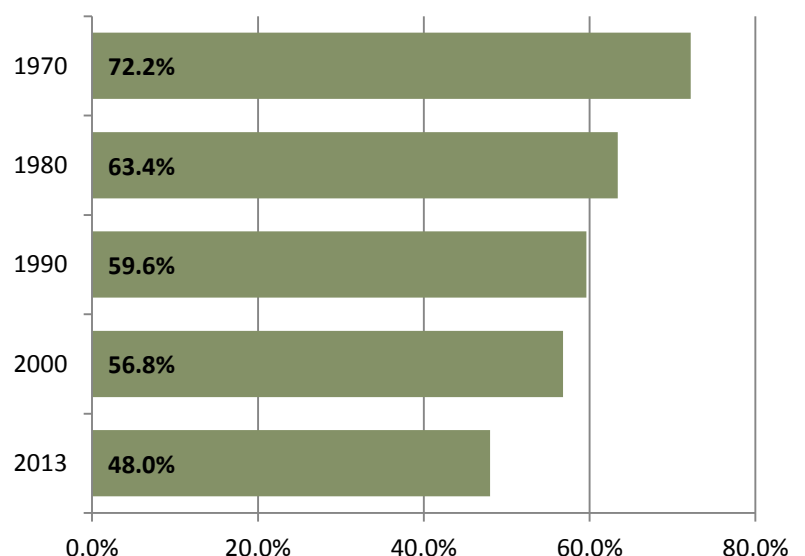


Table 1. Net Job Growth During Recession Periods

2001 Recession		Great Recession	
Recession (Mar-Nov 2001)	-0.1%	Recession (Dec 2007-June 2009)	-0.1%
Recovery (Dec 2001-Nov 2007)	0.1%	Recovery (July 2009-Present)	-0.2%

“Labor earnings to total personal income” is a good proxy for how dynamic or robust an economy is. Across the country the share of labor earnings (active work) relative to total personal income has been dropping reflecting both a maturing and stagnating economy. A healthy labor earning rate is in the range of 60 to 70 percent. This region has now dropped below 50% meaning more income is generated through passive sources like Social Security, retirement, public assistance and other non-labor income sources. Given other indicators this region is likely to bottom out and begin to see rising labor earnings ratios. Development efforts should focus on growing labor earnings toward the 60% plus range over time.

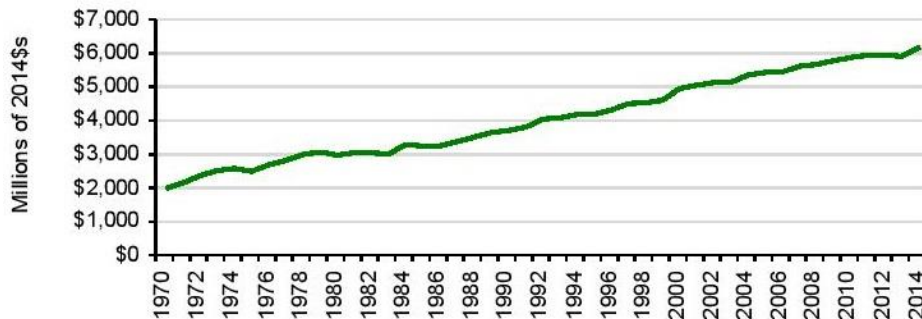
Figure 5. Labor Earnings



Personal Income Trends

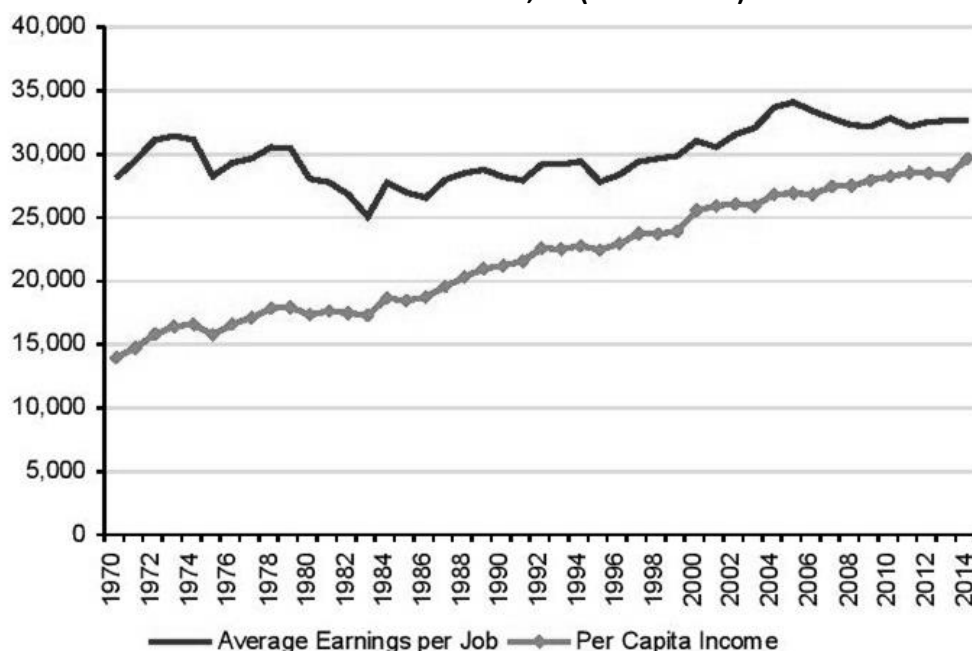
Personal income, measured in real or inflation-adjusted dollars, has increased steadily through the 1970 through 2014 period (Figure 6). This is a positive trend. Personal income did moderate during the Great Recession as would be expected. But it will be challenging to sustain this growth without strong economic performance and job creation.

Figure 6. Personal Income Trends, Lake Cumberland ADD, KY



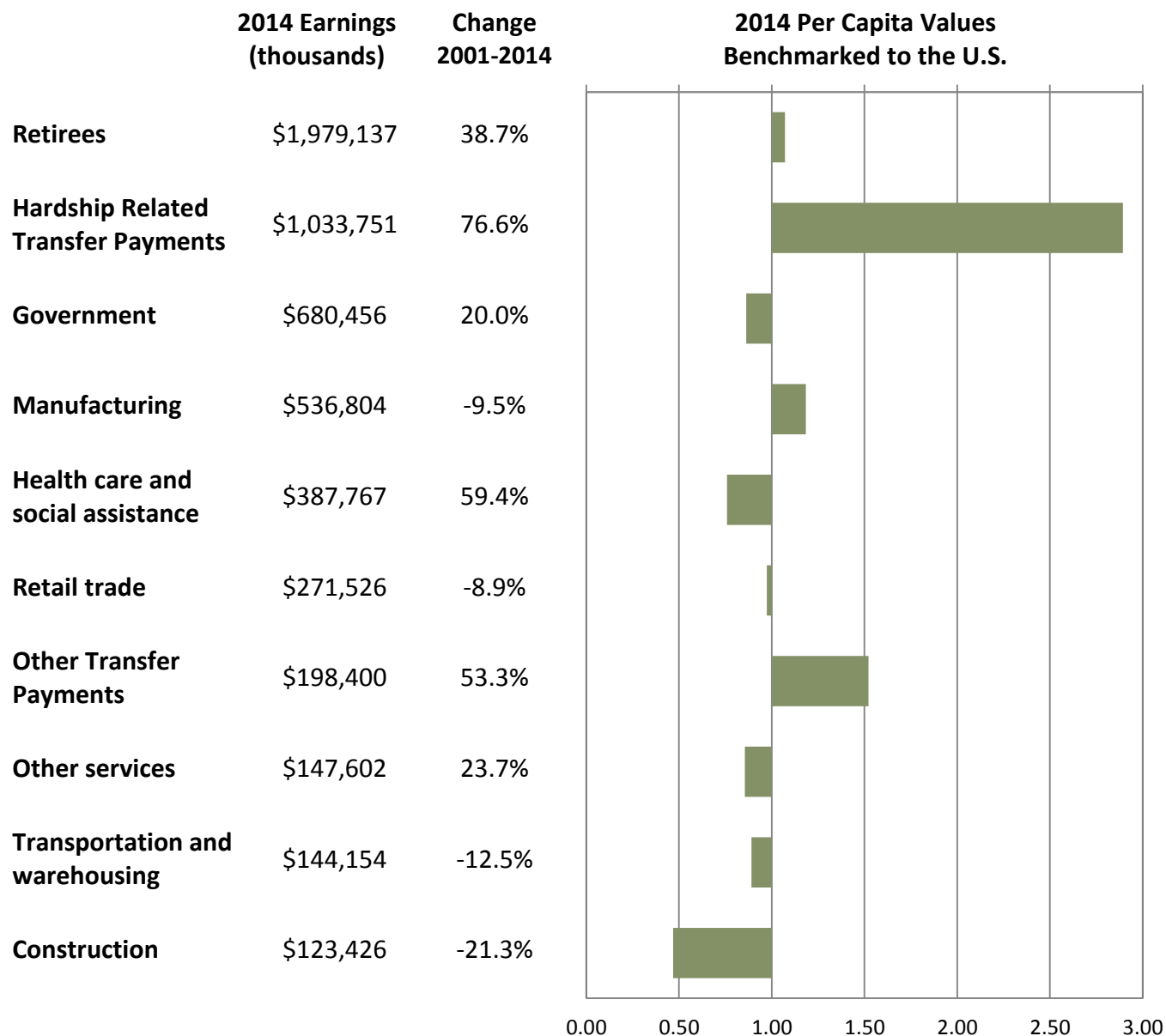
There is strong per capita income growth (presented in real or inflation-adjusted) values over pass 44 years. Per capita income includes all income source including non-labor sources like Social Security and public assistance. An aging and more dependent population is driving per capita income growth. Average earnings per job (solid line in Figure 7) indicates a period of decline in the 1970s into the early 1980s followed by a period of improve peaking in the early 2000s. Since then there has been erosion in average earnings per job. This is a troubling trend undermining the economic well-being and purchasing power of workers in the region's economy.

**Figure 7. Average Earnings per Job & Per Capita Income
Lake Cumberland ADD, KY (2014 dollars)**



Economic Drivers

Every community or state is shaped by certain **economic drivers** that generate income. Using data on total earnings by industry, this profile highlights the top 10 **economic drivers** for the community, how each of these has done in the last decade and its relative importance benchmarked to U.S. averages.



Retirees. The region is aging and retirees are the single largest driver of economic activity in the region today. Retiree related income (e.g., Social Security, Medicare, retirement, etc.) has grown dramatically over time. Age related transfer payments alone have grown by over 71% between 2000 and 2014. Retirees are a stabilizing force in most economies. Their incomes do not fluctuate as widely as other parts of the economy like agriculture or manufacturing. However, too much dependence on retirees can undermine economic development and future growth.



Hardship related transfer payments (e.g., Medicaid, welfare payments, unemployment insurance, etc.) are the second largest source of personal income in the region's economy. Part of this dependence is related to an aging population and part due to historic and current economic distress. Hardship related income now accounts for nearly 17% of all personal income and has grown by nearly 77% between 2000 and 2014.

Government includes federal, state and local agencies. Public education from K-12, public universities, colleges and community colleges fall into this category. Government is the third largest source of personal income in the region in 2014. Government related personal income peaked in 2010 at nearly \$739 million and has since dropped to just over \$680 million representing a decline of nearly 8% between 2010 and 2014. The region has lost 764 government jobs between 2010 and 2014.

Manufacturing is critically important to this region. It offers important economic diversification and jobs. In 2001, there were 15,386 manufacturing jobs in the region. By 2010, the region's manufacturing job base had dropped to 11,156 (loss of 4,230 jobs or -27%). Between 2010 and 2014, the region gained back 1,045 jobs (+9.4%) and saw income related to manufacturing rise from \$480 million to \$536 million or by \$56 million (+5.4%). We will provide a Manufacturing Profile for the region for additional detail.

Health care is growing throughout the United States. In 2001, there were 5,966 health care related jobs. By 2014, there were 8,781 jobs (increase of 2,815 jobs or +47%). Between 2010 and 2014, the region added 903 jobs (+11.5%) and \$31 million in health care related earnings (+8.7%). Health care provides a wide range of career options and typically better compensation and benefits when compared to many other economic sectors.

Retail Trade. Later in this profile, we will provide additional information on the region's retail trade sector. Capturing regional spending is an important component of the economy. After losses in the 2000s, there were gains in employment between 2010 and 2014 from 10,263 to 10,533 (+270 jobs). However, retail related earnings dropped from \$279 to \$272 million or by \$7 million. See page 12 for more detail.

Commuters are those who live in one county and work in another county. We cannot provide regional commuter information. But county to county analysis would suggest that commuting is an important part of this regional economy. We will provide county Socio-Economic Profiles for all 10 counties that can be used to better understand the role of commuters within this regional economy.

Other Leading Economic Sectors. Other services, transportation and warehousing and construction round out the other leading economic sectors associated with this region. Both other services and construction are showing good rebound and growth between 2010 and 2014 or post Great Recession. Transportation and warehousing is flat.

Understanding the Business/Entrepreneurial Economy

Big Picture Overview

A central driver of regional prosperity is the business community. Figures 8-10 provide an overview of the region's business community, including for-profit, non-profit and governmental enterprises, from 1995 through 2013. Figure 8 highlights the change in total establishments over this period, showing growth from the early 2000s through the Great Recession followed by declining business numbers since 2010.

Figure 8. Establishments

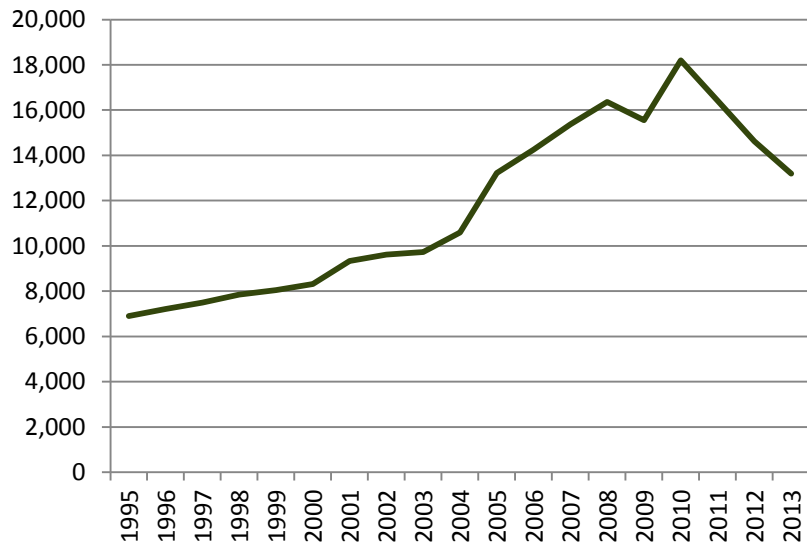
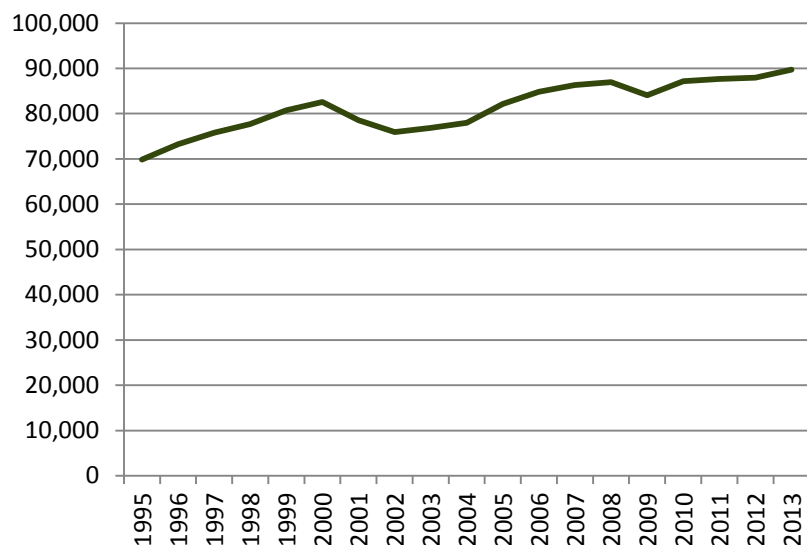


Figure 9. Jobs



Lake Cumberland ADD Region 2015

Total Businesses
8,373

Businesses per 1,000 Residents
Lake Cumberland – 40
Kentucky – 38
U.S. – 77

Total Employees
81,730

Employees per 1,000 Residents
Lake Cumberland – 389
Kentucky – 477
U.S. – 447

Figure 9 provides a comprehensive view of jobs in the region. Despite net losses in establishments there is moderate job growth following the Great Recession. Between 1995 and 2013, total jobs have risen from around 70,000 to nearly 90,000 in 2013.

Data in Figures 8-10 is from www.youreconomy.org. Find the source data for these figures in the electronic library.



COMMUNITY
DEVELOPMENT
PHILANTHROPY



NEW
GENERATION
PARTNERSHIPS



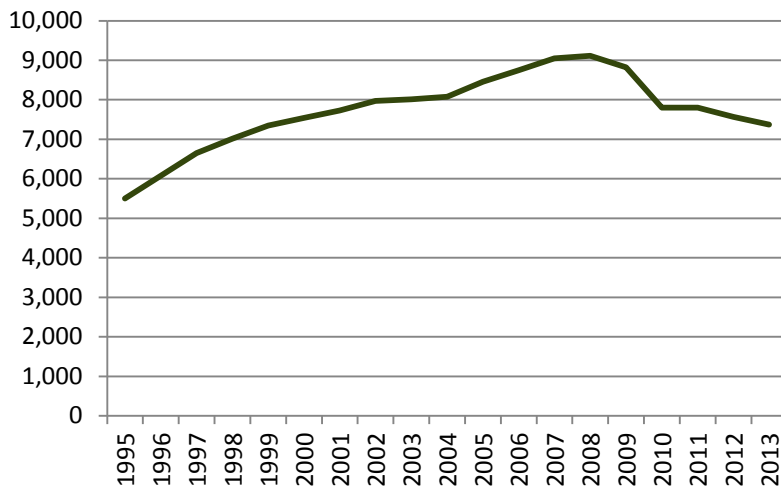
Figure 10. Sales (millions)

Figure 10 shows that total business sales from 1995 to 2013 for the region. Sales grew to the beginning of the Great Recession and have declined since.

Like the country, these indicators provide a mixed picture of business performance. Coupled with other indicators there are signs of strengthening recovery.

Esri (www.esri.com) produces community-level analysis of businesses and employment by sector. The data provides a useful overview of the relative importance of specific sectors in the region's economy

in 2015 (Table 2). Economic sectors are organized into two components. A region's *traded sectors* produce products and services that are sold outside the region, bringing new income into the region. Traded sectors are also referred to as *basic industries*. Strong regional economies have strong and diverse traded sectors.

Local sectors are also important, enhancing the economy by capturing and re-circulating local spending to create additional economic activity. **Local sectors** (also called **non-basic industries**) help create more livable and competitive communities and regions. Local access to a wide range of goods and services such as shopping, entertainment, health care and education are essential to thriving communities and regions. Two particularly important sectors warrant additional analysis – retail trade (a **local sector**) and hospitality (a **traded sector**).

Retail Trade nationally has undergone major changes as once dominant locally-owned retailers are now competing with externally-owned big box stores and online sellers. A strong and diverse retail sector is important to capturing local spending and generating additional economic growth. The region's retail sector is smaller relative to the national average due to its proximity to larger retail hubs. However, according to Esri, the region has a positive retail trade balance. Total regional **retail demand** in 2015 was \$2.1 billion and total **retail supply** (provided by businesses within the region) was \$2.8 billion, resulting in a **retail surplus** of \$659 million.

The **Retail MarketPlace Profile** that follows provides more detail on retail demand and supply, identifying positive trade balances (in red) and spending leakages (in green). The electronic library includes a more detailed [Retail MarketPlace Profile](#). Your Region might want to consider a two-part retail strategy focusing on (1) assisting business transitions in the **local sector** and (2) finding competitive niches for existing or new retail businesses.

Table 2. Economic Sectors in Lake Cumberland ADD, KY, 2015

Sector	Businesses	Employees
Agriculture	135	430
Mining & Utilities	86	1,010
Construction	567	3,208
Manufacturing	292	9,692
Wholesale Trade	326	3,792
Retail Trade*	1,598	13,592
Transportation & Warehousing	218	2,187
Information	163	1,645
Finance & Insurance*	588	2,184
Real Estate	350	1,317
Professional Services	395	2,276
Management & Administrative	208	1,355
Education	212	7,222
Health Care	708	13,208
Arts, Entertainment & Recreation	132	986
Accommodations	123	1,137
Food Service	335	4,995
Hospitality Sector**	590	7,118
Other Services	1,217	5,071
Public Administration	517	6,106
Unclassified Establishments	203	317
Total	8,373	81,730

*Esri provides additional detail for these sectors including sub-sector information.

**Hospitality Sector is created by combining the three preceding sectors.

Hospitality Sector represents a *traded sector* with potential in the region. The region has numerous recreational and historical assets that could attract visitors, particularly associated with recreational tourism. Table 2 highlights the hospitality sector for the region. Based on Esri data for 2015, there are 590 businesses associated with the hospitality sector, generating 7,118 jobs. A focused tourism development strategy that strengthens entrepreneurial activity in this area could grow this *traded sector* of the economy, adding diversification and growth. While these hospitality-related businesses and their employees may emphasize services to visitors, they also provide services to local residents and non-tourist visitors.



Retail MarketPlace Profile

10 Counties
Adair County, KY (21001) et al.
Geography: County

Prepared by Esri

Summary Demographics						
2015 Population						210,067
2015 Households						85,144
2015 Median Disposable Income						\$25,773
2015 Per Capita Income						\$17,475
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$2,145,657,775	\$2,804,851,144	-\$659,193,369	-13.3	1,872
Total Retail Trade	44-45	\$1,971,111,865	\$2,644,431,290	-\$673,319,425	-14.6	1,546
Total Food & Drink	722	\$174,545,910	\$160,419,854	\$14,126,056	4.2	326
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$471,359,195	\$654,514,684	-\$183,155,489	-16.3	327
Automobile Dealers	4411	\$386,248,755	\$508,652,219	-\$122,403,464	-13.7	175
Other Motor Vehicle Dealers	4412	\$56,863,707	\$95,670,047	-\$38,806,340	-25.4	58
Auto Parts, Accessories & Tire Stores	4413	\$28,246,733	\$50,192,418	-\$21,945,685	-28.0	94
Furniture & Home Furnishings Stores	442	\$46,431,362	\$107,946,092	-\$61,514,730	-39.8	82
Furniture Stores	4421	\$28,367,202	\$32,936,285	-\$4,569,083	-7.5	48
Home Furnishings Stores	4422	\$18,064,160	\$75,009,807	-\$56,945,647	-61.2	34
Electronics & Appliance Stores	443	\$70,000,073	\$50,338,669	\$19,661,404	16.3	60
Bldg Materials, Garden Equip. & Supply Stores	444	\$93,199,130	\$142,903,397	-\$49,704,267	-21.1	142
Bldg Material & Supplies Dealers	4441	\$79,108,118	\$131,730,583	-\$52,622,465	-25.0	113
Lawn & Garden Equip & Supply Stores	4442	\$14,091,012	\$11,172,814	\$2,918,198	11.6	29
Food & Beverage Stores	445	\$354,210,902	\$554,913,734	-\$200,702,832	-22.1	207
Grocery Stores	4451	\$323,162,877	\$534,203,766	-\$211,040,889	-24.6	173
Specialty Food Stores	4452	\$9,413,091	\$15,787,019	-\$6,373,928	-25.3	28
Beer, Wine & Liquor Stores	4453	\$21,634,934	\$4,922,949	\$16,711,985	62.9	6
Health & Personal Care Stores	446,4461	\$130,530,543	\$141,440,852	-\$10,910,309	-4.0	97
Gasoline Stations	447,4471	\$156,309,473	\$215,708,257	-\$59,398,784	-16.0	106
Clothing & Clothing Accessories Stores	448	\$69,513,947	\$102,700,973	-\$33,187,026	-19.3	82
Clothing Stores	4481	\$45,063,450	\$73,351,854	-\$28,288,404	-23.9	44
Shoe Stores	4482	\$11,678,279	\$17,274,890	-\$5,596,611	-19.3	24
Jewelry, Luggage & Leather Goods Stores	4483	\$12,772,218	\$12,074,229	\$697,989	2.8	14
Sporting Goods, Hobby, Book & Music Stores	451	\$49,093,566	\$148,302,757	-\$99,209,191	-50.3	92
Sporting Goods/Hobby/Musical Instr Stores	4511	\$36,891,883	\$40,748,387	-\$3,856,504	-5.0	79
Book, Periodical & Music Stores	4512	\$12,201,683	\$107,554,370	-\$95,352,687	-79.6	13
General Merchandise Stores	452	\$409,267,583	\$401,714,117	\$7,553,466	0.9	107
Department Stores Excluding Leased Depts.	4521	\$319,316,981	\$341,224,364	-\$21,907,383	-3.3	33
Other General Merchandise Stores	4529	\$89,950,602	\$60,489,753	\$29,460,849	19.6	74
Miscellaneous Store Retailers	453	\$94,778,651	\$97,505,542	-\$2,726,891	-1.4	233
Florists	4531	\$3,337,014	\$4,480,777	-\$1,143,763	-14.6	38
Office Supplies, Stationery & Gift Stores	4532	\$20,554,751	\$13,743,006	\$6,811,745	19.9	45
Used Merchandise Stores	4533	\$5,818,524	\$10,348,394	-\$4,529,870	-28.0	58
Other Miscellaneous Store Retailers	4539	\$65,068,362	\$68,933,365	-\$3,865,003	-2.9	92
Nonstore Retailers	454	\$26,417,440	\$26,442,216	-\$24,776	0.0	11
Electronic Shopping & Mail-Order Houses	4541	\$11,258,980	\$9,872,385	\$1,386,595	6.6	4
Vending Machine Operators	4542	\$3,243,198	\$7,316,431	-\$4,073,233	-38.6	2
Direct Selling Establishments	4543	\$11,915,262	\$9,253,400	\$2,661,862	12.6	5
Food Services & Drinking Places	722	\$174,545,910	\$160,419,854	\$14,126,056	4.2	326
Full-Service Restaurants	7221	\$84,708,135	\$69,740,468	\$14,967,667	9.7	200
Limited-Service Eating Places	7222	\$83,211,270	\$89,589,790	-\$6,378,520	-3.7	115
Special Food Services	7223	\$3,498,017	\$974,694	\$2,523,323	56.4	9
Drinking Places - Alcoholic Beverages	7224	\$3,128,488	\$114,902	\$3,013,586	92.9	2

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.
<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

Source: Esri and Infogroup. Copyright 2015 Infogroup, Inc. All rights reserved.

January 15, 2016

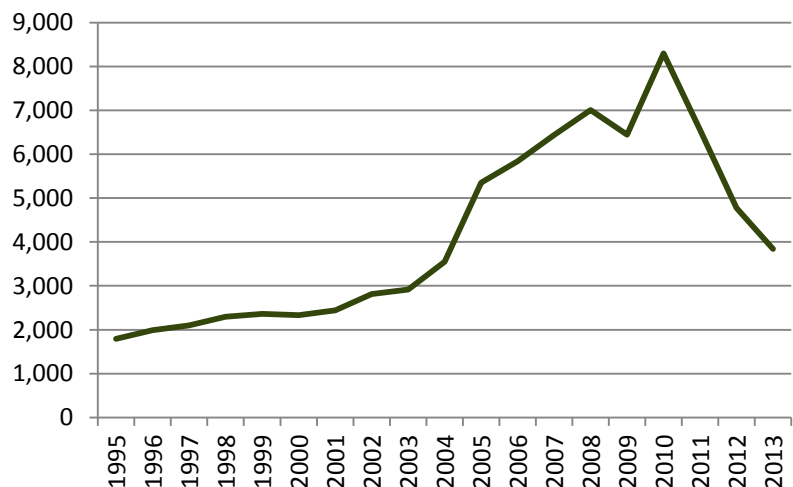
Entrepreneurial Profile

Entrepreneurs play a central role in revitalizing community and regional economies. Where you have more robust entrepreneurial activity, you typically have more competitive, dynamic and prosperous economies. This is particularly true when there are rooted entrepreneurs who are part of the overall community, contributing to the economy and actively engaging in the civic and social life of the region. Healthy economies support a range of entrepreneurial talent – a **pipeline of entrepreneurs** – from aspiring and startup to growth-oriented and breakout entrepreneurs.

Startup Entrepreneurs are the seeds of an entrepreneurial economy, making up the mouth of the pipeline. Successful startups create opportunities for business growth that generates employment and ultimately drives the economy. One good proxy for startup entrepreneurs is the number of **self-employed** (where the owner/operator is the only employee). Figure 11 shows self-employment trends for the region from 1995 through 2013 (www.youreconomy.org). In 1995, self-employment was just under 2,000 and grew steadily (except for a dip during the initial year of the Great Recession) peaking in 2010 at over 8,000, a four-fold increase.

There was a particularly strong spike in self-employment in 2009-2010, what we call the “Recession Effect.” When finding a traditional wage and salary job is hard (as is the case in a severe recession), a talented and motivated person may choose self-employment as a career and/or survival strategy. As the region recovered from the Great Recession, self-employment dropped from over 8,000 in 2010 to around 4,000 in 2013. What happened to these startup entrepreneurs? There are three possible reasons for this almost 50% decline. One, as wage and salary jobs became available, those who entered self-employment as a temporary solution transitioned into those jobs. Two, some of these startup ventures may have failed. Three, some of these startups ventures grew into Stage 1 (2-9 employees) or Stage 2 (10-99 employees) businesses.

Figure 11. Self-employed

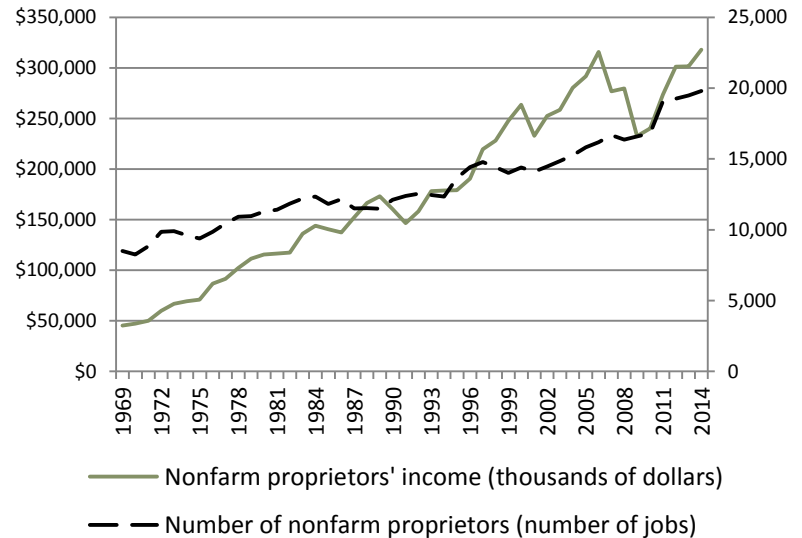


Despite the recent contraction, the region saw a net gain of 2,000 self-employed ventures, a 50% increase, from 1995 to 2013. This is a very positive indicator and county leaders should explore the following questions:

- Who are these self-employed startups?
- What are they doing?
- How could we help them be more successful?

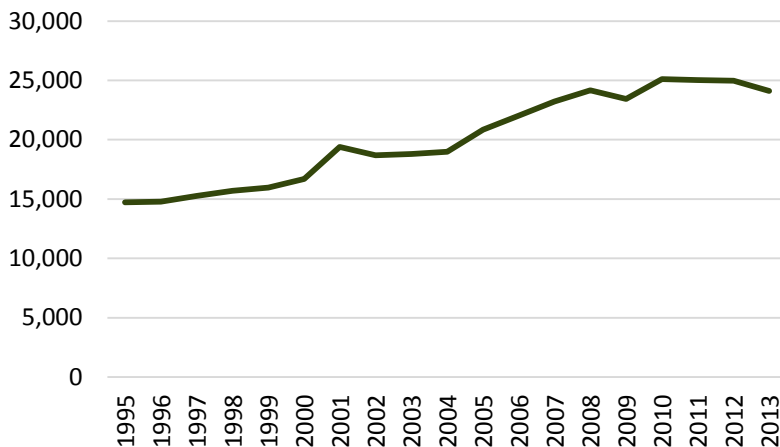
Established, Locally-Owned Entrepreneurial Ventures are important components of a community's entrepreneurial pipeline. When family-owned, local businesses prosper, they hire more employees, pay more local taxes and are able to more actively support their communities. We use two sets of data to describe these entrepreneurs. The U.S. Bureau of Economic Analysis (Figure 12) tracks nonfarm proprietors, typically small main street type businesses that are not incorporated. Youreconomy.org (Figure 13) tracks ventures based on the number of employees, with Stage 1 businesses (2-9 employees) representing small, most likely family-owned or locally-owned businesses.

Figure 12. Nonfarm Proprietors, Lake Cumberland ADD



There has been consistent long-term growth and very strong recent growth in both nonfarm proprietor employment and income – a very positive trend for the region.

Figure 13. Employment in Stage 1 (2-9 employees) Ventures



The employment data on Stage 1 ventures (Figure 13) affirms the trends in nonfarm proprietorships for the region.

Employment in Stage 1 businesses declined early in the Great Recession but appears to be stabilizing between 2009 and 2013.

The trend lines for what we are describing as established, locally-owned entrepreneurial ventures are relatively strong, suggesting development opportunities for the region. Leaders

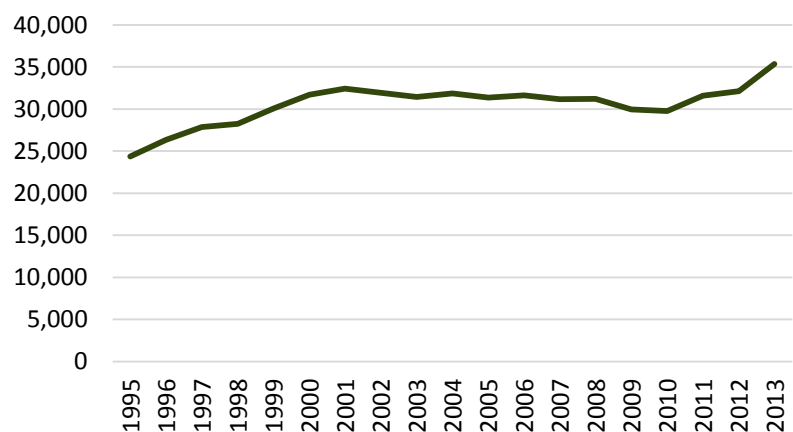
should consider identifying and visiting these entrepreneurs to discover their challenges and opportunities, and to determine how best to support their growth in the future. These ventures may be very important contributors to the **local sector** described earlier in this profile. And, some of them may be primed for growth, creating development impacts for the region.

Growth-Oriented Entrepreneurs comprise an important part of the entrepreneurial pipeline. These entrepreneurs have the desire to grow and have – or are seeking – the market opportunities to turn that desire

into a reality. There is a great deal of attention paid to **growth entrepreneurs** – Economic Gardening (www.edwardlowe.org/tools-programs/economic-gardening) focuses almost exclusively on these entrepreneurs. In most community and regional economies, we have found fewer growth entrepreneurs and much larger numbers of **growth-oriented entrepreneurs**. This latter group includes entrepreneurs who are actively exploring ways to grow their businesses but who may still benefit from the types of business development assistance most regions and communities can offer. Helping growth entrepreneurs often requires much higher level resources, including diverse forms of capital.

As a proxy for growth-oriented entrepreneurs, we use employment for Stage 2 ventures (10-99 employees). Figure 14 shows good growth in the 1990s, stagnation in the 2000s and a promising upswing more recently. This is a very favorable trend line for the region and suggests additional development opportunities with these larger and more established ventures.

Figure 14. Employment in Stage 2 (10-99 employees) Ventures



Breakout Entrepreneurs are very important to both local and regional economies.

Ideally, these entrepreneurial ventures create many jobs, stimulate economic growth and increase overall economic prosperity as new employee spending drives retail, service, construction and other sectors of the economy. In the **new economy**, many businesses are experiencing rapid sales growth but creating few jobs as they rely instead on contract employees and outsourcing strategies. As part of the entrepreneurial pipeline, communities should focus on those existing businesses that achieve breakout or rapid growth status **and** create many jobs in the process. According to Christine Hamilton-Pennell (former market research analysis with Littleton, Colorado's Economic Gardening program), the typical high growth entrepreneurial venture is one that has been around for several decades and reaches a point where there is both motivation and opportunity for high growth. It often takes an entrepreneur time to figure out how to achieve higher growth, creating opportunities for the community to provide support and resource connections. This observation also suggests that county leaders should not limit their focus to new entrepreneurial ventures. It is important to look at existing, established entrepreneurs who may be on the cusp of breakout growth.

As a proxy for breakout entrepreneurs, we use employment associated with Stage 3 ventures (100-499). Many Stage 3 ventures achieve a certain level of growth and plateau. If we see employment growth among Stage 3 ventures, there is a strong probability that there is breakout entrepreneurial activity. Figure 15 suggests a roller coaster pattern in Stage 3 business employment. More recent growth suggests development opportunity. Figure 16 on the next page summarizes employment by larger organizations such as hospitals, universities and major corporations. After deep declines in the 1990s to 2000s timeframe there has been stabilization in employment in Stage 4 ventures. Big employers tend to provide higher compensation and better benefits.

At the local level, it is relatively easy to identify potential breakout entrepreneurs (remember, they can be non-profits and public enterprises). At this stage, businesses are often moving out of existing space and building new office complexes or even campuses. They may be actively expanding their leadership teams or seeking new supplier relationships. Regional and local leaders should be watching for such evidence and meeting with these entrepreneurial teams to understand their plans and consider what support the community can provide.

Just as a water or natural gas pipeline is critical community infrastructure, the **entrepreneurial pipeline** is the lifeblood of a community or regional economy. A diverse set of entrepreneurial talent, across the entire pipeline, is one key to building a strong, diverse entrepreneurial economy. For the region, Table 3 provides a comprehensive picture of all private, public and non-profit business establishments across the entrepreneurial pipeline, using data from www.youreconomy.org.

**Figure 15. Employment in Stage 3
(100-499 employees) Ventures**



Information in Table 3 is for the 10 county region that comprises the Lake Cumberland ADD. Data gathered to produce this table is available for individual counties within the region. We encourage the reader to consider both regional and county level changes in establishments, jobs and sales. More detailed information can be found at www.youreconomy.org.

This region has elements of the entrepreneurial pipeline in place, with more businesses in the earlier stages of venture development. Regional and local leaders should focus on understanding the entrepreneurial talent that exists in the region across this pipeline and targeting resources toward those with the desire, capacity and opportunity to grow.

**Figure 16. Employment in Stage 4
(500+ employees) Ventures**

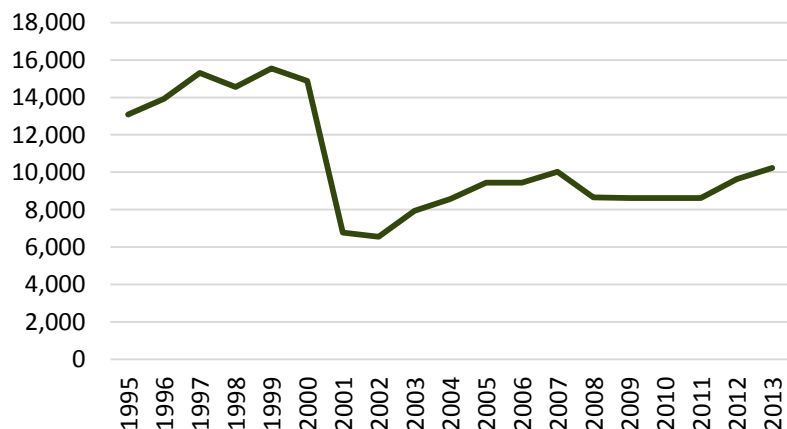


Table 3. Lake Cumberland's Entrepreneurial Pipeline

Establishments	1995	2001	Change	2001	2013	Change
Total	6,895	9,339	2,444	9,339	13,198	3,859
Self-Employed (1)	1,795	2,439	644	2,439	3,845	1,406
Stage 1 (2-9)	4,043	5,567	1,524	5,567	7,892	2,325
Stage 2 (10-99)	961	1,224	263	1,224	1,352	128
Stage 3 (100-499)	86	100	14	100	94	-6
Stage 4 (500+)	10	9	-1	9	15	6
Jobs	1995	2001	Change	2001	2013	Change
Total	69,832	78,528	8,696	78,528	89,702	11,174
Self-Employed (1)	1,795	2,439	644	2,439	3,845	1,406
Stage 1 (2-9)	14,736	19,382	4,646	19,382	24,119	4,737
Stage 2 (10-99)	24,364	32,436	8,072	32,436	35,362	2,926
Stage 3 (100-499)	15,854	17,491	1,637	17,491	16,153	-1,338
Stage 4 (500+)	13,083	6,780	-6,303	6,780	10,223	3,443

Using this Development Opportunity Profile

This **Development Opportunity Profile** is meant to be used as a conversation starter in your community or region. We believe that the best development decisions are made after a thorough assessment of your assets and opportunities. This Profile provides one set of information to get you started. We encourage you to share this profile with a diverse group of community stakeholders and residents. The data shared here will be enriched by conversations with a range of partners who bring new and unique perspectives on your economy and opportunities. An entrepreneur is likely to look at this information from a different perspective than a community banker or county commissioner. Yet, all of these perspectives can help you establish a better understanding of your starting point, and create the space for you to dream about what might be possible in your community going forward.

At the Center for Rural Entrepreneurship, we have studied local and regional economies throughout North America. We have deep and long-term experience helping communities understand their development opportunities and create entrepreneur-focused development strategies. Based on this experience, we offer some initial insights into potential development opportunities for Lake Cumberland Region in Kentucky. We hope these insights provide the fodder for your initial community conversations.

<h3>Retirees</h3> <p>Retirees are the single largest driver in the regional economy. Retiree spending provides stability to local and regional economies. A focused development strategy on meeting the needs of retirees should be considered.</p>	<h3>Manufacturing</h3> <p>Manufacturing is important to the regional economy. After major losses earlier in the 2000s there is modest rebound. An aggressive strategy to help area manufacturers remain competitive in our global economy is recommended.</p>	
<h3>Tourism</h3> <p>There is a significant hospitality or tourism sector in parts of this region. A focused strategy on increasing the value-added quality of the region’s tourism sector is suggested. Such a strategy would increase job quality and local venture profitability.</p>	<h3>Rural Life</h3> <p>This region and its communities offer a unique rural and smaller town quality of life. This is a development asset worth further exploration.</p>	<h3>Location</h3> <p>This region is rural in character. It is physically large. But within one day’s driving distance there are major metropolitan areas and many regional trade centers. The region’s location offers significant opportunities through market development with these urban centers with millions of consumers.</p>
<h3>Retail Capture</h3> <p>Based on Esri data for 2015 the region has a relatively strong retail spending capture profile. But there is room for improvement. Retail competition is intense and a focused strategy to help locally based and owned retailers improve their competitive positions is recommended. Retail ownership transition should also be considered.</p>		<h3>Entrepreneurial Energy</h3> <p>While the region has entrepreneurs across the pipeline, more of the entrepreneurial talent is concentrated in early stage ventures. There is an opportunity to identify those entrepreneurs who have growth-orientation and target resources toward helping them grow.</p>
<h3>Government & Hardship Transfer Payments</h3> <p>The region is highly dependent upon government and government related transfer payments. This spending is sustaining the current economy in many important ways. Nevertheless, these sources of income are under stress with likely continued pressure for cuts. Diversifying the economy beyond government is likely to be very important to overall regional prosperity.</p>		<h3>Labor Earnings Ratio</h3> <p>Labor earnings a share of total personal income is an important indicator of regional economic vitality. This ratio has now dropped below 50% where more income is related to non-labor sources. Improving this ratio over time is critically important to a more successful region.</p>

Sources

Data for this **Development Opportunity Profile** were obtained from the following:

- Esri (www.esri.com), Assorted Esri Market Intelligence Reports, August 2015
- Edward Lowe Foundation (www.youreconomy.org), August 2015
- Headwaters Economics (www.headwaterseconomics.org), Various Profile Reports, August 2015
- Google Maps
- U.S. Department of Agriculture, *Census of Agriculture 2012*, August 2015

Research documents associated with these sources can be found in the E-Library at <https://goo.gl/ViOiRY>.

Reading Library

Useful reading related to entrepreneur-focused economic development:

- [Overview of Economic Development](#) (Don Macke and Nancy Arnold, RTC, The University of Montana Rural Institute, 2012.)
- [Creating Entrepreneurial Communities: Building Community Capacity for Ecosystem Development](#) (Deborah M. Markley, Thomas S. Lyons and Donald W. Macke, *Community Development*, Vol. 46, No. 5, December 2015.)
- [Creating Entrepreneurial Communities in Kansas](#) (Deborah Markley and Ahmet Binerer, Center for Rural Entrepreneurship, 2014.)
- [Energizing Entrepreneurial Communities – A Pathway to Prosperity](#) (Donald Macke, Deborah Markley and John Fulwider, Center for Rural Entrepreneurship, 2014.)
- [The E Myth Revisited – Why Most Small Businesses Don't Work and What to Do About It](#) (Michael E. Gerber, HarperCollins Books, 2001.)
- [Innovation and Entrepreneurship](#) (Peter F. Drucker, HarperCollins Books, 1985.)
- [Startup Communities](#) (Brad Feld, John Wiley & Sons, Inc., 2012.)
- [The Good Jobs Strategy](#) (Zeynep Ton, New Harvest – Houghton Mifflin Harcourt, 2014.)
- [Investing in Entrepreneurs – A Strategic Approach for Strengthening Your Regional and Community Economy](#) (Gregg A. Lichtenstein and Thomas S. Lyons, Praeger, 2010.)
- [The Illusions of Entrepreneurship](#) (Scott A. Shane, Yale University Press, 2008.)

Other Center Resources

These additional [Empowering Research](#) tools can help you better understand your community and economy, the first step toward creating a vision and optimal prosperity plan.

More Development Opportunity Resources

- Economic Diversity report
- Economic Cluster report
- Manufacturing sector report
- Tourism sector report
- Agriculture sector report
- Community conversation report

Philanthropic Opportunity Profile draws on research unique to your community to help you better understand the drivers of wealth in your community and the potential for community-based philanthropy to support your economic development dreams and plans.

More Philanthropic Opportunity Resources

- [Donor Opportunity analysis](#)
- [Transfer of Wealth Opportunity analysis](#)
- Philanthropic Sector analysis
- Charitable Giving analysis

Generational Diversity Profile will help you understand generational change, some of the differences across the generations and potential impacts on community leadership, philanthropy and development.

More Generational Diversity Resources

- [Generational Diversity analysis](#)
- Generational Scenario analysis

We can also help you share this research with key stakeholders in your community through webinars, workshops and other types of engagements.

- Consultations
- Webinars
- Toolkits
- Keynotes
- Customized workshops and training institutes
- Coaching support
- Community-based projects and initiatives

To learn more, go to the [Get Started](#) page on our [website](#).

About the Center

The Center for Rural Entrepreneurship's mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs. With our roots and hearts in rural America, we help communities of all sizes and interests by bringing *empowering research* together with *effective community engagement* to advance *community-driven strategies* for prosperity.

Our **Solution Area Teams** – [Entrepreneurial Communities](#); [Community Development Philanthropy](#); [New Generation Partnerships](#) – empower community leaders to find their own answers to the economic development challenges and opportunities they face.

To learn more about the Center, go to www.energizingentrepreneurs.org.

421 S. 9th Street, Suite 245
Lincoln, NE 68508
(402) 323-7336

Our Team



Don Macke is Co-Founder and Director of the Entrepreneurial Communities solution area. Through this work, Don helps communities and regions throughout North America grow entrepreneur-focused economic development strategies. He works with a

group of strategic partners across the country to deliver customized economic development solutions.



Deborah Markley is Co-Founder and Managing Director of the Center. Deb guides the Center's measurement and research agendas, including development and implementation of tools for measuring success, practice-driven research, and evaluation of model entrepreneurship

development systems and initiatives in rural places.

Ann Chaffin is Senior Associate for Marketing Communications with the Center. Ann heads the Center's Communications team and is responsible for overseeing and branding all content the Center distributes and keeping communications current and professional for each of our solution areas.



Dana Williams is Project Associate with the Center. Dana provides management assistance and operational support across the Center, including providing executive assistance to each of the Center's solution areas and has been actively engaged in product development, supporting the creation of a number of online toolkits.



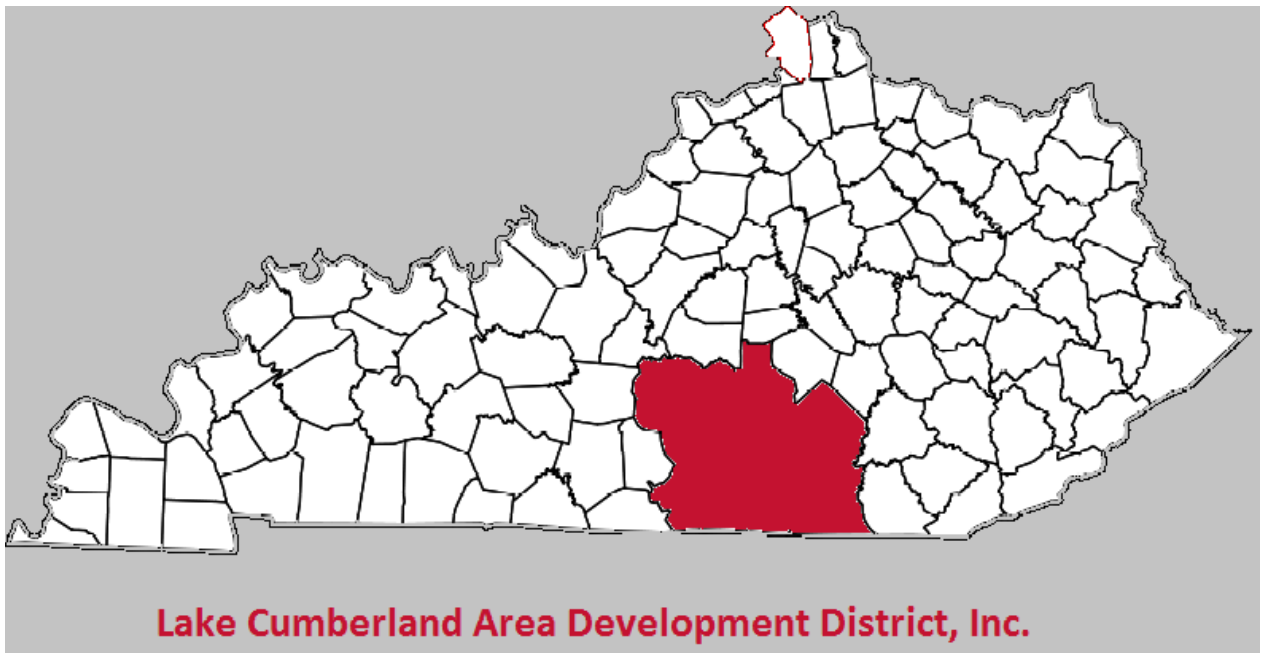
@Copyright 2015 Center for Rural Entrepreneurship.

The information contained in this document is the intellectual property of the Center for Rural Entrepreneurship or has been provided by a strategic partner for the Center's use. Use of these materials is restricted to community or personal use unless otherwise approved in writing by the Center. The resale or distribution of this material is prohibited without written permission of the Center. Inclusion of this information in other documents prepared by the user requires written permission by the Center and must include appropriate attribution. For guidance and permission, contact Don Macke at 402-323-7336 or don@e2mail.org.

Philanthropic Opportunity Profile

10 County Region, Kentucky

Adair, Casey, Clinton, Cumberland, Green, McCreary,
Pulaski, Russell, Taylor, Wayne Counties



January 29, 2016

Introduction

The Center for Rural Entrepreneurship believes in **empowering research** – making data-driven decisions about economic development to be more strategic and, ultimately, create the kinds of economic development outcomes and long-term community prosperity you desire. We work hard to build tools and resources that communities can use to access and understand data and turn that raw information into knowledge you can apply in your community. This **Philanthropic Opportunity Profile** was prepared for the 10 county region of Lake Cumberland Area Development District.

America's Transfer of Wealth Opportunity

In 1999, Boston College catalyzed an on-going conversation about philanthropic opportunity in America with the release of [Millionaires in the Millennium](#). The Boston College study estimated that over a 50-year period, \$41 trillion in household wealth would pass from one generation to the next. The report highlighted the opportunity for increased philanthropic giving that this massive transfer of wealth could support. Since 2001, the Center for Rural Entrepreneurship has completed over 60 [Transfer of Wealth Opportunity Studies](#) (TOW), ranging from our first study of rural Nebraska to Los Angeles, Brooklyn and a wide range of communities across the U.S. Since Boston College did not update the 1999 study, in 2011 the Center for Rural Entrepreneurship updated U.S. Transfer of Wealth opportunity scenarios for our [book](#). We estimated that, between 2010 and 2060, a remarkable \$75 trillion in household wealth will transfer from one generation to the next. If just 5% of this potential was gifted for philanthropic purposes, an amazing \$3.75 trillion in new endowments could be created – the equivalent of nearly 100 new Gates Foundations.

Your Philanthropic Opportunity Profile

This **Philanthropic Opportunity Profile** draws on research unique to your community to help you better understand your specific opportunity for increasing philanthropy in support of sustainable community betterment. While the Center continues to prepare comprehensive [Transfer of Wealth Opportunity Analysis](#) for states and regions as requested, this Profile provides a more readily accessible alternative for estimating TOW potential that could be used as a way to update an earlier TOW analysis or to provide initial insights for communities or regions that do not have the resources to invest in a comprehensive TOW analysis.

Why Philanthropy?

For your community to thrive, you must continually invest in education, health care, economic development and other community amenities. Traditional sources of funding (e.g., local taxes, federal and state funding, and support from local businesses), have been under increasing pressure, particularly since the Great Recession. The

Center's experience suggests that the greatest under-developed financial resource you can mobilize to support community building is philanthropic giving. Community-based philanthropy is a way for the community to invest and have some "skin" in the economic development game. It is also a community engagement tool, providing opportunities for *all* community members to give back according to their means. Across the U.S., there are examples of the power of community-based philanthropy to drive community betterment, including young parents creating an endowment to support quality pre-school education and successful entrepreneurs endowing programs to encourage and support up-and-coming entrepreneurs, including youth. To encourage community philanthropy, however, you need to begin by helping the community to recognize that they have wealth to give and to dream about the community they could create by using that philanthropic capacity wisely.

Estimating Philanthropic Potential

The starting point for understanding philanthropic potential is to understand wealth holding in your community. Since the 1980s, the U.S. Federal Reserve Board has commissioned an extensive research effort, *Survey of Consumer Finances*, to gain insights into household income and net worth. Based on the data series produced by this research, we have identified relationships between several household characteristics and household net worth. The key wealth drivers in any community include:

- **Age.** Wealth accumulation follows a pretty standard pattern over time, increasing gradually as we build skills and a career, peaking at retirement and then declining as we drawn down accumulated wealth in retirement.
- **Educational attainment.** Your level of education matters in terms of accumulating wealth over time. Average net worth of households with a college degree is twice as much as the national average.
- **Income.** There is a strong positive correlation between household income and average net worth. Average net worth increases rapidly once household income reaches \$100,000, based on 2010 research.
- **Share of dividends, interest and rent (DIR) income in total.** Passive income, from dividends, interest and rent, is used as a proxy for wealth holding. As the share of income from dividends and interest increases, so does average net worth.
- **Work status (Self-employment).** On average, those who are self-employed or in a partnership tend to have higher average wealth holdings than those working for someone else – another reason why entrepreneurship is an important development strategy.
- **Occupation type.** Households headed by a person with a managerial occupation tend to have higher average net worth than other households – on average, twice the net worth of the average household.
- **Housing value.** As housing values increase – an important component of wealth holding – so does the average net worth of the household.

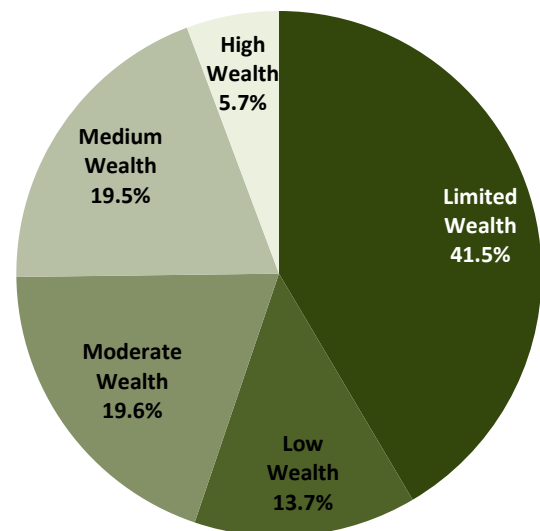
The next section provides insights into these wealth drivers for your community.

Lake Cumberland's Household Wealth Profile

Every community has a unique household wealth profile. Using 2015 information from [Esri](#), we created the following **Household Wealth Profile** for the Lake Cumberland ADD region of Kentucky.

Wealth Status. The pie chart (Figure 1) illustrates the household distribution of wealth for the region in 2015. Over 55% of the region's households have limited or low wealth, suggesting limited capacity for giving back. This finding suggests that developing a robust philanthropic engagement strategy may be a challenge for your community. At the same time, **1 in 4** households have medium or high wealth, a potential asset for your community. Based on our work across the U.S., we believe that every community has some untapped potential for increased philanthropy. Developing this potential can create sustainable resources to help your community create a more prosperous future for present and future generations.

Figure 1. 2015 Distribution of Wealth by Households, Lake Cumberland KY Region



Household Wealth and Age. As described earlier in this profile, households tend to go through a wealth creation cycle over time. Early on, we have little wealth as we are learning and growing into work and career. Often, we are spending more than we are making as we buy that first car or first home and begin to have children. However, once our children are raised, we tend to earn more as our careers advance. This transformation allows us to accumulate assets and build an estate (i.e., household current net worth – assets minus liabilities). Retirement years, for most of us, represent the peak of our wealth, and as we age, we spend down or give away our estate.

Figure 2 shows average household current net worth (CNW) by age cohort for the Lake Cumberland ADD region. As you would expect, wealth is concentrated among retirement age households (over 65 years old). However, there is some wealth in the middle-age cohorts (45-64 years old), suggesting the need to engage residents in a conversation about philanthropy well before they reach retirement. In fact, residents in these age groups may be highly motivated to make a difference in your community and have a passion, such as entrepreneurship or youth, that they would be willing to support.

Figure 2. 2015 Average Household Current Net Worth by Age Cohort

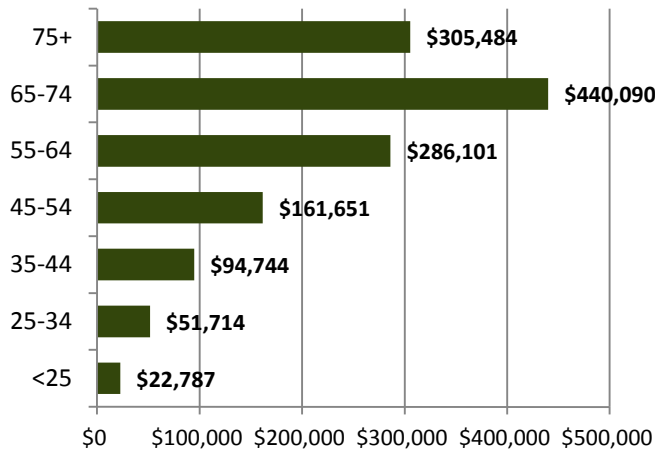
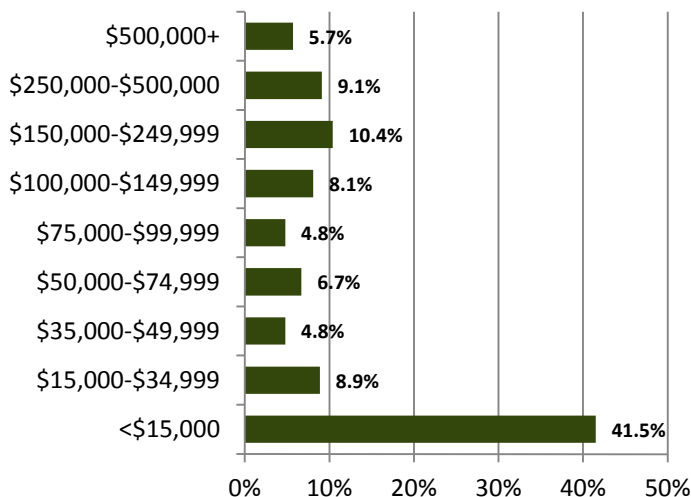


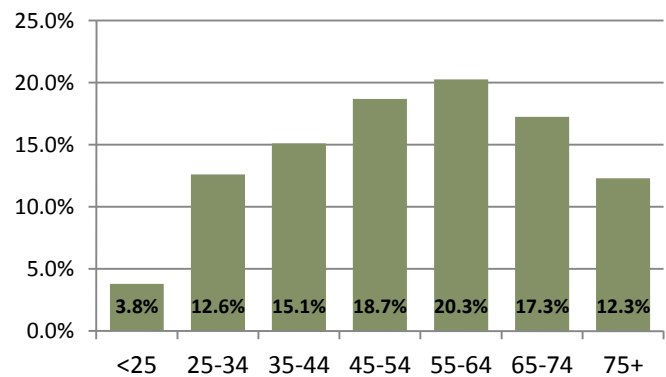
Figure 3 shows the region's current profile of households by age cohort. Like many rural communities, this region's population is older, with more than half the households headed by someone over the age of 55. About a quarter of the households are younger, in the early stages of wealth formation (25-44). Both these groups should be engaged in a discussion about philanthropy and its ability to influence the future prospects of the region and its communities.

Figure 4. 2015 Households by Average Current Net Worth, Lake Cumberland



Households by Age. Every community has a unique profile in terms of the number of households by age cohort. Your community's demographic profile can have an important impact on the community's wealth profile. For example, many rural communities struggle to retain younger adults (20 to 35 year olds) who are just beginning to create wealth *and* older wealthier residents (65 and older) who are moving to communities with more appropriate senior amenities (e.g., housing, health care) or following children and grandchildren who have left their hometowns. When a community loses older residents, their accumulated wealth typically leaves with them, a leakage of critical community philanthropic potential.

Figure 3. 2015 Age Profile for Lake Cumberland ADD Region



Households by Average Current Net Worth. Every community has a distribution of household wealth holding, based on many of the wealth drivers discussed above. In this region, nearly 42% of households have limited wealth. At the other end of the wealth spectrum, 5.7% of your community's households have more than \$500,000 in current net worth, with an average estate for this group of over \$2.5 million. Imagine if this group of regional residents gave just 1% of their wealth holdings to the community; over \$121 million could be placed into endowments that would be able to generate \$5.5 million annually for community betterment grant making.

Lake Cumberland’s Philanthropic Potential

Our comprehensive TOW analysis provides much more detailed and accurate estimates of a community’s philanthropic potential. This **Philanthropic Opportunity Profile** provides a reasonable estimate of your philanthropic potential in the region based on available secondary data. With this information, you can begin conversations in your community around the “why” and “how” of growing a stronger philanthropic strategy.

Based on your community’s unique characteristics in 2015 and using proprietary research from [Esri](#), Table 1 describes Lake Cumberland’s **Transfer of Wealth Opportunity**:

Table 1. Lake Cumberland Region, KY Near Term Transfer of Wealth Opportunity

2015 Household Current Net Worth	= \$19.02 billion
1% Gifted Back to the Community	= \$190.2 million in Community Endowments
4.5% Annual Payout	= \$8.55 million annually for Community Betterment
A Decade of Giving	= \$86 million for Community Betterment!!!

It is important to note that with accepted and sound endowment management practices, these funds would be inflation protected to ensure annual purchasing power.

Imagine how \$86 million over the next 10 years could improve your community. You could use this enhanced capacity to leverage other funding (e.g., government or other grants), support improvements in recreational facilities, increase strategic investments in economic development initiatives, improve public facilities, expand programs for youth, and increase amenities and services for your community’s elders. The beauty of creating a community endowment is that YOUR Community decides how these funds are spent to improve the quality of life and prosperity within your hometown.

Transfer of Wealth Findings

In 2010 the Center for Rural Entrepreneurship prepared a Transfer of Wealth Opportunity study for the Kentucky Philanthropic Initiative. We have attached the Lake Cumberland Area Development District report as an attachment to our Philanthropic Opportunity Profile. We encourage the reader to explore this additional resource. More information can be found at www.kyphilanthropy.com.

The Power of Endowments

Across the U.S., there is a growing [Community Development Philanthropy](#) movement. Communities large and small – rural and urban – are establishing foundations, working with legacy donors and growing community endowments capable of supporting community betterment projects and economic prosperity strategies over time. Creating permanent community endowments is a powerful community building resource. It is a way to achieve a community's dreams.

What could happen in this region if you are successful in making the case to donors and achieving a 1% giveback goal? Table 2 provides an **endowment illustration** based on this region's unique transfer of wealth opportunity. Recognizing that such an aggressive goal is not achievable in a single year, we assume for the purposes of this example that 1% of the region's current TOW Opportunity, **\$195 million**, was gifted in 2015. Over 20 years, these gifts would grow to over **\$353 million** and over **\$245 million** would be granted to support community betterment and prosperity. This example demonstrates the power of compound interest and permanent endowments, assuming a fairly standard 7.5% annual investment return and a 4.5% average annual payout rate.

Table 2. Endowment Building Example for Lake Cumberland, KY Region

Year	Beginning Endowment Principal	Annual Earnings	Annual Grants	Ending Endowment Principal
2015	\$190,204,033	\$14,265,302	\$8,559,181	\$195,910,154
2016	\$195,910,154	\$14,693,262	\$8,815,957	\$201,787,459
2017	\$201,787,459	\$15,134,059	\$9,080,436	\$207,841,082
2018	\$207,841,082	\$15,588,081	\$9,352,849	\$214,076,315
2019	\$214,076,315	\$16,055,724	\$9,633,434	\$220,498,604
2020	\$220,498,604	\$16,537,395	\$9,922,437	\$227,113,562
2021	\$227,113,562	\$17,033,517	\$10,220,110	\$233,926,969
2022	\$233,926,969	\$17,544,523	\$10,526,714	\$240,944,778
2023	\$240,944,778	\$18,070,858	\$10,842,515	\$248,173,122
2024	\$248,173,122	\$18,612,984	\$11,167,790	\$255,618,315
2025	\$255,618,315	\$19,171,374	\$11,502,824	\$263,286,865
2026	\$263,286,865	\$19,746,515	\$11,847,909	\$271,185,471
2027	\$271,185,471	\$20,338,910	\$12,203,346	\$279,321,035
2028	\$279,321,035	\$20,949,078	\$12,569,447	\$287,700,666
2029	\$287,700,666	\$21,577,550	\$12,946,530	\$296,331,686
2030	\$296,331,686	\$22,224,876	\$13,334,926	\$305,221,637
2031	\$305,221,637	\$22,891,623	\$13,734,974	\$314,378,286
2032	\$314,378,286	\$23,578,371	\$14,147,023	\$323,809,634
2033	\$323,809,634	\$24,285,723	\$14,571,434	\$333,523,923
2034	\$333,523,923	\$25,014,294	\$15,008,577	\$343,529,641
2035	\$343,529,641	\$25,764,723	\$15,458,834	\$353,835,530
Total Grants			\$245,447,246	

Using this Philanthropic Opportunity Profile

The information in this **Philanthropic Opportunity Profile** is designed to be used as a conversation starter in your community. We encourage you to share this profile with a diverse group of community stakeholders and residents. One way to bring this information home for the people in your community is to use the **Dream Exercise** (see instructions in the box below). The numbers shared in Table 1 are big numbers. It is sometimes difficult to imagine that level of financial resources, especially in a community that has been struggling for some time. The dream exercise helps people move into more creative, appreciative space – to consider what ***might be possible***, given these new resources.

The **Philanthropic Opportunity Profile** can be used by community leadership as a call to action. But, remember that this is just the beginning. These numbers are drawn from secondary data. You should dig deeper and use your own knowledge of the community to help create a deeper understanding of the potential for community philanthropy. Consider creating a community philanthropy team that could work with a local foundation, financial advisors, bankers and others in the community to better understand wealth holding. Remember that there is giving potential at all levels so you should also bring a broad group of community residents together to begin to talk about the potential for community philanthropy. And, continue to connect philanthropic potential to the dreams and development opportunities in your community. Our experience tells us that people will give back to the community – with their time, talent ***and*** treasure – when they see an opportunity to connect their passions with the community's pathway to prosperity.

Dream Exercise

There never seems to be enough money to do the things we want to build a stronger community. But, let's dream a bit! Assume we're successful in capturing the philanthropic opportunity in our community. Over the next decade, we will have \$8.6 million ***annually*** for strategic grant making in the Lake Cumberland Region of Kentucky. How would you suggest we invest these funds? Take some time to think on your own and then we'll share back as a group.

Reading Library

We have selected a number of resources that we recommend in our Reading Library related to your Philanthropic Opportunity Profile:

- [*Transfer of Wealth in Rural America – Understanding the Potential, Realizing the Opportunity and Creating Wealth for the Future*](#) (Don Macke, Deborah Markley and Ahmet Binerer, Center for Rural Entrepreneurship, 2011.)
- [*A Different Vision of Rural Philanthropy from Nebraska’s Jeff Yost*](#) (Rick Cohen, Non-Profit Quarterly, March 12, 2015.)
- [*Community Capitalism – Lessons from Kalamazoo and Beyond*](#) (Ron Kitchens with Daniel Gross and Heather Smith, ArthorHouse, 2008.)
- [*Why Philanthropy Matters*](#) (Zoltan J. Acs, Princeton University Press, 2013.)
- [*Here for Good – Community Foundations and the Challenges of the 21st Century*](#) (Terry Mazany and David C. Perry Editors, M. E. Sharpe, Inc., 2014.)
- [*Give a Little – How Your Small Donations Can Transform Our World*](#) (Wendy Smith, Hyperion, 2009.)
- [*Mapping the New World of American Philanthropy – Causes and Consequences of the Transfer of Wealth*](#) (Susan U. Raymond and Mary Beth Martins, John Wiley & Sons, Inc., 2007.)
- [*Relationship Shift – Revolutionary Fundraising*](#) (Michael Bassoff and Steve Chandler, Robert E. Reed Publishers, 2001.)

Sources

The following research sources have been employed in the preparation of this Profile:

- Source data from Esri.
- [Survey of Consumer Finances](#). The Federal Reserve.
- Center for Rural Entrepreneurship.

Other Center Resources

These additional [Empowering Research](#) tools can help you better understand your community and economy, the first step toward creating a vision and optimal prosperity plan.

More Philanthropic Opportunity Resources

- [Donor Opportunity analysis](#)
- [Transfer of Wealth Opportunity analysis](#)
- Philanthropic Sector analysis
- Charitable Giving analysis

Development Opportunity Profile brings together a range of secondary data so that you understand the regional context and the population, employment and income trends for your community. We also identify the primary drivers of your community's economic success so you'll be in a better position to focus in on your community's genuine development opportunities.

More Development Opportunity Resources

- Economic Diversity *report*
- Economic Cluster report
- Manufacturing sector report
- Tourism sector report
- Agriculture sector report
- Community conversation report

Generational Diversity Profile will help you understand generational change, some of the differences across the generations and potential impacts on community leadership, philanthropy and development.

More Generational Diversity Resources

- [Generational Diversity analysis](#)
- Generational Scenario analysis

We can also help you share this research with key stakeholders in your community through webinars, workshops and other types of engagements.

- Consultations
- Webinars
- Toolkits
- Keynotes
- Customized workshops and training institutes
- Coaching support
- Community-based projects and initiatives

To learn more, go to the [Get Started](#) page on our [website](#).

About the Center

The Center for Rural Entrepreneurship's mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs. With our roots and hearts in rural America, we help communities of all sizes and interests by bringing *empowering research* together with *effective community engagement* to advance *community-driven strategies* for prosperity.

Our **Solution Area Teams** – [Entrepreneurial Communities](#); [Community Development Philanthropy](#); [New Generation Partnerships](#) – empower community leaders to find their own answers to the economic development challenges and opportunities they face.

To learn more about the Center, go to www.energizingentrepreneurs.org.

421 S. 9th Street, Suite 245
Lincoln, NE 68508
(402) 323-7336

Our Team



Don Macke is Co-Founder and Director of the Entrepreneurial Communities solution area. Through this work, Don helps communities and regions throughout North America grow entrepreneur-focused economic development strategies. He works with a

group of strategic partners across the country to deliver customized economic development solutions.



Deborah Markley is Co-Founder and Managing Director of the Center. Deb guides the Center's measurement and research agendas, including development and implementation of tools for measuring success, practice-driven research, and evaluation of model entrepreneurship

development systems and initiatives in rural places.

Ann Chaffin is Senior Associate for Marketing Communications with the Center. Ann heads the Center's Communications team and is responsible for overseeing and branding all content the Center distributes and keeping communications current and professional for each of our solution areas.



Dana Williams is Project Associate with the Center. Dana provides management assistance and operational support across the Center, including providing executive assistance to each of the Center's solution areas and has been actively engaged in product development, supporting the creation of a number of online toolkits.

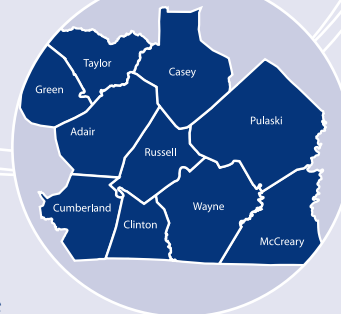
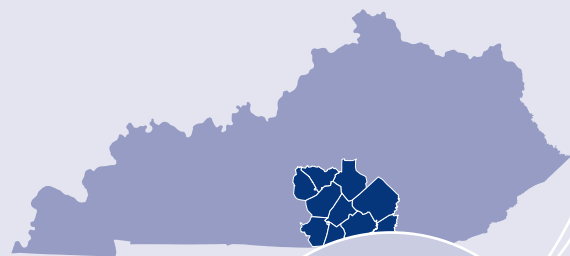


©Copyright 2015 Center for Rural Entrepreneurship.

The information contained in this document is the intellectual property of the Center for Rural Entrepreneurship or has been provided by a strategic partner for the Center's use. Use of these materials is restricted to community or personal use unless otherwise approved in writing by the Center. The resale or distribution of this material is prohibited without written permission of the Center. Inclusion of this information in other documents prepared by the user requires written permission by the Center and must include appropriate attribution. For guidance and permission, contact Don Macke at 402-323-7336 or don@e2mail.org.

LAKE CUMBERLAND

The Lake Cumberland Region in South Central Kentucky is a transition Region with one leg in and one leg out of Appalachia. This is a physically large and diverse landscape of 10 counties, with natural amenities including Lake Cumberland, Daniel Boone National Forest and the Big South Fork National Riverland. Pulaski County dominates the Region, holding roughly one-third of its wealth and Transfer of Wealth (TOW) opportunity. Demographically, McCreary and Pulaski Counties are projected to have the highest population growth. Only Cumberland County is projected to lose population. Populations of all counties in this Region are older compared to Kentucky and the U.S., except for McCreary County which is younger. Real property and small business ownership are primary assets throughout the Region.



IMAGINE: Over the next 20 years, Lake Cumberland will see a Transfer of Wealth opportunity of \$6.14 billion. If 5 percent of that wealth – \$307.18 million – could be directed to community endowments, those investments would ultimately provide a payout of \$15.36 million a year to improve Lake Cumberland’s communities.



TEN YEAR

COUNTY	2010 NET WORTH		TOW		5% CAPTURE		5% PAYOUT		2010
	\$ BILLIONS	PHH	\$ BILLIONS	PHH	\$ MILLIONS	PHH	\$ MILLIONS	PHH	HOUSEHOLDS
Adair	\$0.74	\$104,700	\$0.21	\$29,200	\$10.29	\$1,500	\$0.51	\$70	7,057
Casey	\$0.65	\$98,400	\$0.18	\$27,100	\$8.91	\$1,400	\$0.45	\$70	6,573
Clinton	\$0.38	\$94,800	\$0.11	\$26,400	\$5.27	\$1,300	\$0.26	\$70	4,001
Cumberland	\$0.27	\$99,700	\$0.08	\$27,900	\$3.82	\$1,400	\$0.19	\$70	2,735
Green	\$0.45	\$96,400	\$0.13	\$27,000	\$6.35	\$1,300	\$0.32	\$70	4,706
McCreary	\$0.47	\$63,300	\$0.12	\$15,600	\$5.77	\$800	\$0.29	\$40	7,384
Pulaski	\$3.82	\$153,700	\$1.00	\$40,300	\$50.15	\$2,000	\$2.51	\$100	24,880
Russell	\$1.01	\$138,300	\$0.29	\$39,400	\$14.44	\$2,000	\$0.72	\$100	7,334
Taylor	\$1.21	\$124,500	\$0.31	\$31,800	\$15.50	\$1,600	\$0.78	\$80	9,744
Wayne	\$0.74	\$90,600	\$0.20	\$24,700	\$10.05	\$1,200	\$0.50	\$60	8,140
LAKE CUMBERLAND	\$9.75	\$118,100	\$2.61	\$31,600	\$130.56	\$1,600	\$6.53	\$79	82,553

TWENTY YEAR

COUNTY	2010 NET WORTH		TOW		5% CAPTURE		5% PAYOUT		2010
	\$ BILLIONS	PHH	\$ BILLIONS	PHH	\$ MILLIONS	PHH	\$ MILLIONS	PHH	HOUSEHOLDS
Adair	\$0.74	\$104,700	\$0.48	\$67,400	\$23.78	\$3,400	\$1.19	\$170	7,057
Casey	\$0.65	\$98,400	\$0.42	\$64,000	\$21.02	\$3,200	\$1.05	\$160	6,573
Clinton	\$0.38	\$94,800	\$0.24	\$59,600	\$11.93	\$3,000	\$0.60	\$150	4,001
Cumberland	\$0.27	\$99,700	\$0.17	\$60,400	\$8.27	\$3,000	\$0.41	\$150	2,735
Green	\$0.45	\$96,400	\$0.29	\$61,300	\$14.41	\$3,100	\$0.72	\$150	4,706
McCreary	\$0.47	\$63,300	\$0.28	\$37,300	\$13.77	\$1,900	\$0.69	\$90	7,384
Pulaski	\$3.82	\$153,700	\$2.43	\$97,600	\$121.49	\$4,900	\$6.07	\$240	24,880
Russell	\$1.01	\$138,300	\$0.66	\$90,000	\$32.98	\$4,500	\$1.65	\$220	7,334
Taylor	\$1.21	\$124,500	\$0.72	\$73,800	\$35.99	\$3,700	\$1.80	\$180	9,744
Wayne	\$0.74	\$90,600	\$0.47	\$57,800	\$23.54	\$2,900	\$1.18	\$140	8,140
LAKE CUMBERLAND	\$9.75	\$118,100	\$6.14	\$74,400	\$307.18	\$3,700	\$15.36	\$186	82,553

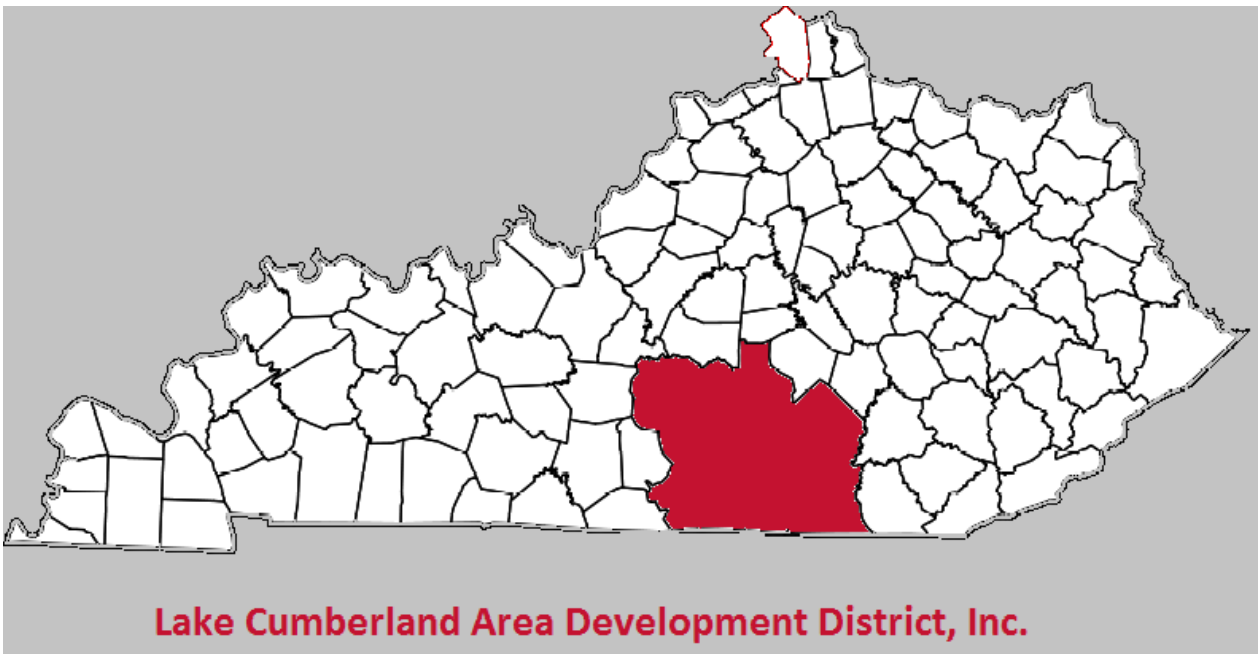
FIFTY YEAR

COUNTY	2010 NET WORTH		TOW		5% CAPTURE		5% PAYOUT		2010
	\$ BILLIONS	PHH	\$ BILLIONS	PHH	\$ MILLIONS	PHH	\$ MILLIONS	PHH	HOUSEHOLDS
Adair	\$0.74	\$104,700	\$1.84	\$260,200	\$91.80	\$13,000	\$4.59	\$700	7,057
Casey	\$0.65	\$98,400	\$1.68	\$256,000	\$84.10	\$12,800	\$4.20	\$600	6,573
Clinton	\$0.38	\$94,800	\$0.83	\$208,400	\$41.69	\$10,400	\$2.08	\$500	4,001
Cumberland	\$0.27	\$99,700	\$0.54	\$198,700	\$27.19	\$9,900	\$1.36	\$500	2,735
Green	\$0.45	\$96,400	\$1.04	\$221,500	\$52.09	\$11,100	\$2.60	\$600	4,706
McCreary	\$0.47	\$63,300	\$1.06	\$143,400	\$52.97	\$7,200	\$2.65	\$400	7,384
Pulaski	\$3.82	\$153,700	\$9.89	\$397,200	\$494.27	\$19,900	\$24.71	\$1,000	24,880
Russell	\$1.01	\$138,300	\$2.57	\$351,100	\$128.71	\$17,600	\$6.44	\$900	7,334
Taylor	\$1.21	\$124,500	\$2.94	\$301,200	\$146.81	\$15,100	\$7.34	\$800	9,744
Wayne	\$0.74	\$90,600	\$1.87	\$229,900	\$93.60	\$11,500	\$4.68	\$600	8,140
LAKE CUMBERLAND	\$9.75	\$118,100	\$24.26	\$293,900	\$1,213.23	\$14,700	\$60.66	\$730	82,553

Generational Diversity Profile

10 County Region, Kentucky

Adair, Casey, Clinton, Cumberland, Green, McCreary,
Pulaski, Russell, Taylor, Wayne Counties



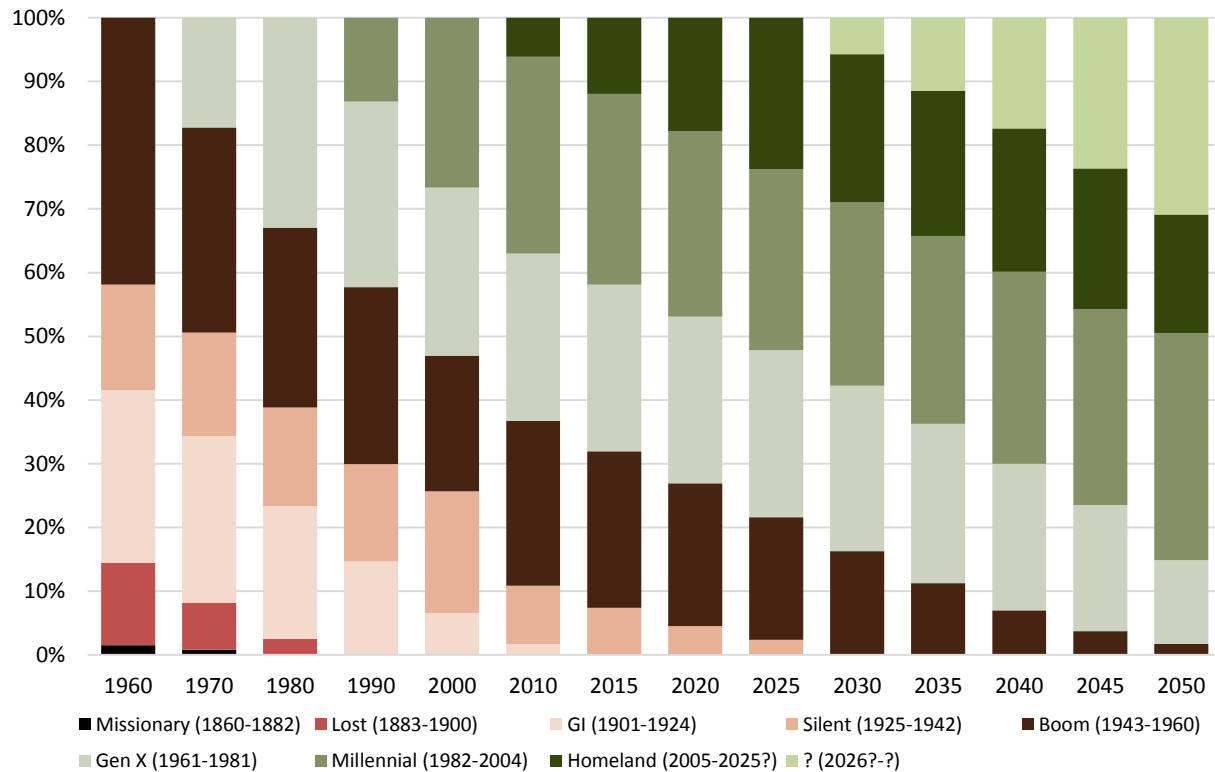
February 2016

Introduction

The Center for Rural Entrepreneurship believes in **empowering research** – making data-driven decisions about economic development to be more strategic and, ultimately, create the kinds of economic development outcomes and long-term community prosperity you desire. We work hard to build tools and resources that communities can use to access and understand data and turn that raw information into knowledge you can apply in your community. This **Generational Diversity Profile** was prepared for the 10 county region of Lake Cumberland Area Development District.

Successful people, organizations and communities recognize, understand and embrace change. Generational change is one of these dynamic forces. Learning how to engage and empower new generations is a key to greater community and organizational success. What do we mean by generational change? Figure 1 illustrates historical and projected generational change for the Lake Cumberland region. Over a 90-year period – the life span of a healthy person – four generations largely disappear (i.e., Missionary, Lost, GI or Greatest Generation, and Silent). The once-dominant Boomer Generation is retiring in massive numbers (estimated at 10,000 persons per day retiring in the U.S.) while Gen X and Millennial Generations are becoming more dominant in career and leadership roles. The Homeland Generation is growing up and, by 2030 a new generation yet to be named will come into being.

What does all of this change mean for your community or organization? How do you embrace new, young leaders whose lives have been shaped by very different events and technologies than yours? This **Generational Diversity Profile** is intended to help your community or organization understand generational change and its implications for your development and success. Like our other **Getting Started Tools**, this profile is intended to spark conversations by pulling together existing secondary data and other research to help you better understand these trends. We encourage you to reflect on your own community and even do some primary research – head out and talk to the young people in your community and in your organization. Invite them to talk about generational change and get their perspectives on the opportunities and challenges to engaging across the generations.

Figure 1. Generational Composition of Lake Cumberland ADD Region, 1960-2050

Names and Timeframes

There are no officially determined generational names or timeframes. Names have evolved organically and become accepted over time. For example, Gen Y and Z are names that are still in use but are now considered largely part of the more recognized Millennial Generation.

Generation Defined

The term “generation” refers to more than simply a span of time. Each generation is shaped by events or circumstances that take place during its lifetime. Cultural revolutions (e.g., women entering the workforce, civil rights movement), major world events (e.g., the Vietnam War, tearing down the Berlin Wall), technological change (e.g., the Industrial and Internet revolutions) and economic events (e.g., the Great Depression, globalization) create a set of common experiences within each generation. The common bonds created within a generation often help to distinguish or separate it from earlier generations and those coming into play. These forces also help to shape the values and expectations that each generation brings to their decision making about career, family, and community.

In addition, members of the generation take on different social roles as they move through the life stages of youth, young adulthood, midlife and elderhood. Often, tension is created at the cusps of this change, with young people seeking to assume leadership roles and elders continuing to feel they have experience to offer. Managing this potential inter-generational tension is often a challenge for communities and organizations.

According to Neil Howe and William Strauss, “generations follow observable historical patterns and thus offer a very powerful tool for predicting future trends.” As we stand on the threshold of that future, we can see that it will be shaped primarily by three generations – Boomer, Gen X and Millennial. Howe and Strauss have identified common traits across the generations that can provide a useful starting point for leaders who want to better understand the generations that make up their community, now and in the future (Table 1).

Table 1. Generational Defining Factors

Gen	Birth Years	Age in 2016	Shaping Events	Status
Missionary	1860-1882	134-156	Post Civil War - Industrialization - Urbanization	Passed
Lost	1883-1900	116-133	Industrialization - Urbanization - World War I	Passed
GI or Great	1901-1924	92-115	Great Depression - World War II - Post War Expansion	Passing
Silent	1925-1942	74-91	Great Depression - World War II - Expansion - Korean War	Passing
Boomer	1943-1960	56-73	Expansion - Suburbanization - Vietnam War - Liberalization	Retiring
Gen X	1961-1981	35-55	Liberalization - Technology - Economic Stagnation	Careers
Millennials	1982-2004	12-34	Technology - Economic Stagnation	Emerging Careers
Homeland	2005-2025?	0-11	9-11 - Terrorism - Great Recession - Weak Economic Recovery	Growing Up
Next?	2026-?	Unborn	???	Unborn

Generations Profiled

Five generations are still relevant in most communities – Homeland, Millennials, Gen X, Boomer and Silent. Members of these generations continue to be influential in our communities because of the history they can share, the leadership they provide, or the new thinking they bring. The following short descriptions of each generation, drawn from Howe and Strauss, will begin to provide some insight as you consider the challenges and opportunities associated with generational change. More detailed information is available through our [website](#).

Homeland (2006-2025?) Generation is the most ethnically and racially diverse generation in history. Today’s early members of the Homeland Generation are the children of Gen Xers, the largest immigrant generation per-capita born in the 20th century. As recession babies, they are thus far also the product of declining birth and fertility rates, and older parents. Some trends that shape this generation include extremely protective parenting along with more traditional parenting style, a new push for academic achievement and earlier school enrollment as well as a renewed focus on social development.

Millennial (1982-2004) Generation acquires new skills faster than earlier generations. They also face economic uncertainty – growing student debt, increased housing prices, lower entry-level wages. They have built and continue to rely on strong virtual and social networks, in essence redefining community. They value cooperation and organization rather than out-of-the-box initiatives, and are often viewed as pampered and dependent. They are less concerned with gender, race and ethnicity and more concerned with issues of economic class and privilege.

Generation X (1961-1981) is becoming more risk averse as they age, seeking more security in family and jobs. While they value being free agents, they look to become steady anchors in their communities. Distrustful of large institutions when they were younger, these attitudes have softened as they age. They are protective of their children, providing financial support as they move through school. While they work to keep their social environment strong, their role in politics is more uncertain.

Baby Boomer (1943-1980) Generation – the product of the post-war baby boom – looks to remain active consumers of culture and wise elders to the next generation. They demand a variety of living environments and are likely to become consultants and independent contractors rather than fully retiring. They are closer to their children's generation in terms of attitudes and financial health than they were to their parent's generation. They urge young people to serve community ahead of self, but they are also losing their own political power and will not stay as political as they once were.

Silent (1925-1942) Generation moved from a period of political and economic strife to become part of the sharpest rise in scholastic achievement in the U.S. ever recorded. They formed families early, had a long-term commitment to their companies, and were more affluent than any generation before them. They also contributed to innovation and advancing the country's socio-political institutions. They take civic responsibility seriously, making up a large portion of voters to this day and safeguarding advancements such as Social Security and Medicaid. While Howe and Strauss use the term "Silent" to describe this generation, this label belies their political engagement overall and community leadership role in many rural communities.

You should recognize that the descriptions above are generalizations – you will find exceptions in each generation. We encourage you to use these as guidelines for exploring the attitudes and aspirations of members of each generation in your own community.

Why Understand Generational Change

Understanding generational change is important for three primary reasons:

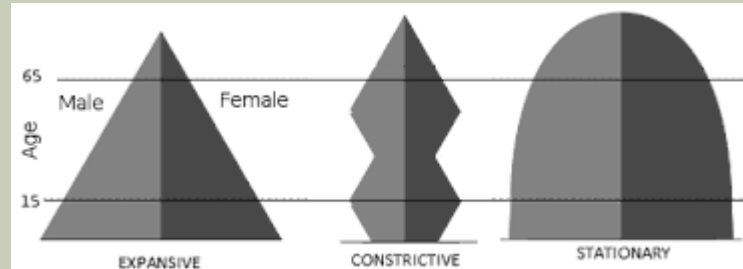
- Change in Power and Control
- Demographic Renewal
- Diversity

Change in Power and Control. If you were part of the Baby Boom Generation, you remember the turbulent 1960s and 1970s, defined by conflict over the Vietnam War, concerns over “big brother” government, experimentation with alternative life styles and activities that our parents considered immoral and wrong. Yet Boomers grew up, married, had families and pursued careers. They are now the “establishment” that they scorned and they are watching as their children – Gen X and Millennials – redefine family, career and social norms. This transition of power and control over commerce, government and society’s values happens with each generation. Sometimes these changes create significant conflict, such as during the 1960s and 1970s. Other transitions happen more smoothly. Cross-generational engagement and dialogue create deeper understanding and empathy, and empower people, communities and organizations to be more thoughtful, intentional and successful with the eventual transitions of power and control from one generation to the next.

Demographic Renewal. In a world where population growth is an environmental and economic concern, not all places can take demographic renewal for granted. In Japan, parts of Europe, rural America and urban Detroit, demographic renewal is not a given, it is a challenge. Some communities are aging and failing to attract sufficient new people to ensure demographic renewal. Some have experienced an economic catastrophe that has driven out those with the capacity to move, leaving the most vulnerable behind. Other communities, by design or default, are becoming generationally segregated. Examples include intentional retirement communities where residents must be 55 or older to buy properties or rural communities where too many young and middle-aged adults have left, leaving large populations of children and elders behind. Whatever the underlining reason, failure to meet the demographic renewal test can result in loss of local schools, health care facilities, critical retail services (e.g., grocery store), empty Sunday school classes and eroded communities.

Diversity. We tend to talk about diversity in terms of race, ethnicity or gender. Is a neighborhood or community composed primarily of one race or one ethnicity? Are women well represented among the leadership of a community or a company? Generational diversity is a consideration as well. A healthy demographic profile is a measure of resilience. A community with representation across the generations – new people coming into the community as elders pass on – is more diverse. If a community lacks generational diversity – for example, a rural community with an older population – it is less resilience in the face of change. There are fewer young people to bring new ideas and energy to the community. There are fewer working age adults to drive the economy. There may be fewer businesses as entrepreneurs close their doors because there is no one to take the reins.

One way to evaluate the demographic and generational health of a community is with a “population pyramid.” The graphic and definitions below are drawn from www.study.com:



Expansive pyramid reflects high birth and death rates, such as might be observed in a developing country.

Constrictive pyramid reflects a population that is generally older on average, as the country has long life expectancy, a low death rate, but also a low birth rate. This pyramid is becoming more common, especially when immigrants are factored out, and is a typical pattern for a very developed country with a high level of education, easy access to and incentive to use birth control, good health care, and few negative environmental factors.

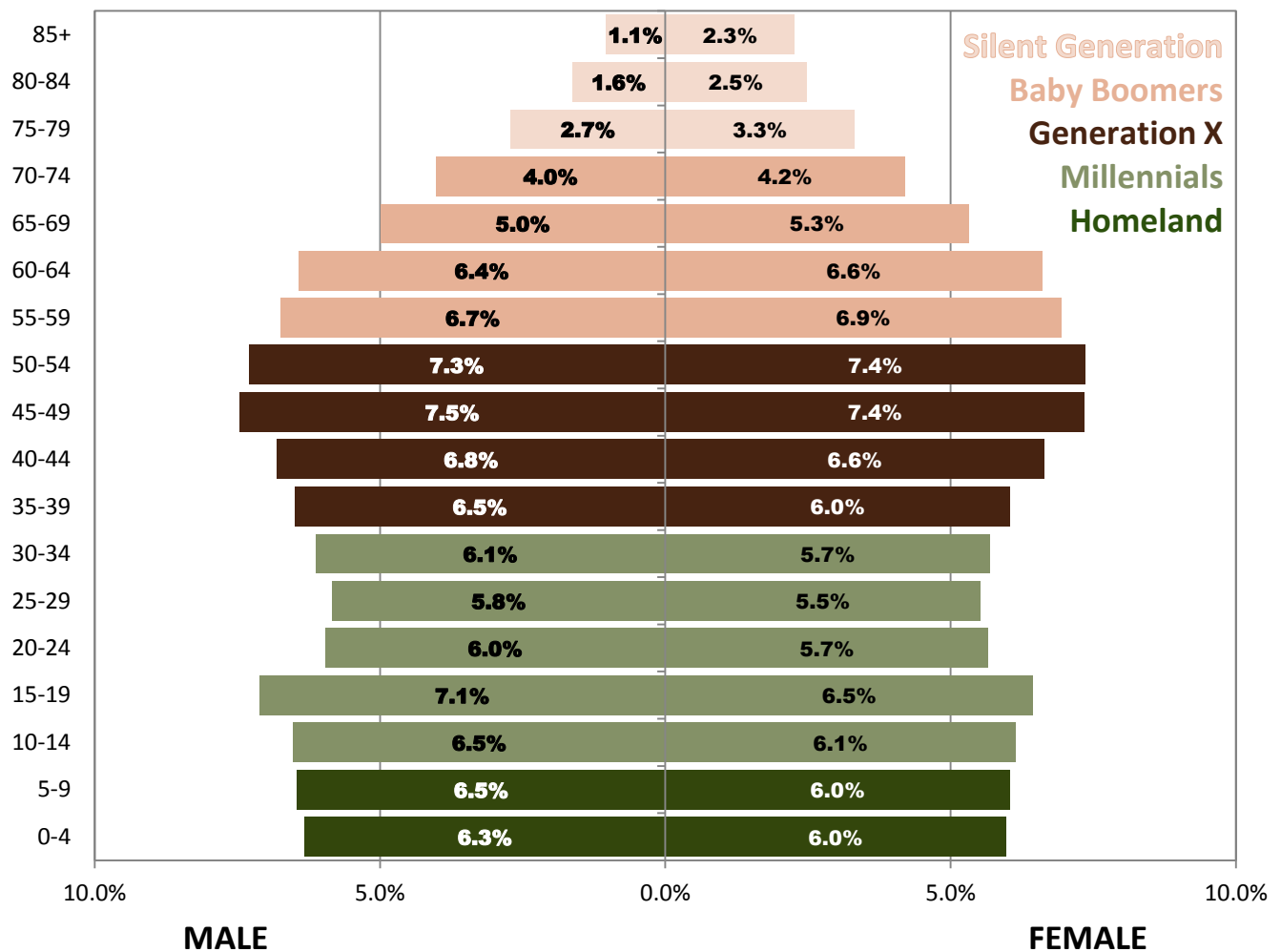
Stationary pyramid reflects a relatively even distribution of population in each age group – across the generations. The population is stable as seen in some European countries such as Austria.

Generational Profiles: Lake Cumberland ADD Region and the U.S.

Every community has a unique generational profile. Using research from Esri, we prepared a **Generational Profile** for the Lake Cumberland region (Figure 2) and for the U.S. (Figure 3). Lake Cumberland is experiencing a constrictive demographic pattern, with fewer people in the more recent generations (Homeland and younger Millennials) and more Baby Boomers and the Silent Generation. To achieve a more stable generational profile, leaders might want to consider strategies to attract young adults and their families. If population growth is desired, additional attention should be given to retaining young families and providing diverse career opportunities so young adults can stay in the county as they advance their careers.

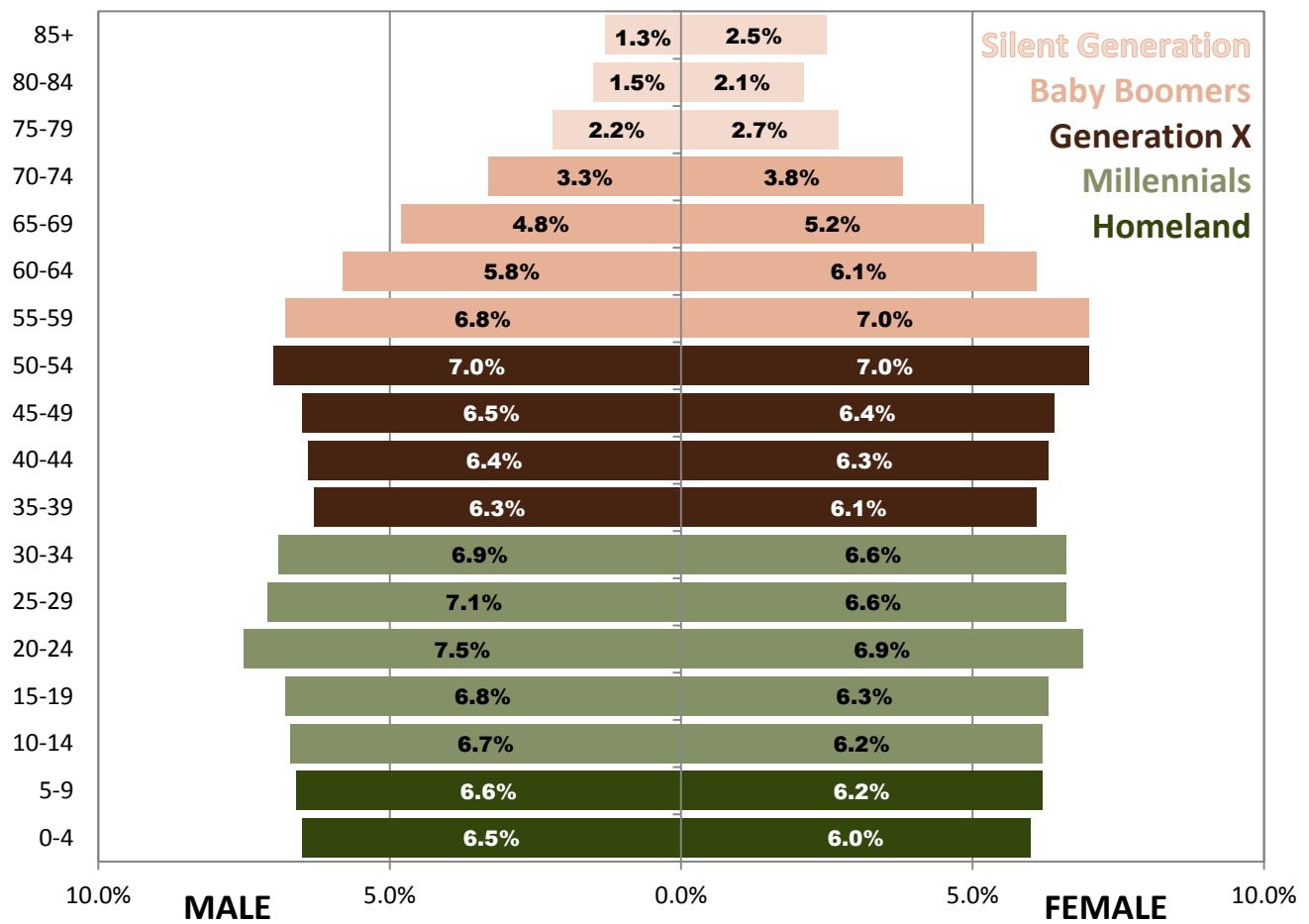
In contrast, the U.S. profile is relatively stationary. Net growth is slowing (due to declining birth rates) but continuing to grow (primarily due to positive migration). The U.S. profile reflects demographic renewal through a combination of natural increase and in-migration. However, America’s demographic profile can change over time based on changes in immigration, birth rates and life expectancy. For the U.S., like its communities, the primary unknown is migration. Modest changes in out-migration and in-migration can have a rapid impact on a community’s demographics both today and into the future.

Figure 2. Lake Cumberland ADD Generational Profile



Generation	MALE	FEMALE	TOTAL
Homeland	12.8%	12.0%	12.4%
Millennials	31.6%	29.5%	30.5%
Generation X	28.1%	27.4%	27.7%
Baby Boomers	22.2%	23.1%	22.6%
Silent Generation	5.4%	8.1%	6.7%

Figure 3. U.S. Generational Profile



Generation	MALE	FEMALE	TOTAL
Homeland	13.1%	12.2%	12.6%
Millennials	35.0%	32.6%	33.8%
Generation X	26.2%	25.8%	26.0%
Baby Boomers	20.7%	22.1%	21.4%
Silent Generation	5.0%	7.3%	6.2%

Implications for Community and Economic Development

Growing more successful businesses, organizations and communities is a team sport. We know that it takes a balance of different personality types – the idea generator or dreamer; the planner; the implementer. It also requires collaboration across the generations. Building multi-generational teams is critically important particularly as one dominant generation (Baby Boomers) is now transitioning to retirement and newer generations (Gen X and Millennials) are assuming leading roles in government, commerce and the non-profit world. What are the implications of generational diversity for your community's continued development? We draw on a range of resources (see Reading Library) to provide insights into:

- Values and Attitudes
- Economic Prospects
- Technology Use
- Civic and Philanthropic Engagement

Values and Attitudes

The Gen X and particularly Millennial generations are the product of a childhood spent in relative peace and prosperity. Unlike their parents and grandparents, they were not confronted with events that challenged or incited them. They are the most racially, ethnically and religiously diverse generations, with 43% of Millennials being non-white. This diversity brings a level of tolerance unseen in earlier generations and also contributes to more diverse values and attitudes. Millennials in particular are more likely to identify as political independents and are driven by issues and not party affiliation. For older members of these generations, we begin to see some impacts of the Great Recession – an upsurge in those pursuing graduate degrees since 2007, much lower rates of marriage for 18-32 year olds as compared to past generations, and a spike in the number of younger people living at home.

Economic Prospect

Particularly for Millennials, changes in the economy are driving their attitudes toward work, career and life balance. Even before the Great Recession, the U.S. economy was restructuring toward a more outsourced, downsized model. For the post-World War II generation, the opportunity to get an education, go to work for a large private or public employer, and settle into a lifelong career was a reality – and the norm. This norm, or social compact, began to erode as early as the 1970s. Millennials came of age watching their parents forced to change jobs and even redefine careers later in life. Their own perceptions of company loyalty were shaped by these events. Then, many of them entered the workforce during a time of massive job loss, creating even more uncertainty about their career paths. Faced with the rise of the “freelance economy” – according to Bernholz, 43% of Americans do not have a full-time employer – younger people are rethinking how they can and will make a living.

These economic changes might bode well for a rise in entrepreneurship as younger people choose to make a job rather than take a job. However, without support from the broader community, increased entrepreneurship may be challenging. Younger people are graduating from college with more student debt than past generations. And, younger homeowners saw their primary asset – their home – decline in value during the Great Recession without a full recover post-recession. Younger potential entrepreneurs have fewer assets to use to support an entrepreneurial venture, as their net worth took a significant hit during the Great Recession. For a community considering how best to encourage economic development, it will be critical to understand the economic reality and prospects of the younger generation that is taking the stage in the business community and workforce.

Technology Use

How younger generations interact with the world has been shaped significantly by their use of technology. The Millennials are the first “tech native” generation, raised connected to the Internet. Cell phones have replaced landlines for most of this generation. They are used to instant access to data on everything, from voter preferences to movie reviews to the location of the nearest craft brewery. They are redefining “community”; with more than 80% of Millennials on Facebook, their community is as broad as the reach of their technology. This connectedness influences the way they plan, shop, vote, work and give of their time and talent.

Civic and Philanthropic Engagement

Americans have a long and deep philanthropic history. According to the Gallup poll on charitable giving, more than 8 in 10 Americans give regularly of their time, talent and treasure to charitable causes. However, this philanthropic behavior manifests itself differently across the generations. Place-based philanthropic institutions, such as community foundations, have cultivated relationships with the Silent and Boomer generations over time, working with them as donors and volunteers. These donors have a commitment to their community that is expressed through their gifts. The philanthropic personalities of Gen X and Millennial generations are still emerging. Based on Pew research, we know that these younger generations are motivated by their interests as much as their community. They are moved by concerns about the environment and also their own jobs, careers, and healthy lifestyles. They are less concerned about supporting existing institutions, such as foundations, and more interested in achieving impact with their giving. They are as likely to give to an aligned cause halfway around the world as they are to support something simply because it is local. The viral success of the Ice Bucket Challenge was a testimony to the type of engagement to which younger people responded. Local communities need to understand what motivates younger leaders and donors in order to understand how to really engage them in the life of the community.

Using this Generational Diversity Profile

This **Generational Diversity Profile** relies on secondary data and research about the generations as a whole. The first step in using this profile in your community is to do some groundtruthing with others in your community or organization. You might start with these questions:

- Do the perceptions ring true for the generational representatives in our community (e.g., Millennials)?
- What generational differences are we seeing with our younger staff, volunteers, donors, or community leaders? What is true about the older generation of leaders who are retiring from those roles?

This profile is also meant to be used as a conversation starter in your community or region. We encourage you to use this profile – and the resources referenced here – with a diverse group of community stakeholders and residents, drawn from a range of generations, to begin a cross-generational dialogue. You might focus the conversation on some of the topics shared above – values, attitudes toward work and life balance, interests related to philanthropy and volunteerism. A great way to enhance cross-generational understanding is to create opportunities for community residents from different generations to work together on a project. The Chamber might consider engaging new and more seasoned entrepreneurs in the design of an entrepreneurs’ network. The local community foundation might create a young donors advisory group to work with the board to identify opportunities to grow the next generation of philanthropists.

You can also use this profile as a way to begin conversations about generational understanding within your particular organization. Here are some questions that you might pose at a board or staff meeting:

- What generational trends or shifts are we seeing in our organization (staff, volunteers, those we serve)?
- What questions do these changes raise for our work?
- How are we engaging a range of generations in our work?
- How are the interests and motivations of younger generations (Millennials and others) changing the way that we work?
- Where do we need to improve our capacity to work across the generations in our community?

The people in your community are your greatest asset. To put all those assets to work, you need to understand the generational changes taking place and challenge yourselves to work in a way that includes the talent of all.

Reading Library

This reading list includes items referenced in the profile and others that you might find useful as you further exploration generational diversity:

- [*Philanthropy and the Social Economy: Blueprint 2016*](#) (Lucy Bernholz, Annual Industry Forecast by Grantcraft).
- [Poll on Charitable Giving](#) (Gallup)
- [Millennials Research](#) (Pew Research Center – a great set of reports on what is now America’s largest generational cohort)
- [Millennials Rising: The Next Great Generation](#) (Neil Howe and William Strauss, 2009)
- [Sloan Center on Aging and Work](#) (Boston College center focused on understanding the transition for older Americans)
- [ReFirement: A Boomer’s Guide to Life After 50](#) (James Gambone, 2000; insights into the generation on the cusp of a great transition)
- [Generations: The Challenge of a Lifetime for Your Nonprofit](#) (Peter Brinckhoff, 2007)
- [Generational Diversity Whitepaper](#) (Center for Rural Entrepreneurship, 2015)
- [Generational Diversity: New Research on Transfer of Wealth Opportunities](#) (Center for Rural Entrepreneurship, 2015, presentation to Council of Michigan Foundations annual conference)
- [Generational Diversity Session Resource List](#) (Center for Rural Entrepreneurship, 2015, resources shared with Council of Michigan Foundations annual conference)
- Tool for intergenerational conversations – Having these conversations is the first step in engaging the generations. One resource may be your state’s cooperative extension service. Here’s one example [set of tools](#) from Pennsylvania State University’s extension services.

Other Center Resources

These additional [Empowering Research](#) tools can help you better understand your community and economy, the first step toward creating a vision and optimal prosperity plan. To learn more, go to the [Get Started](#) page on our [website](#).

More Generational Diversity Resources

- [Generational Diversity analysis](#)
- Generational Scenario analysis

Development Opportunity Profile brings together a range of secondary data so that you understand the regional context and the population, employment and income trends for your community. We also identify the primary drivers of your community's economic success so you'll be in a better position to focus in on your community's genuine development opportunities.

More Development Opportunity Resources

- **Economic Diversity report**
- **Economic Cluster report**
- **Manufacturing sector report**
- **Tourism sector report**
- **Agriculture sector report**
- **Community conversation report**

Philanthropic Opportunity Profile draws on research unique to your community to help you better understand the drivers of wealth in your community and the potential for community-based philanthropy to support your economic development dreams and plans.

More Philanthropic Opportunity Resources

- [Donor Opportunity analysis](#)
- [Transfer of Wealth Opportunity analysis](#)
- **Philanthropic Sector analysis**
- **Charitable Giving analysis**

We can also help you share this research with key stakeholders in your community through webinars, workshops and other types of engagements.

- Consultations
- Webinars
- Toolkits
- Keynotes
- Customized workshops and training institutes
- Coaching support
- Community-based projects and initiatives

About the Center

The Center for Rural Entrepreneurship's mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs. With our roots and hearts in rural America, we help communities of all sizes and interests by bringing *empowering research* together with *effective community engagement* to advance *community-driven strategies* for prosperity.

Our **Solution Area Teams** – [Entrepreneurial Communities](#); [Community Development Philanthropy](#); [New Generation Partnerships](#) – empower community leaders to find their own answers to the economic development challenges and opportunities they face.

To learn more about the Center, go to www.energizingentrepreneurs.org.

421 S. 9th Street, Suite 245
Lincoln, NE 68508
(402) 323-7336

Our Team



Don Macke is Co-Founder and Director of the Entrepreneurial Communities solution area. Through this work, Don helps communities and regions throughout North America grow entrepreneur-focused economic development strategies. He works with a group of strategic partners across the country to deliver customized economic development solutions.



Deborah Markley is Co-Founder and Managing Director of the Center. Deb guides the Center's measurement and research agendas, including development and implementation of tools for measuring success, practice-driven research, and evaluation of model entrepreneurship development systems and initiatives in rural places.

Ann Chaffin is Senior Associate for Marketing Communications with the Center. Ann heads the Center's Communications team and is responsible for overseeing and branding all content the Center distributes and keeping communications current and professional for each of our solution areas.



Dana Williams is Project Associate with the Center. Dana provides management assistance and operational support across the Center, including providing executive assistance to each of the Center's solution areas and has been actively engaged in product development, supporting the creation of a number of online toolkits.



©Copyright 2015 Center for Rural Entrepreneurship.

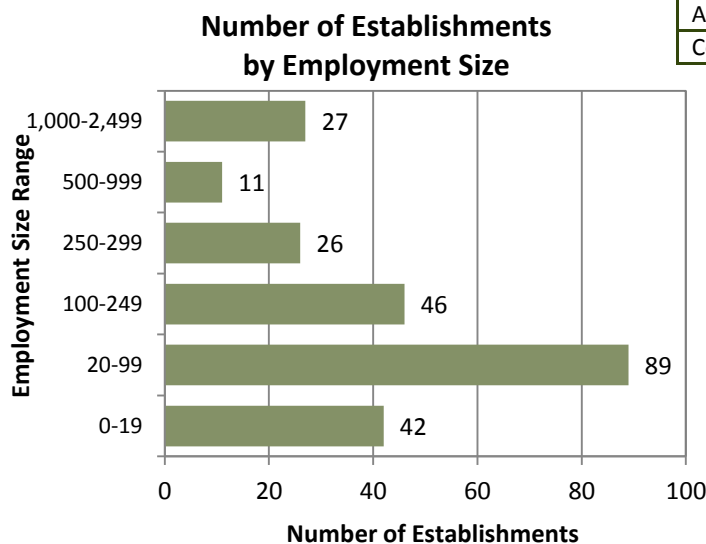
The information contained in this document is the intellectual property of the Center for Rural Entrepreneurship or has been provided by a strategic partner for the Center's use. Use of these materials is restricted to community or personal use unless otherwise approved in writing by the Center. The resale or distribution of this material is prohibited without written permission of the Center. Inclusion of this information in other documents prepared by the user requires written permission by the Center and must include appropriate attribution. For guidance and permission, contact Don Macke at 402-323-7336 or don@e2mail.org.

Manufacturing Profile

01.26.16

This profile provides a snapshot of the manufacturing sector of the region's economy. The data included has been taken from the United States Census Bureau's County Business Patterns [online tool](#). The different sectors and subsectors follow the standards set by the North American Industry Classification System (NAICS). Within your local economic landscape, manufacturing ranks third regarding employment totals by sector. The table shows the manufacturing subsectors as well as the number of firms in each. The table also includes an employment range within which each subsector has been assigned by the Census Bureau. The graph below depicts the number of manufacturing establishments set within employment size range.

Manufacturing Subsectors	Firms	Jobs Range
Wood Products	64	1,000-2,499
Fabricated Metal Products	43	1,000-2,499
Non-Metallic Minerals	20	500-999
Furniture	18	250-499
Transportation Equipment	17	2,500-2,999
Food Manufacturing	13	2,500-4,999
Machinery Manufacturing	13	500-999
Printing	12	250-499
Miscellaneous Manufacturing	9	100-249
Textile Products	6	1,000-2,499
Plastics	6	500-999
Chemical Manufacturing	5	250-499
Beverage & Tobacco	4	250-499
Electrical Equipment & Components	3	500-999
Primary Metal Manufacturing	3	250-499
Leather & Allied Products	1	250-499
Paper Manufacturing	1	20-99
Petroleum & Coal Products	1	20-99
Apparel Manufacturing	1	0-19
Computer & Electronic Products	1	0-19



In the Lake Cumberland Region there are 241 total manufacturing firms with the majority of those firms employing 250 employees or less. The majority of the manufacturing in the Lake Cumberland region consists of smaller businesses with few employees. A large portion of the county's manufacturing is in the Fabricated Metals and Wood Product manufacturing industries. The Furniture and Non-Metallic Mineral subsectors also have a significant presence in the region's manufacturing landscape.

Center for Rural Entrepreneurship.

The Center's mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs. With our roots and hearts in rural America, we help communities of all sizes and interests by bringing *empowering research* together with *effective community engagement* to advance *community-driven strategies for prosperity*.

To learn more about the Center, go to www.energizingentrepreneurs.org.

For more information

Don Macke – don@e2mail.org – 402.323.7336



COMMUNITY
DEVELOPMENT
PHILANTHROPY



NEW
GENERATION
PARTNERSHIPS



Manufacturing is the 4th largest economic driver in the Lake Cumberland Region in 2014 based on earnings. Wood products, livestock processing, textiles, rubber products, production technology and heavy machinery manufacturing sectors represent top Economic Clusters based on employment (see our [Economic Cluster Profile](#) for more information).

Manufacturing is challenged in the U.S. with increasing global trade and outsourcing of manufacturing to lower cost producers including China, Mexico, India and other developing countries. The Region has not been immune from these structural challenges. Between 2001 and 2010 manufacturing employment dropped by 27% from 15,386 to 11,156. Manufacturing related earnings dropped by 19%. Over the more recent period of 2010 through 2014 manufacturing employment has rebounded by nearly 10% adding over 1,000 net new jobs. Earnings also rebounded growing by nearly 12%. The difference between jobs and earnings would suggest higher compensation as manufacturers are moving to high value and more competitive manufacturing processes.

Examples of Firms in the Top Subsectors

Wood Products

- Sawmills
- Hardwood Veneer & Plywood
- Lumber

Fabricated Metals

- Ornamental & Architectural Metals
- Boiler, Tank & Shipping Containers
- Spring & Wire Products

Non-Metallic Minerals

- Glass Products
- Cement & Concrete
- Concrete Pipe, Brick & Blocks

Furniture

- Household & Institutional Furniture
- Kitchen Cabinets & Countertops
- Office Furniture

Transportation Equipment

- Motor Vehicle Body & Trailers
- Travel Trailers & Campers
- Steering & Suspension Components

Food Manufacturing

- Dairy Products

Machinery Manufacturing

- Agriculture, Construction & Mining Machinery
- Industrial Machinery

Printing

- Commercial Printing
- Screen Printing

Miscellaneous Manufacturing

- Medical Equipment & Supplies
- Dental Laboratories
- Sporting Goods

Textile Products

- Textile Bags & Canvas

Plastics

- ▣ Polystyrene Foam Products
- ▣ Plumbing Fixtures

Chemicals

- Basic Chemical Manufacturing
- Industrial Gas
- Cyclic Crude, Intermediate, and Gum and Wood Chemicals

Beverage & Tobacco

- Wineries
- Beverage Manufacturing

Electrical Equipment

- Battery Manufacturing

Primary Metals

- Iron & Steel Mills

Leather & Allied Products

- Leath Products

Economic Cluster Profile

01.26.16

Background and Introduction

The Center for Rural Entrepreneurship has been retained by Community Foundation of Greater Dubuque to prepare this analysis. This mini-report addresses the **Economic Cluster Profile** of the Lake Cumberland region of Kentucky.

Question and Additional Information

Don Macke – Center for Rural Entrepreneurship

don@e2mail.org – 402.323.7336 – www.energizingentrepreneurs.org

This report was created using data from the U.S. Cluster Mapping Project led by Professor Michael E. Porter at the Institute for Strategy and Competitiveness, Harvard Business School. The project is funded by the U.S. Department of Commerce, Economic Development Administration. For more information, go to www.clustermapping.us.

What is a Cluster?

An economic cluster is a grouping of similar industries within a specific region that emerges due to numerous connections and advantages within the region's economic environment.

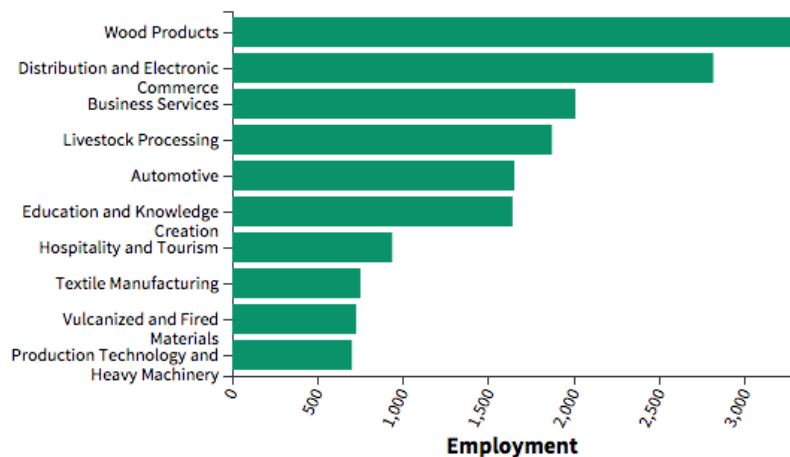
Clusters can help visualize the economic competitiveness, growth and decline of a defined region.

Regional commerce helps to drive competition within a community, county, state and across the nation.

The competitiveness of a country relies upon the innovation and influence of regional clusters of businesses and organizations.

Clusters can inspire innovation and efficiency by congregating talent, competitors, technology, schools and universities. The figure above shows the employment numbers for different industry clusters within the Lake Cumberland region.

Top Clusters by Employment



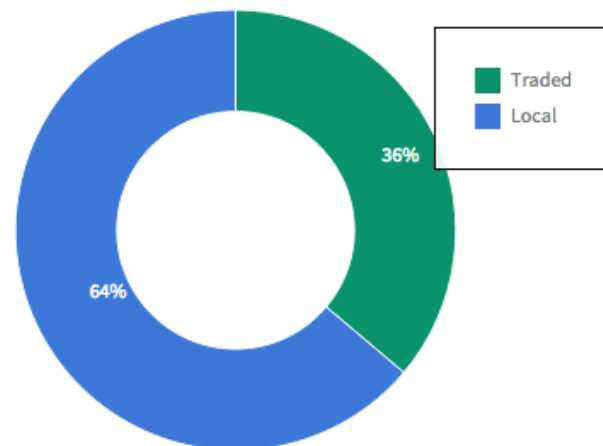
Importance of Economic Clusters

The economic prosperity of the United States is built upon the strength of regional economies. These regional economies are important because the businesses and institutions within them rely on one another. Economic cluster research depicts these regional relationships by providing data and figures that emphasize the significance of the ties that can be built within a given cluster. When a region is experiencing significant economic growth, it attracts new businesses to the area that can benefit from the success already underway. Businesses located in prosperous clusters gain the advantages of existing services and suppliers, as well as groups of experienced and qualified potential employees. The successful clusters play a vital role in stimulating competition within the region through new business development and wage increases, as well as increases in employment and innovation. A cluster map of an economy provides a visual representation of the ability of companies to collaborate and succeed together.

Traded vs. Local Clusters

There are two types of clusters that make up regional economies, traded clusters and local clusters. Each cluster has different significance in regard to their presence within the region as well as the competitive factors that they may bring to the area. The figure to the right shows the comparison of traded vs. local clusters for the Lake Cumberland region.

Traded vs. Local Clusters



Local Clusters are comprised of companies that feed the local market; they are the foundation of any specific region, whether that region is experiencing growth or not. A region's population determines the scale of its local cluster economy. This type of cluster does not take part in inter-regional competition and represents a self-reliant base economy that holds the bulk of the region's employment. Local clusters include area companies that provide reliable services to the residents of a region, such as area entertainment, health providers and commercial services.

Traded Clusters represent businesses and industries that are involved in inter-regional competition. This type of cluster includes companies that have chosen their location due to the advantages an area offers to their specific needs and process. Different areas of the United States are known for the prosperity of specific industries, such as the casinos and entertainment industry located in Las Vegas, the aircraft and boat industries in Seattle and the technology industries of Silicon Valley.

Although local clusters provide stability to regional economies, traded clusters represent the region's capacity for growth (or decline) based on their ability to bring new dollars into a region. The following figures and tables represent different economic characteristics, by traded cluster, for the Lake Cumberland region.

Figure 1 (page 5) shows employment by traded cluster in the Lake Cumberland region (not including agricultural employment). The highlighted industries are those that represent a strong traded cluster.

Figure 2 (page 6) shows the industry **employment** fluctuations over time within the Lake Cumberland region. The relative volatility and recent increases in the oil and gas cluster is in marked contrast to the relative stability of employment in the tourism cluster.

Figure 3 (page 6) shows industry **establishment** fluctuations over time within the county, where similar patterns can be seen.

Figure 4 (page 7) represents the job creation by traded cluster from 1998 to 2013. The horizontal red lines throughout the graph represent the expected job creation assuming that the region created jobs at the same rate as the nation overall.

Figure 5 (page 8) represents the wage growth by traded cluster within Jo Daviess County. The vertical yellow dashes represent the national average wage for each specific cluster.

The table below shows the number of patents created by specific organizations within the Lake Cumberland region from 2009 to 2013.

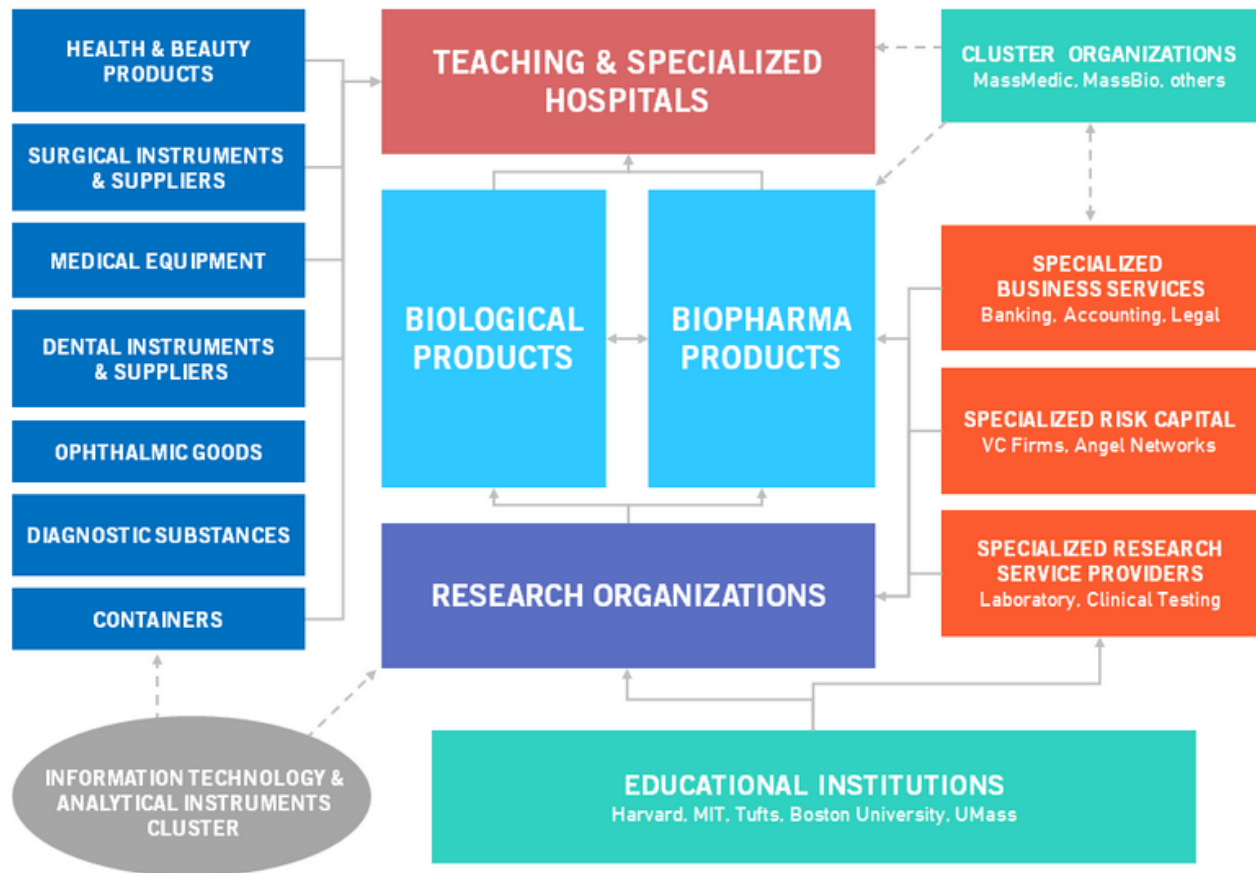
Organization	2009	2010	2011	2012	2013	Total
KARNES DYNO-REV ENGINE, INC.	1	N/A	N/A	N/A	N/A	1
B.E.S.T. LABS, INC.	N/A	1	N/A	N/A	N/A	1
WHITAKER TOOLS, INC.	N/A	N/A	N/A	N/A	1	1
GEVO, INC.	N/A	N/A	N/A	0	1	1
NEWFREY LLC	N/A	0	0	N/A	N/A	1
IMAGE ANALYSIS, INC.	1	N/A	N/A	N/A	N/A	1
ALLTECH, INC.	N/A	N/A	N/A	0	0	1
FKI LOGISTEX, INC.	N/A	0	N/A	N/A	N/A	0
EET TN CORPORATION	0	N/A	N/A	N/A	N/A	0
BULLPUP UNLIMITED, INC.	N/A	N/A	N/A	N/A	0	0
MILLIKEN & COMPANY	N/A	N/A	N/A	N/A	0	0
FLINT GROUP INCORPORATED	N/A	N/A	0	N/A	N/A	0
AWI LICENSING COMPANY	0	N/A	N/A	N/A	N/A	0

The importance of innovation within an economic region is vital to growth and competitiveness for the region's different industries and businesses. This table represents information specifically for Utility patents in contrast to Design Patents, Plant Patents, Reissue Patents, Defensive Publications and Statutory Invention Registrations. According to the U.S. Patent and Trademark Office, a Utility patent is:

"issued for the invention of a new and useful process, machine, manufacture, or composition of matter, or a new and useful improvement thereof, it generally permits its owner to exclude others from making, using, or selling the invention for a period of up to twenty years from the date of patent application filing, subject to the payment of maintenance fees. Approximately 90% of the patent documents issued by the USPTO in recent years have been utility patents, also referred to as 'patents for invention'."

The presence of patents in a region is often used as a measure of innovation within that region. This table shows that the Lake Cumberland region has somewhat low innovation.

The Boston Biopharmaceuticals Cluster



An Economic Cluster Map Example... This is an example provided by EDA on their Cluster Mapping web site of Boston's Biopharmaceuticals Cluster. Creating cluster maps for the Jo Daviess could be very useful in helping development interests better understand where there are strengths and gaps focusing potential development opportunities.

Figure 1

Lake Cumberland by jwhite4298gmailcom

Employment by Traded Cluster, 2013

Private, Non-Agricultural Employment

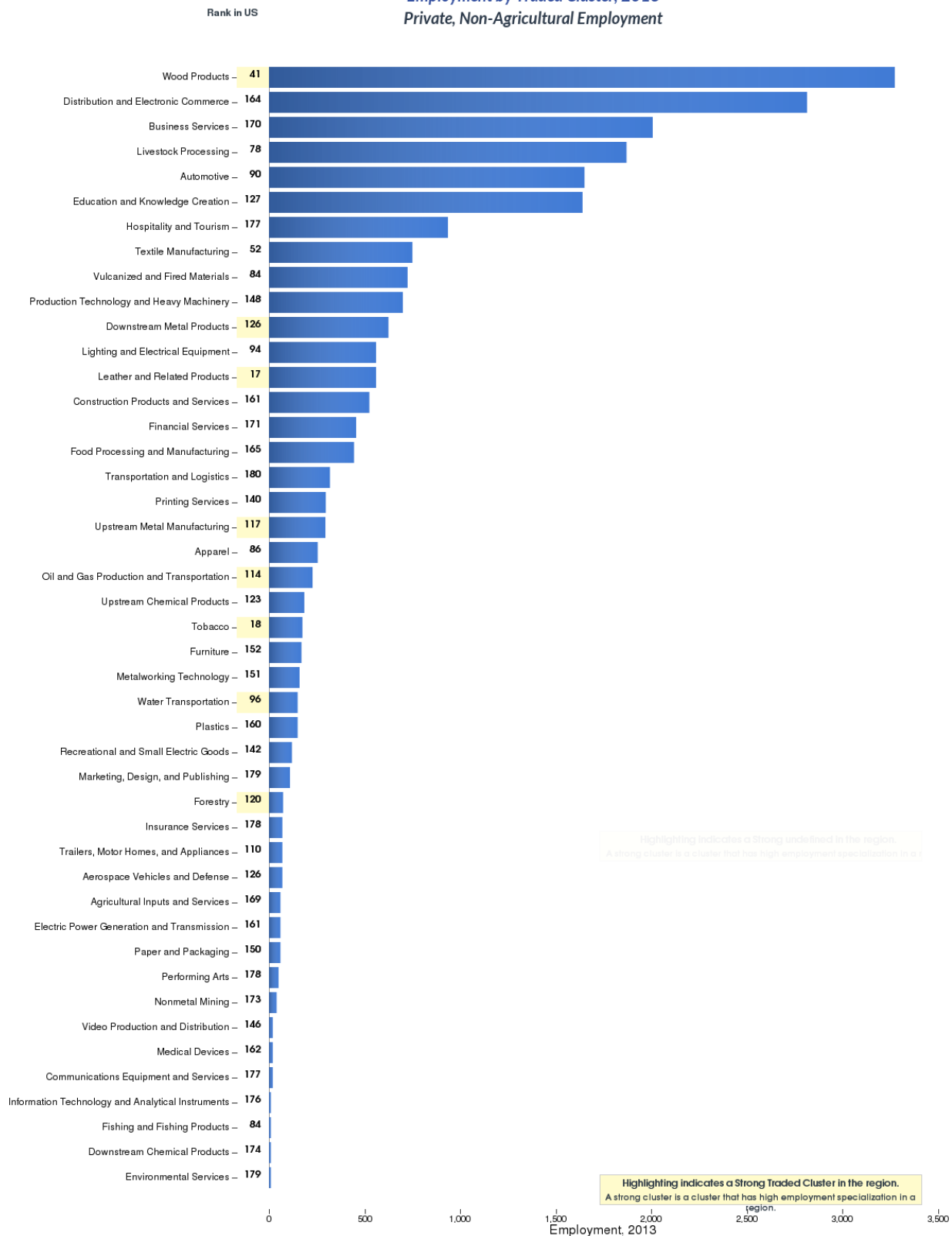
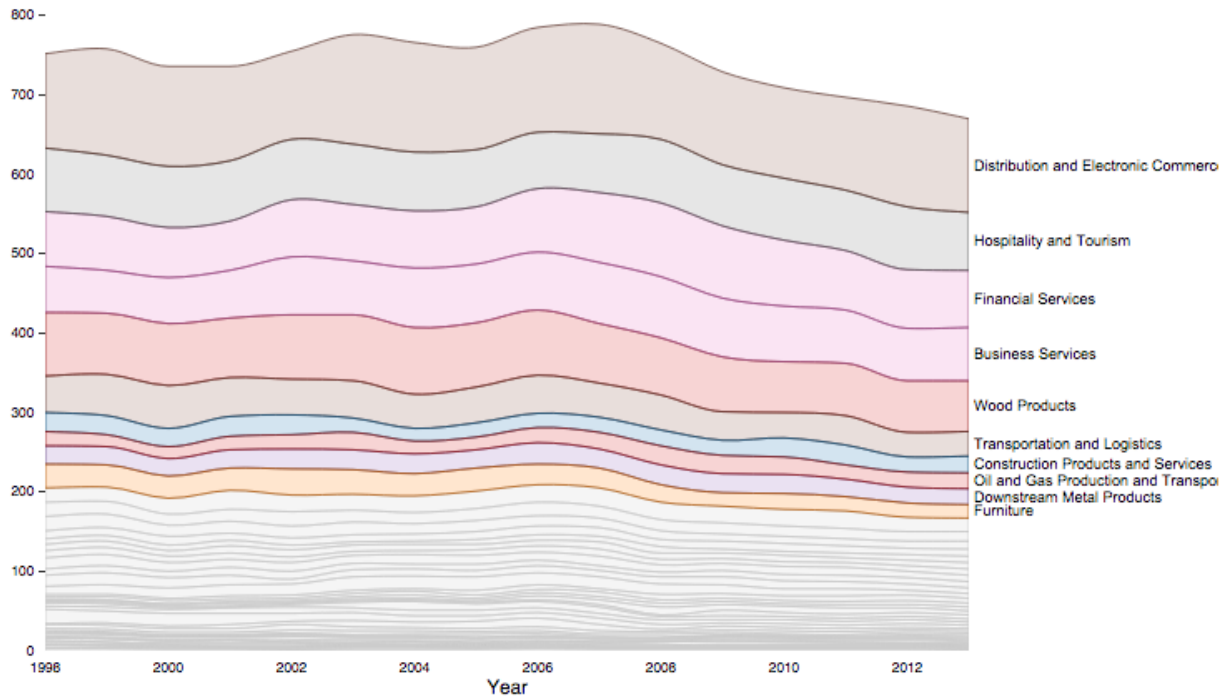
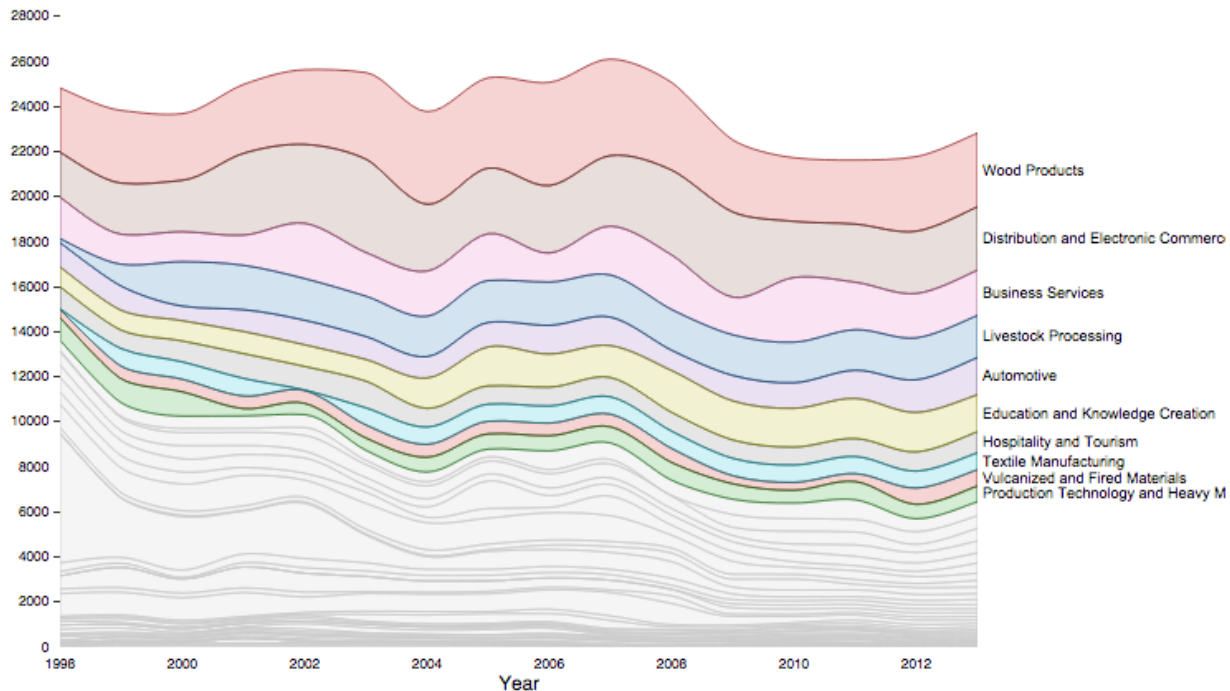


Figure 2

Lake Cumberland by jwhite4298gmailcom
Establishments Time series by Traded Cluster, 1998-2013

**Figure 3**

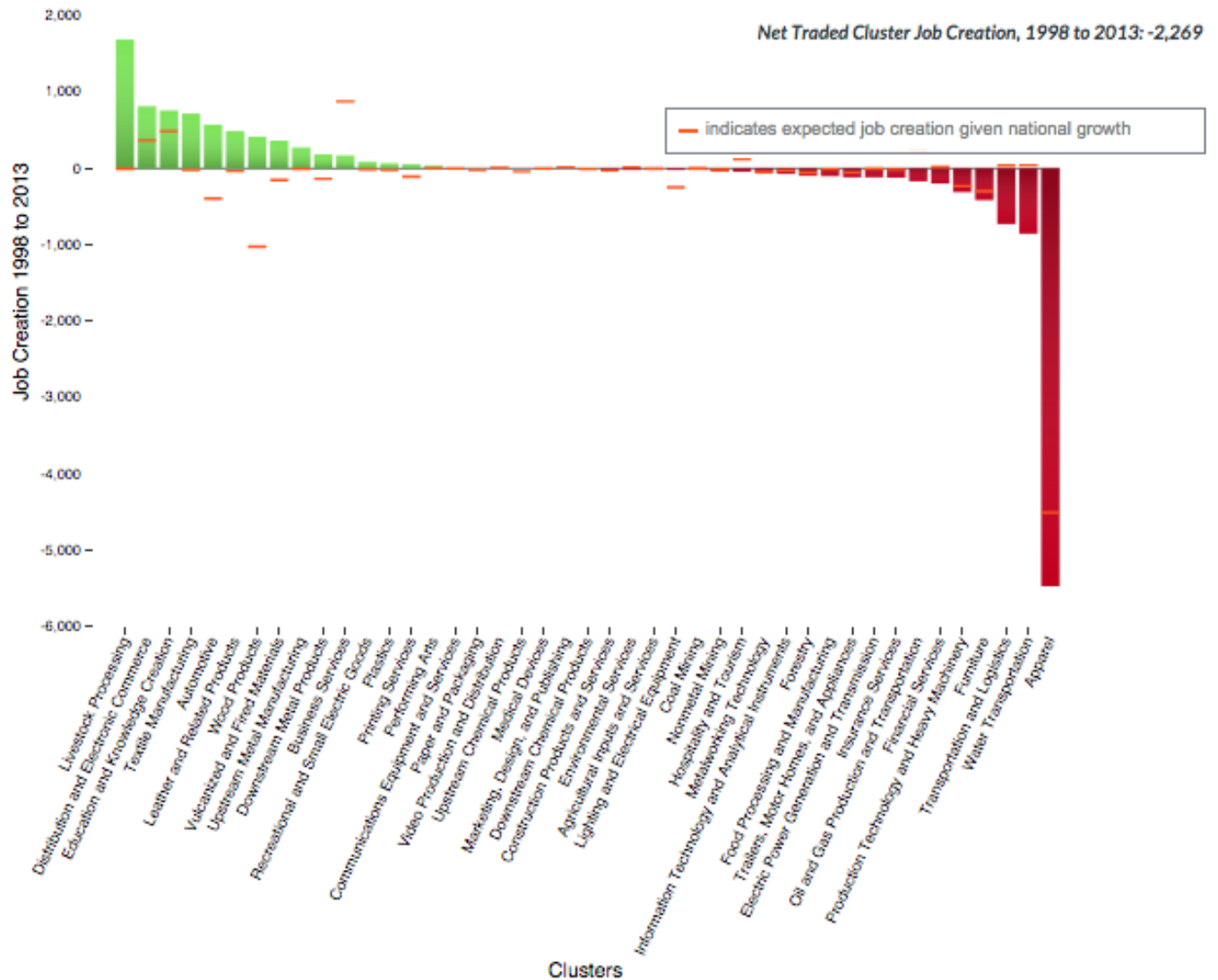
Lake Cumberland by jwhite4298gmailcom
Employment Time series by Traded Cluster, 1998-2013

**Figure 4**

Lake Cumberland by jwhite4298gmailcom

Job Creation by Traded Cluster, 1998-2013

Private Employment, Absolute Job Gains



Source: [U.S. Cluster Mapping Project](#), Institute for Strategy and Competitiveness, Harvard Business School. [Data Sources](#)

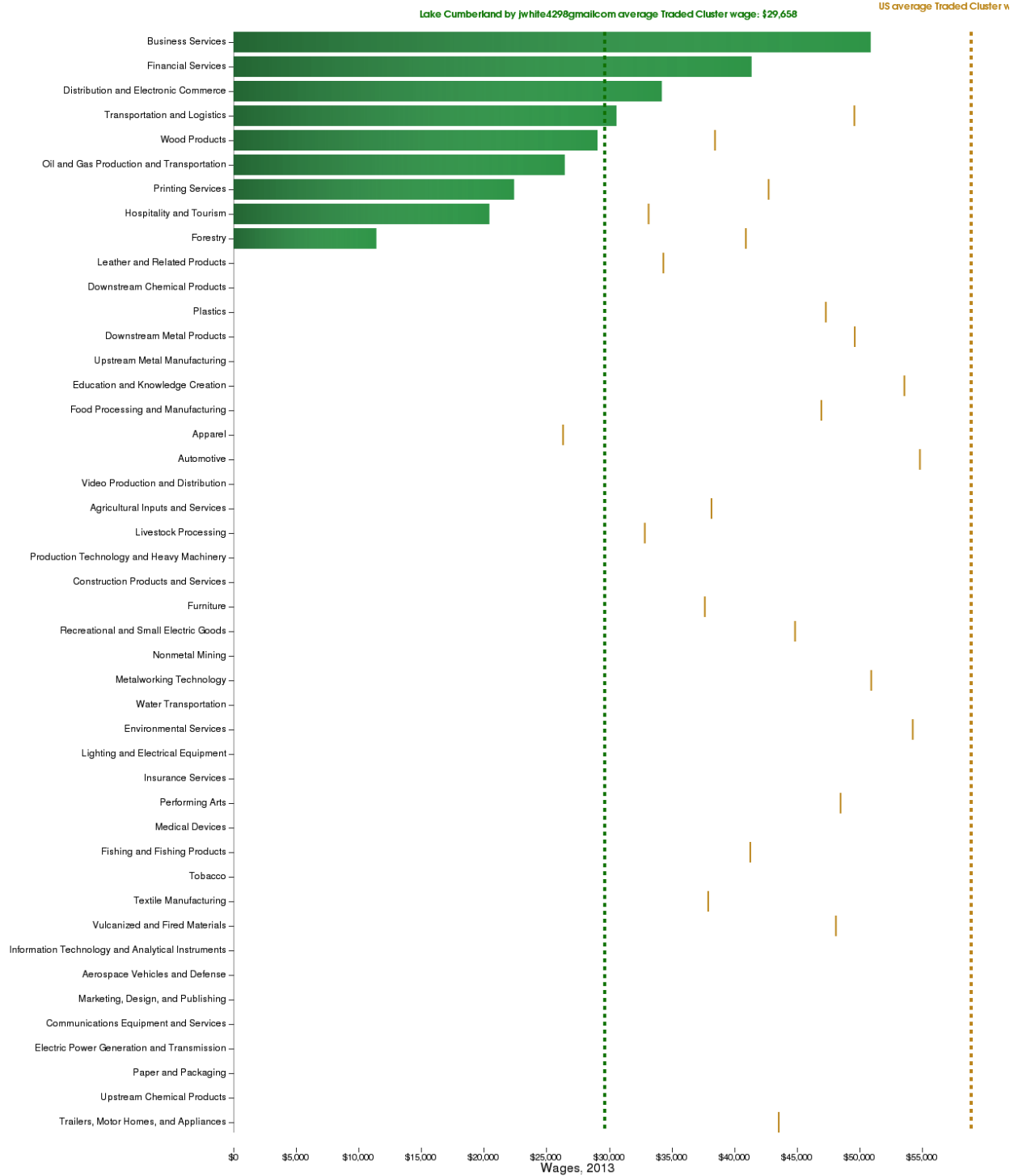
Figure 5

Lake Cumberland by jwhite4298gmailcom

Wages by Traded Cluster, 2013

Average Private Wage

I indicates US average wage for cluster



Source: U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School; Data Sources

Center for Rural Entrepreneurship

The Center's mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs. With our roots and hearts in rural America, we help communities of all sizes and interests by bringing *empowering research* together with *effective community engagement* to advance *community-driven strategies for prosperity*.

Our **Solution Area Teams** empower community leaders to find their own answers to the economic development challenges and opportunities they face:

- **Community Development Philanthropy** provides effective strategies to build local philanthropic capacity and generate development resources.
- **New Generation Partnerships** provides a framework for engaging young people now and attracting them in the future.
- **Entrepreneurial Communities** provides a roadmap for designing and delivering entrepreneurship strategies that work.

To learn more about the Center, go to www.energizingentrepreneurs.org.
(402) 323-7336

Community Foundation of Greater Dubuque

The Community Foundation of Greater Dubuque enables people with philanthropic interests to easily and effectively support the issues they care about—immediately or through their will or estate plan. From the environment and healthcare to education and the arts, the Community Foundation of Greater Dubuque makes grants to the organizations that are working every day to enrich the greater Dubuque area, now and for the future.

Donors can give to an existing fund or establish a charitable fund at the community foundation by contributing a variety of assets. Those assets are then carefully invested by the foundation. The gift principal never gets spent and the earnings are used to benefit the community through annual grants. Gifts to the foundation will continue to grow and earn resources for the community forever.

To learn more about CFGD, go to www.dbqfoundation.org.

(563) 588-2700



Economic Diversity Profile

02.10.16

Background and Introduction

The Center for Rural Entrepreneurship has been retained by the Lake Area Foundation. This mini-report addresses your community's **diversity measures**.

Question and Additional Information

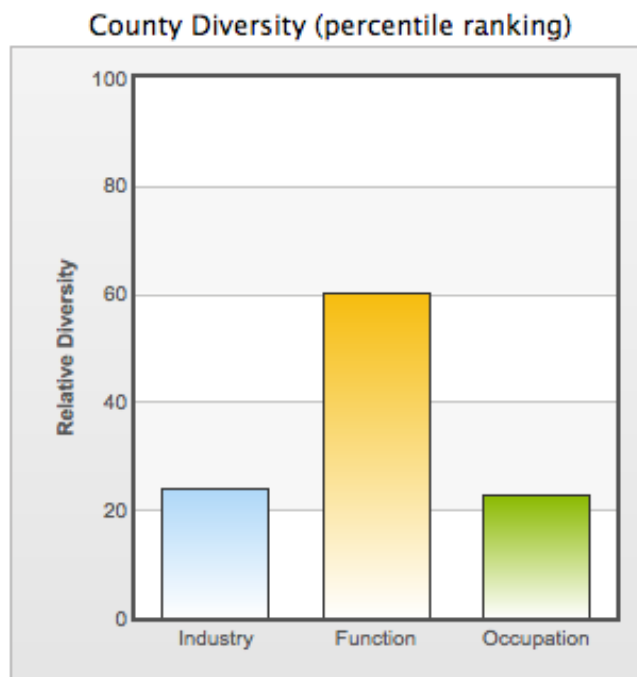
Don Macke – Center for Rural Entrepreneurship
don@e2mail.org – 402.323.7336 – www.energizingentrepreneurs.org

This data was created for the Appalachian Regional Commission by the University of Illinois at Urbana-Champaign Regional Economic Applications Laboratory and the Center for Regional Economic Competitiveness to provide diversity and demographic data for all 3,100+ U.S. counties.

economicdiversityinappalachia.creconline.org

What is Diversity?

The graph to the right depicts three different types of economic diversity for the community – Industry Diversity, Function Diversity and Occupation Diversity. *Industry Diversity* refers to the variety of industries in a region and the distribution of employment across these industries in regard to a region's residents. *Function Diversity* refers to the distribution of employment across eleven industry sectors or functions. *Occupational Diversity* refers to the total number of occupational types of employment in a region and the distribution of employment across the region. Community diversity is benchmarked against U.S. values. U.S. diversity would equal a value of 100. Communities with values closer to 100 are more diverse when compared to those with values closer to zero.



Why is Diversity Important?

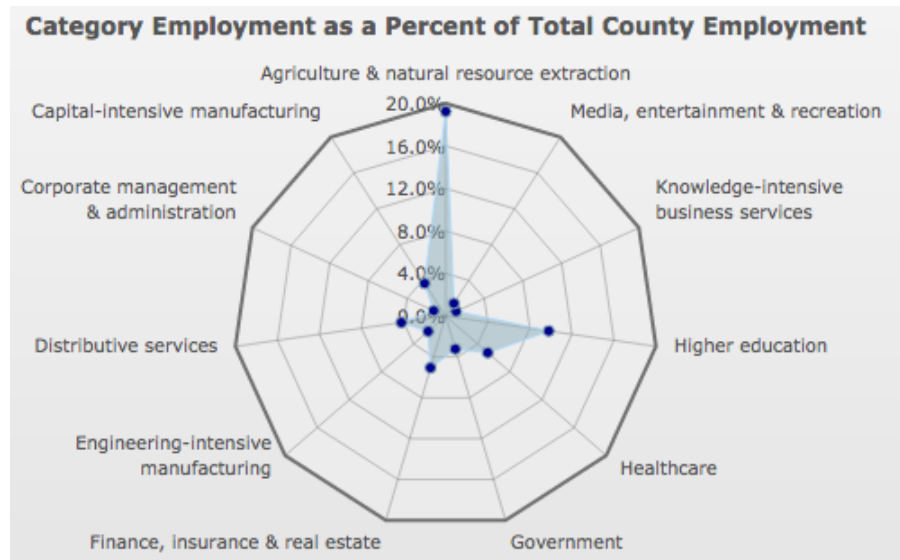
Economic diversity is a critical indicator of current and future community economic success. More diversified economies have greater capacity or resilience to accommodate and thrive with changes in global, national and regional economic trends. Communities that are less diverse or dependent upon few types of economic activity are vulnerable to changes that reduce new investment, jobs and overall economic activity. Less diversified economies can thrive for a period of time and then experience extended periods of stagnation and decline when the economic sectors they are dependent upon change or decline. Over time, more diversified economies and societies can achieve higher and more sustainable prosperity.

Industry Function Employment	Firms	Jobs
Agriculture & natural resource extraction	9	1,604
Higher education	1	817
Health care	3	437
Finance, insurance & real estate	33	422
Distributive services	38	351
Capital-intensive manufacturing	25	305
Government	37	268
Engineering-intensive manufacturing	2	182
Media, entertainment & recreation	7	119
Corporate management & administration	4	104
Knowledge-intensive business services	14	90

Industry diversity is important to communities because the more varied a region's industries are, the greater the available opportunities are for citizens seeking positions. Moreover, regions that have higher industrial diversity will be less prone to experience harsh effects associated with the downfall or failure of a specific company or industry sector.

Functional diversity is important to communities because areas that have the ability to perform multiple economic functions might be affected less economically from cyclical changes including stages of both growth and decline.

The table above displays the functional diversity present in the community in regard to the eleven distinct Industry sectors or functions. The table shows the number of establishments within each industry sector as well as the number of citizens employed in each sector. The figure on the right gives a more visual representation of the function diversity of the county. The graph shows a decently even distribution of employment between the different sectors, with the highest ranked sector holding a majority.

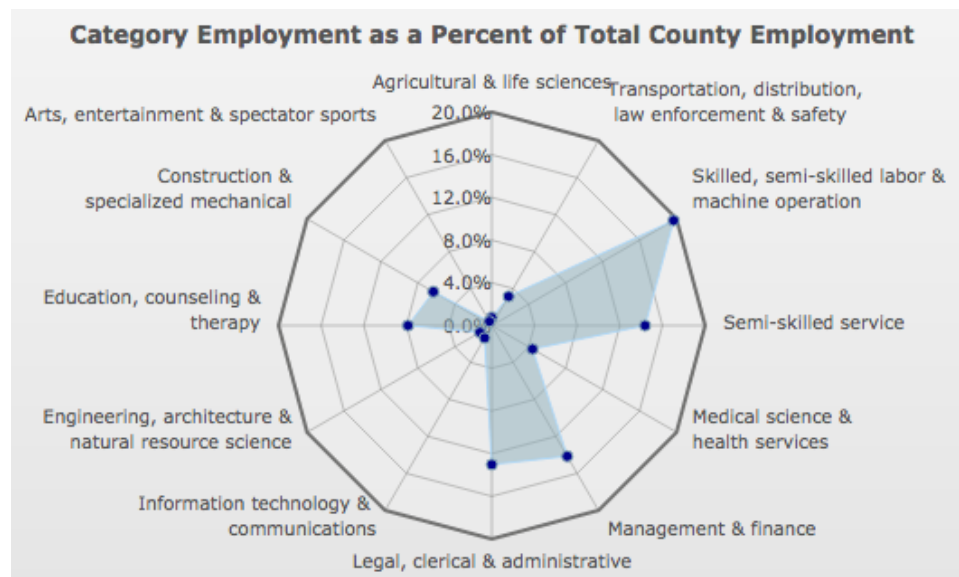


Occupational diversity is crucial because communities may identify advantages when a region's citizens have specializations in a variety of occupations that require multiple workforce skills.

Occupational Knowledge Cluster Employment	Jobs
Skilled, semi-skilled labor & machine operation	1,641
Semi-skilled service	1,198
Management & finance	1,179
Legal, clerical & administrative	1,086
Education, counseling & therapy	655
Construction & specialized mechanical	527
Medical science & health services	368
Transportation, distribution, law enforcement & safety	262
Information technology & communications	112
Engineering, architecture & natural resource science	106
Agricultural & life sciences	62
Arts, entertainment & spectator sports	37

As economies change and employment options shift, occupational diversity could translate into a more adaptive workforce for a specific region. Understanding a specific region's workforce is crucial to understanding their occupational diversity. The figures and statistics involved in measuring occupational diversity provide an avenue for specialists to better grasp the nature of their workforce and the specific skills they have. Through this understanding, specialists are better able to create effective strategies for growth that are based upon their specific opportunities and the skills and expertise already present within their region.

The table above displays the occupational diversity in your community by listing employment totals tied to different occupational skill categories. These numbers are used to create a visual depiction of this occupation diversity via the web graphic in the figure on the right. Although the top sectors have a majority, this figure displays a significantly even distribution of employment.



County Character: Rural

Annual Population Growth (2009-2012):

- Adair County: 1.2%
- Kentucky: 0.5%
- National: 0.7%

National Rank: 70th Percentile

Center for Rural Entrepreneurship.

The Center's mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs. With our roots and hearts in rural America, we help communities of all sizes and interests by bringing *empowering research* together with *effective community engagement* to advance *community-driven strategies for prosperity*.

Our **Solution Area Teams** empower community leaders to find their own answers to the economic development challenges and opportunities they face:

- **Community Development Philanthropy** provides effective strategies to build local philanthropic capacity and generate development resources.
- **New Generation Partnerships** provides a framework for engaging young people now and attracting them in the future.
- **Entrepreneurial Communities** provides a roadmap for designing and delivering entrepreneurship strategies that work.

To learn more about the Center, go to www.energizingentrepreneurs.org.
(402) 323-7336

Economic Diversity Profile

02.10.16

Background and Introduction

The Center for Rural Entrepreneurship has been retained by the Lake Area Foundation. This mini-report addresses your community's **diversity measures**.

Question and Additional Information

Don Macke – Center for Rural Entrepreneurship

don@e2mail.org – 402.323.7336 – www.energizingentrepreneurs.org

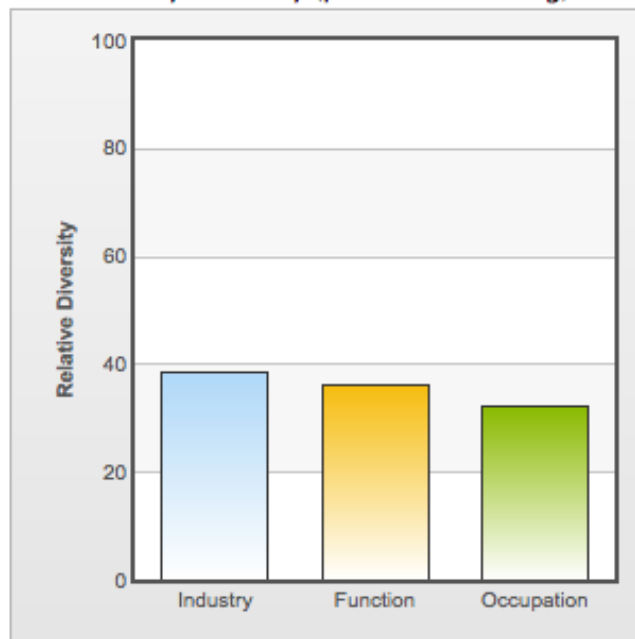
This data was created for the Appalachian Regional Commission by the University of Illinois at Urbana-Champaign Regional Economic Applications Laboratory and the Center for Regional Economic Competitiveness to provide diversity and demographic data for all 3,100+ U.S. counties.

economicdiversityinappalachia.creconline.org

What is Diversity?

The graph to the right depicts three different types of economic diversity for the community – Industry Diversity, Function Diversity and Occupation Diversity. *Industry Diversity* refers to the variety of industries in a region and the distribution of employment across these industries in regard to a region's residents. *Function Diversity* refers to the distribution of employment across eleven industry sectors or functions. *Occupational Diversity* refers to the total number of occupational types of employment in a region and the distribution of employment across the region. Community diversity is benchmarked against U.S. values. U.S. diversity would equal a value of 100. Communities with values closer to 100 are more diverse when compared to those with values closer to zero.

County Diversity (percentile ranking)



Why is Diversity Important?

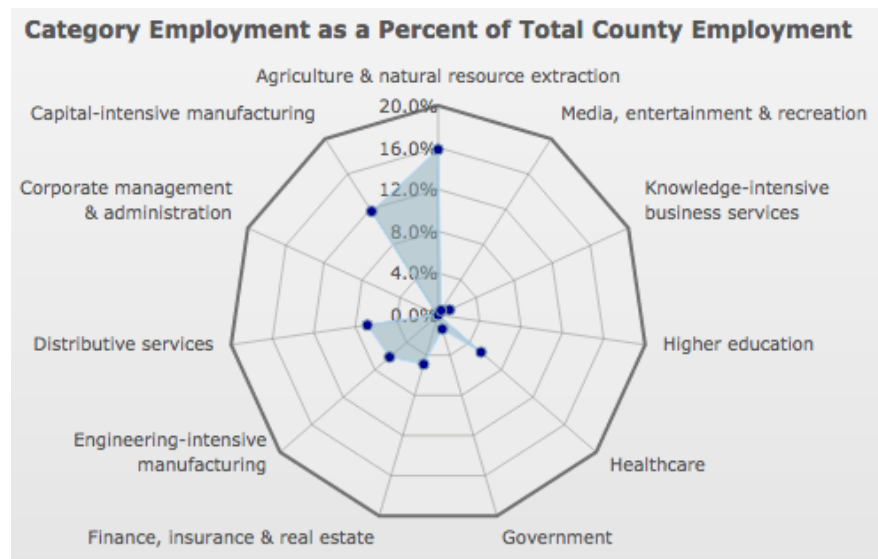
Economic diversity is a critical indicator of current and future community economic success. More diversified economies have greater capacity or resilience to accommodate and thrive with changes in global, national and regional economic trends. Communities that are less diverse or dependent upon few types of economic activity are vulnerable to changes that reduce new investment, jobs and overall economic activity. Less diversified economies can thrive for a period of time and then experience extended periods of stagnation and decline when the economic sectors they are dependent upon change or decline. Over time, more diversified economies and societies can achieve higher and more sustainable prosperity.

Industry Function Employment	Firms	Jobs
Agriculture & natural resource extraction	8	1,1019
Capital-intensive manufacturing	27	758
Distributive services	21	440
Engineering-intensive manufacturing	3	396
Health care	2	350
Finance, insurance & real estate	17	316
Government	19	90
Knowledge-intensive business services	10	77
Media, entertainment & recreation	4	34
Corporate management & administration	1	8
Higher Education	0	0

Industry diversity is important to communities because the more varied a region's industries are, the greater the available opportunities are for citizens seeking positions. Moreover, regions that have higher industrial diversity will be less prone to experience harsh effects associated with the downfall or failure of a specific company or industry sector.

Functional diversity is important to communities because areas that have the ability to perform multiple economic functions might be affected less economically from cyclical changes including stages of both growth and decline.

The table above displays the functional diversity present in the community in regard to the eleven distinct Industry sectors or functions. The table shows the number of establishments within each industry sector as well as the number of citizens employed in each sector. The figure on the right gives a more visual representation of the function diversity of the county. The graph shows a decently even distribution of employment between the different sectors, with the highest ranked sector holding a majority.

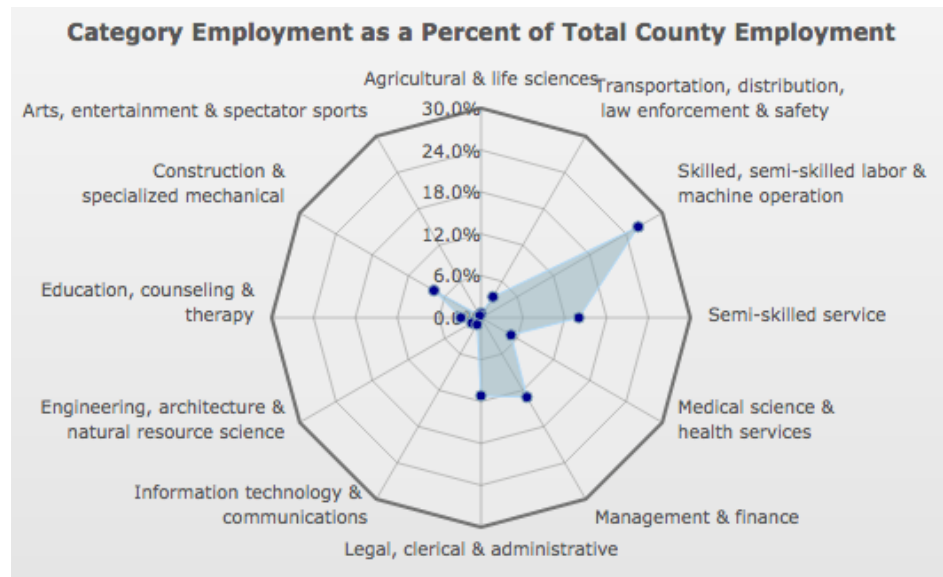


Occupational diversity is crucial because communities may identify advantages when a region's citizens have specializations in a variety of occupations that require multiple workforce skills.

Occupational Knowledge Cluster Employment	Jobs
Skilled, semi-skilled labor & machine operation	1,677
Semi-skilled service	904
Management & finance	847
Legal, clerical & administrative	720
Construction & specialized mechanical	502
Medical science & health services	320
Transportation, distribution, law enforcement & safety	222
Education, counseling & therapy	186
Engineering, architecture & natural resource science	98
Information technology & communications	73
Agricultural & life sciences	40
Arts, entertainment & spectator sports	23

As economies change and employment options shift, occupational diversity could translate into a more adaptive workforce for a specific region. Understanding a specific region's workforce is crucial to understanding their occupational diversity. The figures and statistics involved in measuring occupational diversity provide an avenue for specialists to better grasp the nature of their workforce and the specific skills they have. Through this understanding, specialists are better able to create effective strategies for growth that are based upon their specific opportunities and the skills and expertise already present within their region.

The table above displays the occupational diversity in your community by listing employment totals tied to different occupational skill categories. These numbers are used to create a visual depiction of this occupation diversity via the web graphic in the figure on the right. Although the top sectors have a majority, this figure displays a significantly even distribution of employment.



County Character: Rural

Annual Population Growth (2009-2012):

- Casey County: -0.8%
- Kentucky: 0.5%
- National: 0.7%

National Rank: 11th Percentile

Center for Rural Entrepreneurship.

The Center's mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs. With our roots and hearts in rural America, we help communities of all sizes and interests by bringing *empowering research* together with *effective community engagement* to advance *community-driven strategies for prosperity*.

Our **Solution Area Teams** empower community leaders to find their own answers to the economic development challenges and opportunities they face:

- **Community Development Philanthropy** provides effective strategies to build local philanthropic capacity and generate development resources.
- **New Generation Partnerships** provides a framework for engaging young people now and attracting them in the future.
- **Entrepreneurial Communities** provides a roadmap for designing and delivering entrepreneurship strategies that work.

To learn more about the Center, go to www.energizingentrepreneurs.org.
(402) 323-7336

Economic Diversity Profile

02.10.16

Background and Introduction

The Center for Rural Entrepreneurship has been retained by the Lake Area Foundation. This mini-report addresses your community's **diversity measures**.

Question and Additional Information

Don Macke – Center for Rural Entrepreneurship
don@e2mail.org – 402.323.7336 – www.energizingentrepreneurs.org

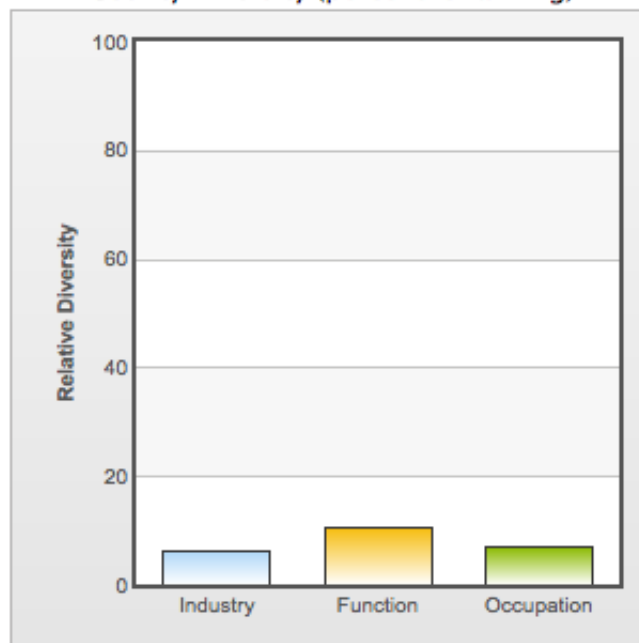
This data was created for the Appalachian Regional Commission by the University of Illinois at Urbana-Champaign Regional Economic Applications Laboratory and the Center for Regional Economic Competitiveness to provide diversity and demographic data for all 3,100+ U.S. counties.

economicdiversityinappalachia.creconline.org

What is Diversity?

The graph to the right depicts three different types of economic diversity for the community – Industry Diversity, Function Diversity and Occupation Diversity. *Industry Diversity* refers to the variety of industries in a region and the distribution of employment across these industries in regard to a region's residents. *Function Diversity* refers to the distribution of employment across eleven industry sectors or functions. *Occupational Diversity* refers to the total number of occupational types of employment in a region and the distribution of employment across the region. Community diversity is benchmarked against U.S. values. U.S. diversity would equal a value of 100. Communities with values closer to 100 are more diverse when compared to those with values closer to zero.

County Diversity (percentile ranking)



Why is Diversity Important?

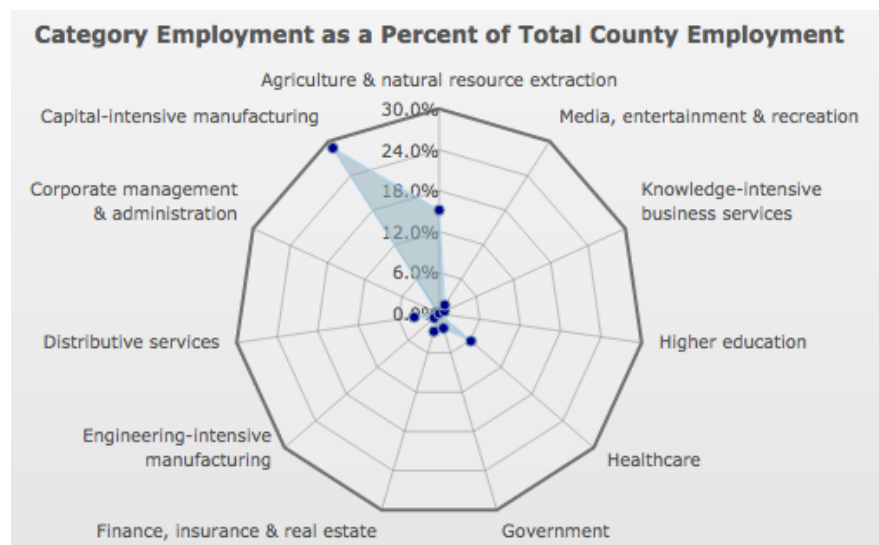
Economic diversity is a critical indicator of current and future community economic success. More diversified economies have greater capacity or resilience to accommodate and thrive with changes in global, national and regional economic trends. Communities that are less diverse or dependent upon few types of economic activity are vulnerable to changes that reduce new investment, jobs and overall economic activity. Less diversified economies can thrive for a period of time and then experience extended periods of stagnation and decline when the economic sectors they are dependent upon change or decline. Over time, more diversified economies and societies can achieve higher and more sustainable prosperity.

Industry Function Employment	Firms	Jobs
Capital-intensive manufacturing	13	1,602
Agriculture & natural resource extraction	9	842
Health care	3	343
Distributive services	19	205
Finance, insurance & real estate	16	151
Government	22	124
Media, entertainment & recreation	7	83
Engineering-intensive manufacturing	2	54
Knowledge-intensive business services	15	47
Corporate management & administration	1	18
Higher Education	0	0

Industry diversity is important to communities because the more varied a region's industries are, the greater the available opportunities are for citizens seeking positions. Moreover, regions that have higher industrial diversity will be less prone to experience harsh effects associated with the downfall or failure of a specific company or industry sector.

Functional diversity is important to communities because areas that have the ability to perform multiple economic functions might be affected less economically from cyclical changes including stages of both growth and decline.

The table above displays the functional diversity present in the community in regard to the eleven distinct Industry sectors or functions. The table shows the number of establishments within each industry sector as well as the number of citizens employed in each sector. The figure on the right gives a more visual representation of the function diversity of the county. The graph shows a decently even distribution of employment between the different sectors, with the top two ranked sectors holding a majority.

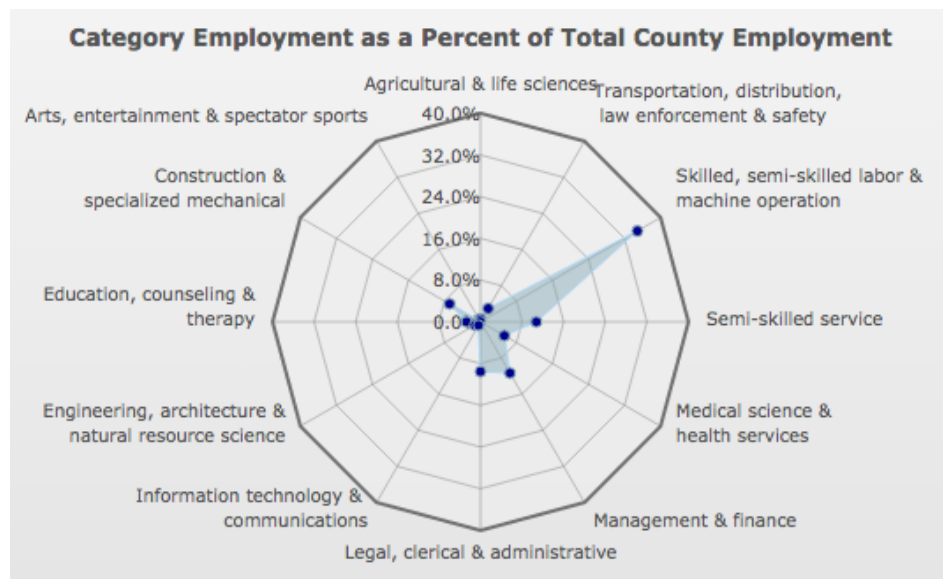


Occupational diversity is crucial because communities may identify advantages when a region's citizens have specializations in a variety of occupations that require multiple workforce skills.

Occupational Knowledge Cluster Employment	Jobs
Skilled, semi-skilled labor & machine operation	1,936
Management & finance	630
Semi-skilled service	597
Legal, clerical & administrative	530
Construction & specialized mechanical	382
Medical science & health services	294
Transportation, distribution, law enforcement & safety	164
Education, counseling & therapy	149
Engineering, architecture & natural resource science	69
Information technology & communications	42
Agricultural & life sciences	32
Arts, entertainment & spectator sports	8

As economies change and employment options shift, occupational diversity could translate into a more adaptive workforce for a specific region. Understanding a specific region's workforce is crucial to understanding their occupational diversity. The figures and statistics involved in measuring occupational diversity provide an avenue for specialists to better grasp the nature of their workforce and the specific skills they have. Through this understanding, specialists are better able to create effective strategies for growth that are based upon their specific opportunities and the skills and expertise already present within their region.

The table above displays the occupational diversity in your community by listing employment totals tied to different occupational skill categories. These numbers are used to create a visual depiction of this occupation diversity via the web graphic in the figure on the right. Although the top sector has a majority, this figure displays a significantly even distribution of employment.



County Character: Rural

Annual Population Growth (2009-2012):

- Clinton County: 3.0%
- Kentucky: 0.5%
- National: 0.7%

National Rank: 94th Percentile

Center for Rural Entrepreneurship.

The Center's mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs. With our roots and hearts in rural America, we help communities of all sizes and interests by bringing *empowering research* together with *effective community engagement* to advance *community-driven strategies for prosperity*.

Our **Solution Area Teams** empower community leaders to find their own answers to the economic development challenges and opportunities they face:

- **Community Development Philanthropy** provides effective strategies to build local philanthropic capacity and generate development resources.
- **New Generation Partnerships** provides a framework for engaging young people now and attracting them in the future.
- **Entrepreneurial Communities** provides a roadmap for designing and delivering entrepreneurship strategies that work.

To learn more about the Center, go to www.energizingentrepreneurs.org.
(402) 323-7336

Economic Diversity Profile

02.10.16

Background and Introduction

The Center for Rural Entrepreneurship has been retained by the Lake Area Foundation. This mini-report addresses your community's **diversity measures**.

Question and Additional Information

Don Macke – Center for Rural Entrepreneurship
don@e2mail.org – 402.323.7336 – www.energizingentrepreneurs.org

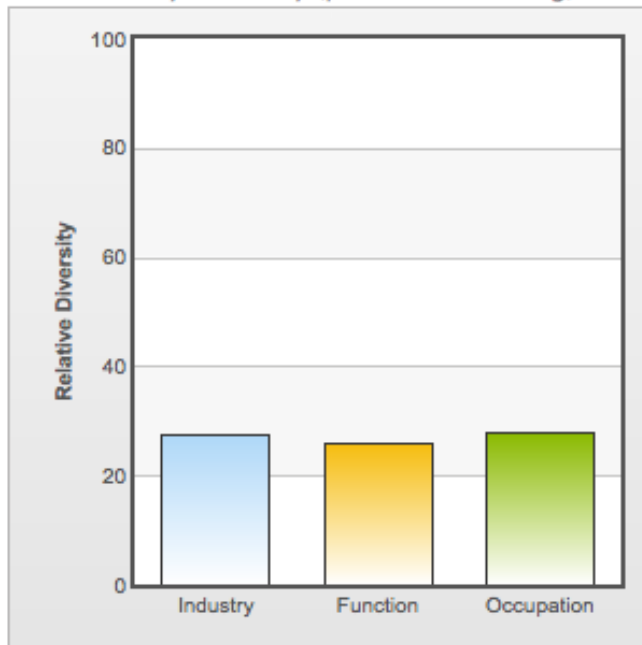
This data was created for the Appalachian Regional Commission by the University of Illinois at Urbana-Champaign Regional Economic Applications Laboratory and the Center for Regional Economic Competitiveness to provide diversity and demographic data for all 3,100+ U.S. counties.

economicdiversityinappalachia.creconline.org

What is Diversity?

The graph to the right depicts three different types of economic diversity for the community – Industry Diversity, Function Diversity and Occupation Diversity. *Industry Diversity* refers to the variety of industries in a region and the distribution of employment across these industries in regard to a region's residents. *Function Diversity* refers to the distribution of employment across eleven industry sectors or functions. *Occupational Diversity* refers to the total number of occupational types of employment in a region and the distribution of employment across the region. Community diversity is benchmarked against U.S. values. U.S. diversity would equal a value of 100. Communities with values closer to 100 are more diverse when compared to those with values closer to zero.

County Diversity (percentile ranking)



Why is Diversity Important?

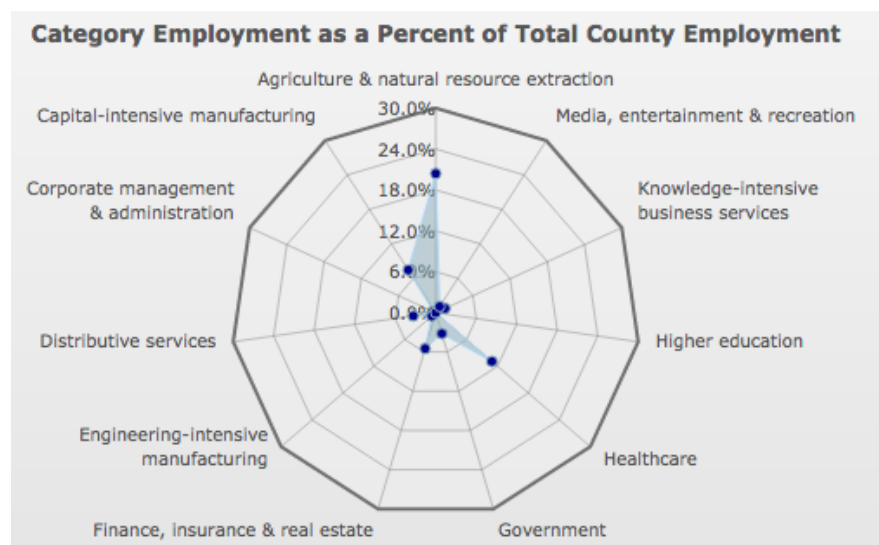
Economic diversity is a critical indicator of current and future community economic success. More diversified economies have greater capacity or resilience to accommodate and thrive with changes in global, national and regional economic trends. Communities that are less diverse or dependent upon few types of economic activity are vulnerable to changes that reduce new investment, jobs and overall economic activity. Less diversified economies can thrive for a period of time and then experience extended periods of stagnation and decline when the economic sectors they are dependent upon change or decline. Over time, more diversified economies and societies can achieve higher and more sustainable prosperity.

Industry Function Employment	Firms	Jobs
Agriculture & natural resource extraction	3	595
Health care	2	318
Capital-intensive manufacturing	9	217
Finance, insurance & real estate	9	160
Distributive services	10	97
Government	13	93
Knowledge-intensive business services	11	44
Media, entertainment & recreation	4	31
Engineering-intensive manufacturing	1	22
Corporate management & administration	0	10
Higher Education	0	0

Industry diversity is important to communities because the more varied a region's industries are, the greater the available opportunities are for citizens seeking positions. Moreover, regions that have higher industrial diversity will be less prone to experience harsh effects associated with the downfall or failure of a specific company or industry sector.

Functional diversity is important to communities because areas that have the ability to perform multiple economic functions might be affected less economically from cyclical changes including stages of both growth and decline.

The table above displays the functional diversity present in the community in regard to the eleven distinct Industry sectors or functions. The table shows the number of establishments within each industry sector as well as the number of citizens employed in each sector. The figure on the right gives a more visual representation of the function diversity of the county. The graph shows a decently even distribution of employment between the different sectors.

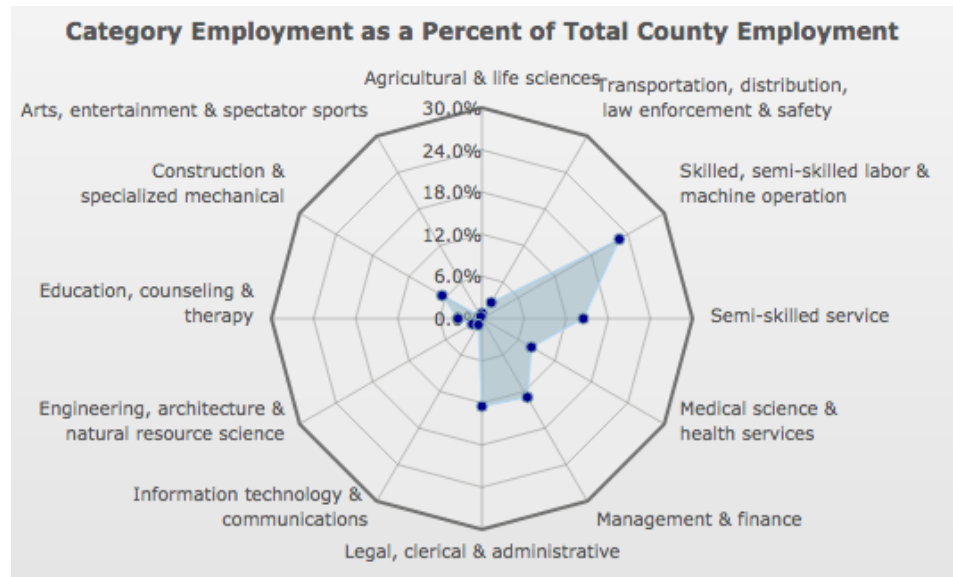


Occupational diversity is crucial because communities may identify advantages when a region's citizens have specializations in a variety of occupations that require multiple workforce skills.

Occupational Knowledge Cluster Employment	Jobs
Skilled, semi-skilled labor & machine operation	659
Semi-skilled service	421
Management & finance	377
Legal, clerical & administrative	364
Medical science & health services	237
Construction & specialized mechanical	191
Education, counseling & therapy	100
Transportation, distribution, law enforcement & safety	77
Engineering, architecture & natural resource science	45
Information technology & communications	30
Agricultural & life sciences	22
Arts, entertainment & spectator sports	10

As economies change and employment options shift, occupational diversity could translate into a more adaptive workforce for a specific region. Understanding a specific region's workforce is crucial to understanding their occupational diversity. The figures and statistics involved in measuring occupational diversity provide an avenue for specialists to better grasp the nature of their workforce and the specific skills they have. Through this understanding, specialists are better able to create effective strategies for growth that are based upon their specific opportunities and the skills and expertise already present within their region.

The table above displays the occupational diversity in your community by listing employment totals tied to different occupational skill categories. These numbers are used to create a visual depiction of this occupation diversity via the web graphic in the figure on the right. Although the top sector has a slight majority, this figure displays a significantly even distribution of employment.



County Character: Rural

Annual Population Growth (2009-2012):

- Cumberland County: 0.6%
- Kentucky: 0.5%
- National: 0.7%

National Rank: 49th Percentile

Center for Rural Entrepreneurship.

The Center's mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs. With our roots and hearts in rural America, we help communities of all sizes and interests by bringing *empowering research* together with *effective community engagement* to advance *community-driven strategies for prosperity*.

Our **Solution Area Teams** empower community leaders to find their own answers to the economic development challenges and opportunities they face:

- **Community Development Philanthropy** provides effective strategies to build local philanthropic capacity and generate development resources.
- **New Generation Partnerships** provides a framework for engaging young people now and attracting them in the future.
- **Entrepreneurial Communities** provides a roadmap for designing and delivering entrepreneurship strategies that work.

To learn more about the Center, go to www.energizingentrepreneurs.org.
(402) 323-7336

Economic Diversity Profile

02.10.16

Background and Introduction

The Center for Rural Entrepreneurship has been retained by the Lake Area Foundation. This mini-report addresses your community's **diversity measures**.

Question and Additional Information

Don Macke – Center for Rural Entrepreneurship
don@e2mail.org – 402.323.7336 – www.energizingentrepreneurs.org

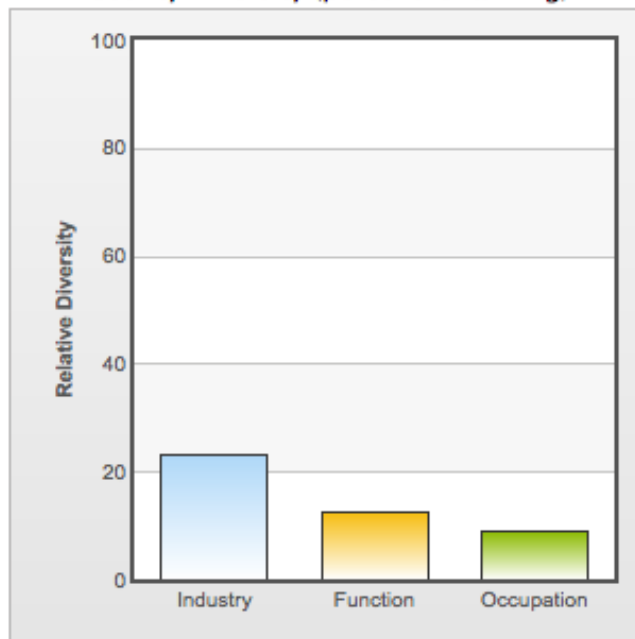
This data was created for the Appalachian Regional Commission by the University of Illinois at Urbana-Champaign Regional Economic Applications Laboratory and the Center for Regional Economic Competitiveness to provide diversity and demographic data for all 3,100+ U.S. counties.

economicdiversityinappalachia.creconline.org

What is Diversity?

The graph to the right depicts three different types of economic diversity for the community – Industry Diversity, Function Diversity and Occupation Diversity. *Industry Diversity* refers to the variety of industries in a region and the distribution of employment across these industries in regard to a region's residents. *Function Diversity* refers to the distribution of employment across eleven industry sectors or functions. *Occupational Diversity* refers to the total number of occupational types of employment in a region and the distribution of employment across the region. Community diversity is benchmarked against U.S. values. U.S. diversity would equal a value of 100. Communities with values closer to 100 are more diverse when compared to those with values closer to zero.

County Diversity (percentile ranking)



Why is Diversity Important?

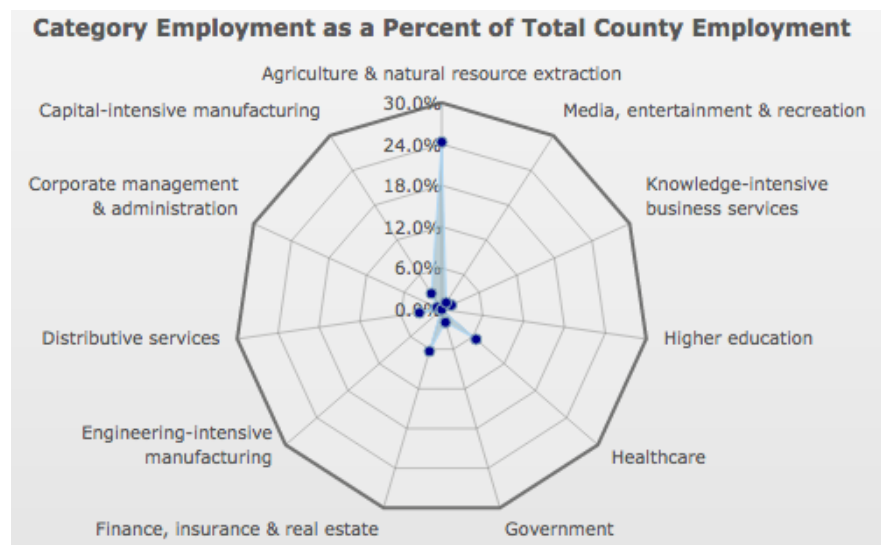
Economic diversity is a critical indicator of current and future community economic success. More diversified economies have greater capacity or resilience to accommodate and thrive with changes in global, national and regional economic trends. Communities that are less diverse or dependent upon few types of economic activity are vulnerable to changes that reduce new investment, jobs and overall economic activity. Less diversified economies can thrive for a period of time and then experience extended periods of stagnation and decline when the economic sectors they are dependent upon change or decline. Over time, more diversified economies and societies can achieve higher and more sustainable prosperity.

Industry Function Employment	Firms	Jobs
Agriculture & natural resource extraction	0	975
Health care	2	265
Finance, insurance & real estate	14	254
Distributive services	15	132
Capital-intensive manufacturing	12	111
Government	17	78
Knowledge-intensive business services	20	62
Media, entertainment & recreation	4	48
Corporate management & administration	0	30
Engineering-intensive manufacturing	0	5
Higher Education	0	0

Industry diversity is important to communities because the more varied a region's industries are, the greater the available opportunities are for citizens seeking positions. Moreover, regions that have higher industrial diversity will be less prone to experience harsh effects associated with the downfall or failure of a specific company or industry sector.

Functional diversity is important to communities because areas that have the ability to perform multiple economic functions might be affected less economically from cyclical changes including stages of both growth and decline.

The table above displays the functional diversity present in the community in regard to the eleven distinct Industry sectors or functions. The table shows the number of establishments within each industry sector as well as the number of citizens employed in each sector. The figure on the right gives a more visual representation of the function diversity of the county. The graph shows a decently even distribution of employment between the different sectors aside from the top sector holding a large majority.

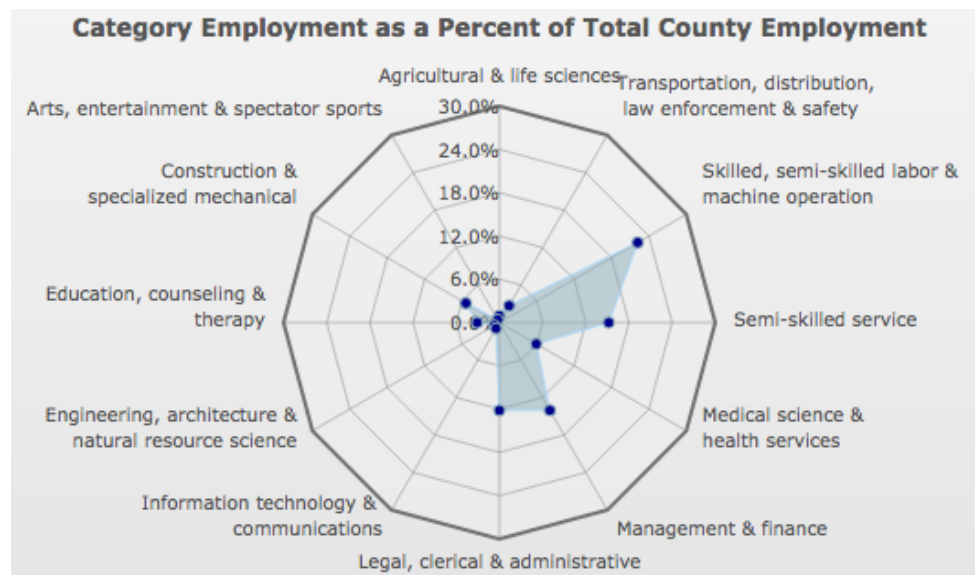


Occupational diversity is crucial because communities may identify advantages when a region's citizens have specializations in a variety of occupations that require multiple workforce skills.

Occupational Knowledge Cluster Employment	Jobs
Skilled, semi-skilled labor & machine operation	891
Semi-skilled service	610
Management & finance	564
Legal, clerical & administrative	489
Medical science & health services	237
Construction & specialized mechanical	216
Education, counseling & therapy	124
Transportation, distribution, law enforcement & safety	108
Agricultural & life sciences	38
Information technology & communications	37
Engineering, architecture & natural resource science	32
Arts, entertainment & spectator sports	18

As economies change and employment options shift, occupational diversity could translate into a more adaptive workforce for a specific region. Understanding a specific region's workforce is crucial to understanding their occupational diversity. The figures and statistics involved in measuring occupational diversity provide an avenue for specialists to better grasp the nature of their workforce and the specific skills they have. Through this understanding, specialists are better able to create effective strategies for growth that are based upon their specific opportunities and the skills and expertise already present within their region.

The table above displays the occupational diversity in your community by listing employment totals tied to different occupational skill categories. These numbers are used to create a visual depiction of this occupation diversity via the web graphic in the figure on the right. Although the top sector has a slight majority, this figure displays a significantly even distribution of employment.



County Character: Rural

Annual Population Growth (2009-2012):

- Green County: 0.6%
- Kentucky: 0.5%
- National: 0.7%

National Rank: 16th Percentile

Center for Rural Entrepreneurship.

The Center's mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs. With our roots and hearts in rural America, we help communities of all sizes and interests by bringing *empowering research* together with *effective community engagement* to advance *community-driven strategies for prosperity*.

Our **Solution Area Teams** empower community leaders to find their own answers to the economic development challenges and opportunities they face:

- **Community Development Philanthropy** provides effective strategies to build local philanthropic capacity and generate development resources.
- **New Generation Partnerships** provides a framework for engaging young people now and attracting them in the future.
- **Entrepreneurial Communities** provides a roadmap for designing and delivering entrepreneurship strategies that work.

To learn more about the Center, go to www.energizingentrepreneurs.org.
(402) 323-7336

Economic Diversity Profile

02.10.16

Background and Introduction

The Center for Rural Entrepreneurship has been retained by the Lake Area Foundation. This mini-report addresses your community's **diversity measures**.

Question and Additional Information

Don Macke – Center for Rural Entrepreneurship
don@e2mail.org – 402.323.7336 – www.energizingentrepreneurs.org

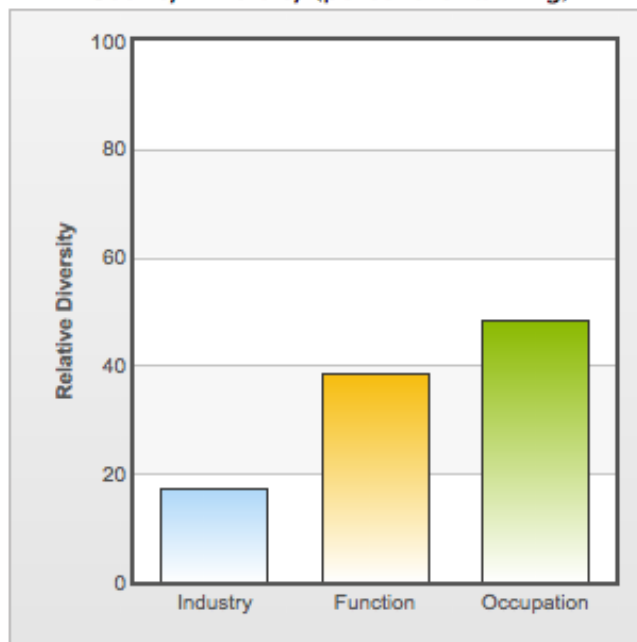
This data was created for the Appalachian Regional Commission by the University of Illinois at Urbana-Champaign Regional Economic Applications Laboratory and the Center for Regional Economic Competitiveness to provide diversity and demographic data for all 3,100+ U.S. counties.

economicdiversityinappalachia.creonline.org

What is Diversity?

The graph to the right depicts three different types of economic diversity for the community – Industry Diversity, Function Diversity and Occupation Diversity. *Industry Diversity* refers to the variety of industries in a region and the distribution of employment across these industries in regard to a region's residents. *Function Diversity* refers to the distribution of employment across eleven industry sectors or functions. *Occupational Diversity* refers to the total number of occupational types of employment in a region and the distribution of employment across the region. Community diversity is benchmarked against U.S. values. U.S. diversity would equal a value of 100. Communities with values closer to 100 are more diverse when compared to those with values closer to zero.

County Diversity (percentile ranking)



Why is Diversity Important?

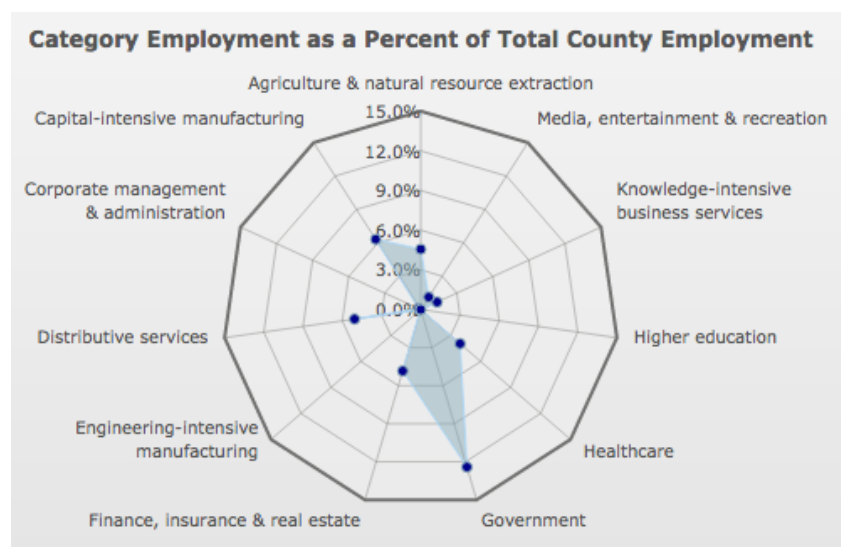
Economic diversity is a critical indicator of current and future community economic success. More diversified economies have greater capacity or resilience to accommodate and thrive with changes in global, national and regional economic trends. Communities that are less diverse or dependent upon few types of economic activity are vulnerable to changes that reduce new investment, jobs and overall economic activity. Less diversified economies can thrive for a period of time and then experience extended periods of stagnation and decline when the economic sectors they are dependent upon change or decline. Over time, more diversified economies and societies can achieve higher and more sustainable prosperity.

Industry Function Employment	Firms	Jobs
Government	19	528
Capital-intensive manufacturing	7	268
Distributive services	12	215
Finance, insurance & real estate	15	206
Agriculture & natural resource extraction	2	194
Health care	2	168
Knowledge-intensive business services	5	58
Media, entertainment & recreation	3	47
Corporate management & administration	0	7
Engineering-intensive manufacturing	1	2
Higher Education	0	0

Industry diversity is important to communities because the more varied a region's industries are, the greater the available opportunities are for citizens seeking positions. Moreover, regions that have higher industrial diversity will be less prone to experience harsh effects associated with the downfall or failure of a specific company or industry sector.

Functional diversity is important to communities because areas that have the ability to perform multiple economic functions might be affected less economically from cyclical changes including stages of both growth and decline.

The table above displays the functional diversity present in the community in regard to the eleven distinct Industry sectors or functions. The table shows the number of establishments within each industry sector as well as the number of citizens employed in each sector. The figure on the right gives a more visual representation of the function diversity of the county. The graph shows a decently even distribution of employment between the different sectors aside from the top sector holding a slight majority.

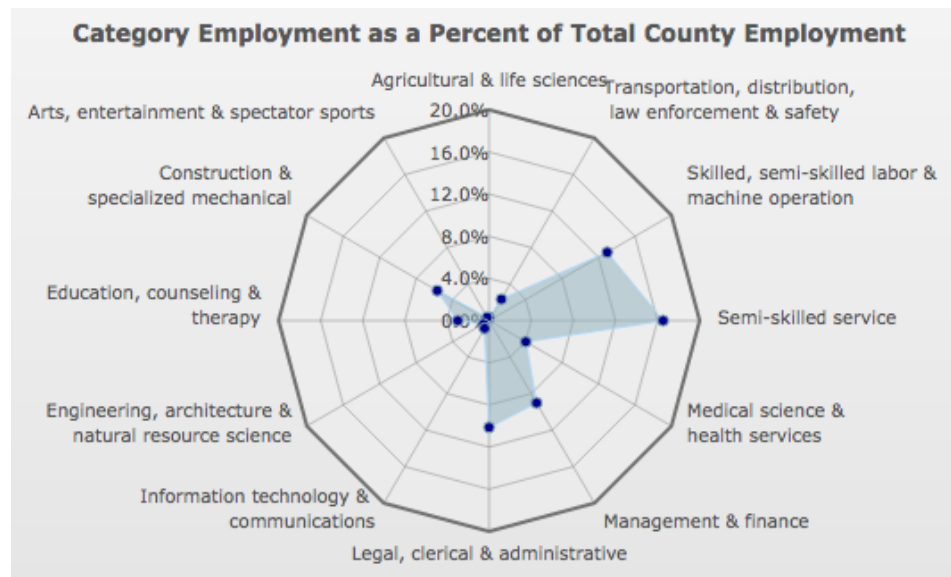


Occupational diversity is crucial because communities may identify advantages when a region's citizens have specializations in a variety of occupations that require multiple workforce skills.

Occupational Knowledge Cluster Employment	Jobs
Semi-skilled service	703
Skilled, semi-skilled labor & machine operation	551
Legal, clerical & administrative	431
Management & finance	384
Construction & specialized mechanical	242
Medical science & health services	171
Education, counseling & therapy	127
Transportation, distribution, law enforcement & safety	99
Information technology & communications	36
Engineering, architecture & natural resource science	27
Arts, entertainment & spectator sports	15
Agricultural & life sciences	12

As economies change and employment options shift, occupational diversity could translate into a more adaptive workforce for a specific region. Understanding a specific region's workforce is crucial to understanding their occupational diversity. The figures and statistics involved in measuring occupational diversity provide an avenue for specialists to better grasp the nature of their workforce and the specific skills they have. Through this understanding, specialists are better able to create effective strategies for growth that are based upon their specific opportunities and the skills and expertise already present within their region.

The table above displays the occupational diversity in your community by listing employment totals tied to different occupational skill categories. These numbers are used to create a visual depiction of this occupation diversity via the web graphic in the figure on the right. Although the top sector has a slight majority, this figure displays a significantly even distribution of employment.



County Character: Rural

Annual Population Growth (2009-2012):

- McCreary County: 0.5%
- Kentucky: 0.5%
- National: 0.7%

National Rank: 48th Percentile

Center for Rural Entrepreneurship.

The Center's mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs. With our roots and hearts in rural America, we help communities of all sizes and interests by bringing *empowering research* together with *effective community engagement* to advance *community-driven strategies for prosperity*.

Our **Solution Area Teams** empower community leaders to find their own answers to the economic development challenges and opportunities they face:

- **Community Development Philanthropy** provides effective strategies to build local philanthropic capacity and generate development resources.
- **New Generation Partnerships** provides a framework for engaging young people now and attracting them in the future.
- **Entrepreneurial Communities** provides a roadmap for designing and delivering entrepreneurship strategies that work.

To learn more about the Center, go to www.energizingentrepreneurs.org.
(402) 323-7336

Economic Diversity Profile

01.27.16

Background and Introduction

The Center for Rural Entrepreneurship has been retained by the Lake Area Foundation. This mini-report addresses your community's **diversity measures**.

Question and Additional Information

Don Macke – Center for Rural Entrepreneurship
don@e2mail.org – 402.323.7336 – www.energizingentrepreneurs.org

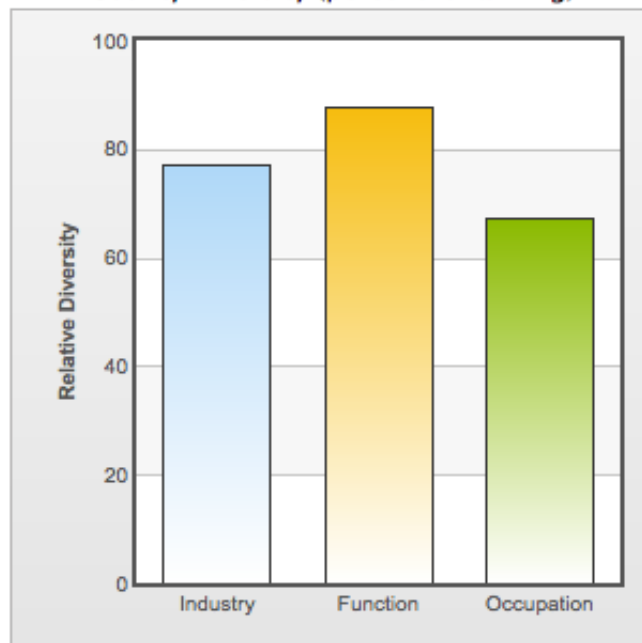
This data was created for the Appalachian Regional Commission by the University of Illinois at Urbana-Champaign Regional Economic Applications Laboratory and the Center for Regional Economic Competitiveness to provide diversity and demographic data for all 3,100+ U.S. counties.

economicdiversityinappalachia.creconline.org

What is Diversity?

The graph to the right depicts three different types of economic diversity for the community – Industry Diversity, Function Diversity and Occupation Diversity. *Industry Diversity* refers to the variety of industries in a region and the distribution of employment across these industries in regard to a region's residents. *Function Diversity* refers to the distribution of employment across eleven industry sectors or functions. *Occupational Diversity* refers to the total number of occupational types of employment in a region and the distribution of employment across the region. Community diversity is benchmarked against U.S. values. U.S. diversity would equal a value of 100. Communities with values closer to 100 are more diverse when compared to those with values closer to zero.

County Diversity (percentile ranking)



Why is Diversity Important?

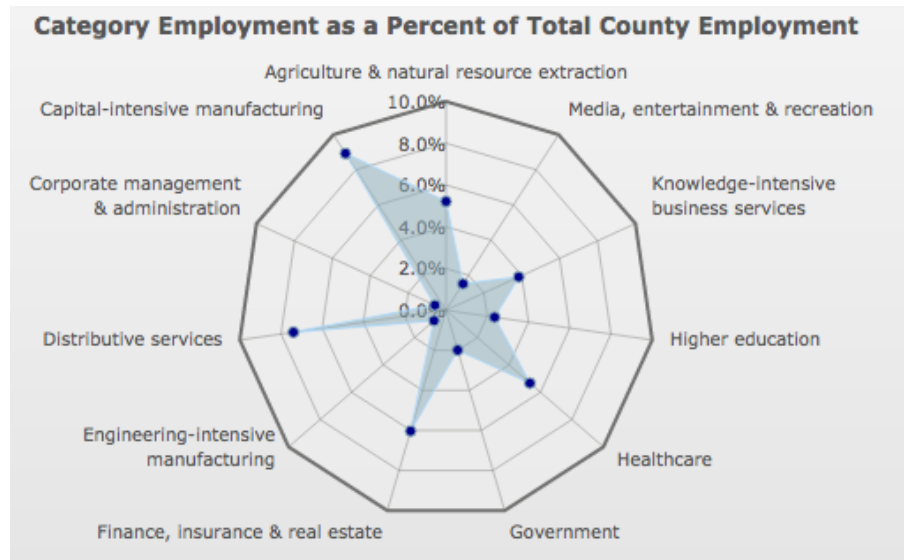
Economic diversity is a critical indicator of current and future community economic success. More diversified economies have greater capacity or resilience to accommodate and thrive with changes in global, national and regional economic trends. Communities that are less diverse or dependent upon few types of economic activity are vulnerable to changes that reduce new investment, jobs and overall economic activity. Less diversified economies can thrive for a period of time and then experience extended periods of stagnation and decline when the economic sectors they are dependent upon change or decline. Over time, more diversified economies and societies can achieve higher and more sustainable prosperity.

Industry Function Employment	Firms	Jobs
Capital-intensive manufacturing	70	2,968
Distributive services	135	2,459
Finance, insurance & real estate	137	2,004
Health care	8	1,771
Agriculture & natural resource extraction	10	1,732
Knowledge-intensive business services	93	1,276
Higher education	2	783
Government	62	661
Media, entertainment & recreation	29	500
Engineering-intensive manufacturing	13	252
Corporate management & administration	14	194

Industry diversity is important to communities because the more varied a region's industries are, the greater the available opportunities are for citizens seeking positions. Moreover, regions that have higher industrial diversity will be less prone to experience harsh effects associated with the downfall or failure of a specific company or industry sector.

Functional diversity is important to communities because areas that have the ability to perform multiple economic functions might be affected less economically from cyclical changes including stages of both growth and decline.

The table above displays the functional diversity present in the community in regard to the eleven distinct Industry sectors or functions. The table shows the number of establishments within each industry sector as well as the number of citizens employed in each sector. The figure on the right gives a more visual representation of the function diversity of the county. The graph shows a decently even distribution of employment between the different sectors.

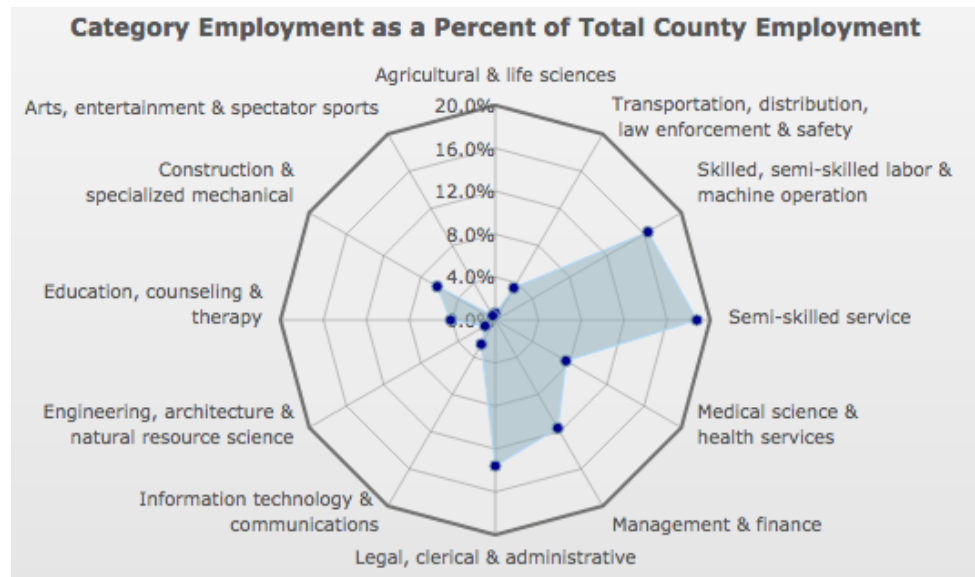


Occupational diversity is crucial because communities may identify advantages when a region's citizens have specializations in a variety of occupations that require multiple workforce skills.

Occupational Knowledge Cluster Employment	Jobs
Semi-skilled service	6,236
Skilled, semi-skilled labor & machine operation	5,453
Legal, clerical & administrative	4,514
Management & finance	3,862
Medical science & health services	2,523
Construction & specialized mechanical	2,076
Education, counseling & therapy	1,380
Transportation, distribution, law enforcement & safety	1,147
Information technology & communications	863
Engineering, architecture & natural resource science	364
Agricultural & life sciences	214
Arts, entertainment & spectator sports	156

As economies change and employment options shift, occupational diversity could translate into a more adaptive workforce for a specific region. Understanding a specific region's workforce is crucial to understanding their occupational diversity. The figures and statistics involved in measuring occupational diversity provide an avenue for specialists to better grasp the nature of their workforce and the specific skills they have. Through this understanding, specialists are better able to create effective strategies for growth that are based upon their specific opportunities and the skills and expertise already present within their region.

The table above displays the occupational diversity in your community by listing employment totals tied to different occupational skill categories. These numbers are used to create a visual depiction of this occupation diversity via the web graphic in the figure on the right. Although the top sectors have a majority, this figure displays a significantly even distribution of employment.



County Character: Mixed Rural

Annual Population Growth (2009-2012):

- Pulaski County: 1.5%
- Kentucky: 0.5%
- National: 0.7%

National Rank: 77th Percentile

Center for Rural Entrepreneurship.

The Center's mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs. With our roots and hearts in rural America, we help communities of all sizes and interests by bringing *empowering research* together with *effective community engagement* to advance *community-driven strategies for prosperity*.

Our **Solution Area Teams** empower community leaders to find their own answers to the economic development challenges and opportunities they face:

- **Community Development Philanthropy** provides effective strategies to build local philanthropic capacity and generate development resources.
- **New Generation Partnerships** provides a framework for engaging young people now and attracting them in the future.
- **Entrepreneurial Communities** provides a roadmap for designing and delivering entrepreneurship strategies that work.

To learn more about the Center, go to www.energizingentrepreneurs.org.
(402) 323-7336

Economic Diversity Profile

02.10.16

Background and Introduction

The Center for Rural Entrepreneurship has been retained by the Lake Area Foundation. This mini-report addresses your community's **diversity measures**.

Question and Additional Information

Don Macke – Center for Rural Entrepreneurship
don@e2mail.org – 402.323.7336 – www.energizingentrepreneurs.org

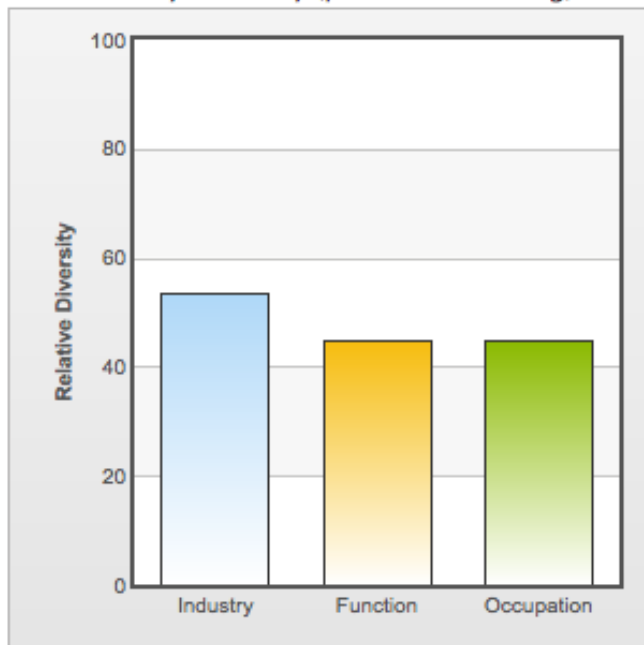
This data was created for the Appalachian Regional Commission by the University of Illinois at Urbana-Champaign Regional Economic Applications Laboratory and the Center for Regional Economic Competitiveness to provide diversity and demographic data for all 3,100+ U.S. counties.

economicdiversityinappalachia.creconline.org

What is Diversity?

The graph to the right depicts three different types of economic diversity for the community – Industry Diversity, Function Diversity and Occupation Diversity. *Industry Diversity* refers to the variety of industries in a region and the distribution of employment across these industries in regard to a region's residents. *Function Diversity* refers to the distribution of employment across eleven industry sectors or functions. *Occupational Diversity* refers to the total number of occupational types of employment in a region and the distribution of employment across the region. Community diversity is benchmarked against U.S. values. U.S. diversity would equal a value of 100. Communities with values closer to 100 are more diverse when compared to those with values closer to zero.

County Diversity (percentile ranking)



Why is Diversity Important?

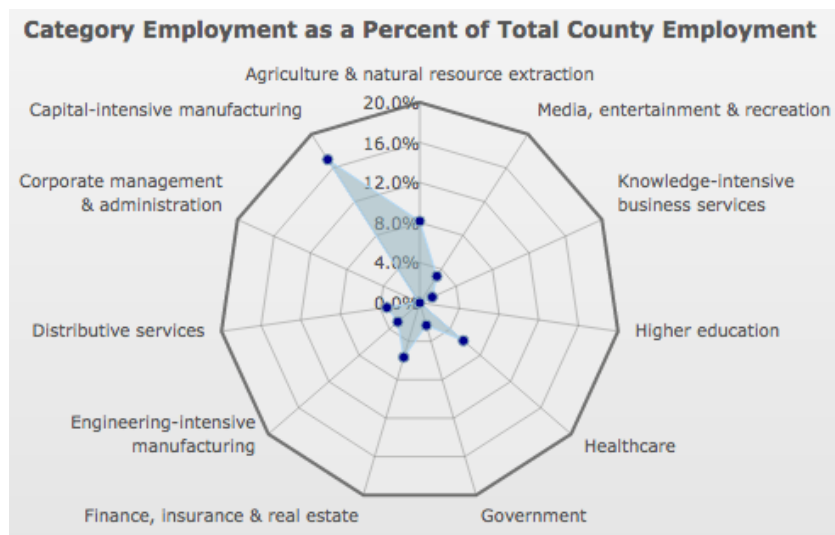
Economic diversity is a critical indicator of current and future community economic success. More diversified economies have greater capacity or resilience to accommodate and thrive with changes in global, national and regional economic trends. Communities that are less diverse or dependent upon few types of economic activity are vulnerable to changes that reduce new investment, jobs and overall economic activity. Less diversified economies can thrive for a period of time and then experience extended periods of stagnation and decline when the economic sectors they are dependent upon change or decline. Over time, more diversified economies and societies can achieve higher and more sustainable prosperity.

Industry Function Employment	Firms	Jobs
Capital-intensive manufacturing	26	1,486
Agriculture & natural resource extraction	1	713
Health care	5	505
Finance, insurance & real estate	26	496
Distributive services	27	290
Media, entertainment & recreation	16	276
Engineering-intensive manufacturing	3	254
Government	21	205
Knowledge-intensive business services	22	119
Corporate management & administration	1	9
Higher education	0	0

Industry diversity is important to communities because the more varied a region's industries are, the greater the available opportunities are for citizens seeking positions. Moreover, regions that have higher industrial diversity will be less prone to experience harsh effects associated with the downfall or failure of a specific company or industry sector.

Functional diversity is important to communities because areas that have the ability to perform multiple economic functions might be affected less economically from cyclical changes including stages of both growth and decline.

The table above displays the functional diversity present in the community in regard to the eleven distinct Industry sectors or functions. The table shows the number of establishments within each industry sector as well as the number of citizens employed in each sector. The figure on the right gives a more visual representation of the function diversity of the county. The graph shows a decently even distribution of employment between the different sectors with the exception of the top ranked and bottom two ranked sectors.

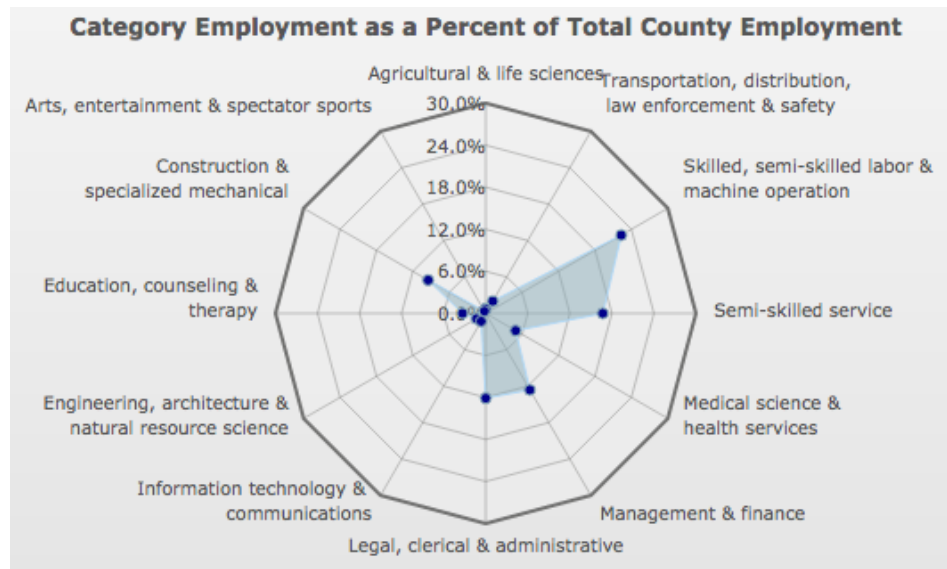


Occupational diversity is crucial because communities may identify advantages when a region's citizens have specializations in a variety of occupations that require multiple workforce skills.

Occupational Knowledge Cluster Employment	Jobs
Skilled, semi-skilled labor & machine operation	1,953
Semi-skilled service	1,462
Management & finance	1,103
Legal, clerical & administrative	1,059
Construction & specialized mechanical	829
Medical science & health services	431
Education, counseling & therapy	290
Transportation, distribution, law enforcement & safety	176
Engineering, architecture & natural resource science	132
Information technology & communications	114
Agricultural & life sciences	58
Arts, entertainment & spectator sports	32

As economies change and employment options shift, occupational diversity could translate into a more adaptive workforce for a specific region. Understanding a specific region's workforce is crucial to understanding their occupational diversity. The figures and statistics involved in measuring occupational diversity provide an avenue for specialists to better grasp the nature of their workforce and the specific skills they have. Through this understanding, specialists are better able to create effective strategies for growth that are based upon their specific opportunities and the skills and expertise already present within their region.

The table above displays the occupational diversity in your community by listing employment totals tied to different occupational skill categories. These numbers are used to create a visual depiction of this occupation diversity via the web graphic in the figure on the right. This figure displays a somewhat even distribution of employment with the top four sectors holding a majority.



County Character: Rural

Annual Population Growth (2009-2012):

- Russell County 0.2%
- Kentucky: 0.5%
- National: 0.7%

National Rank: 38th Percentile

Center for Rural Entrepreneurship.

The Center's mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs. With our roots and hearts in rural America, we help communities of all sizes and interests by bringing *empowering research* together with *effective community engagement* to advance *community-driven strategies for prosperity*.

Our **Solution Area Teams** empower community leaders to find their own answers to the economic development challenges and opportunities they face:

- **Community Development Philanthropy** provides effective strategies to build local philanthropic capacity and generate development resources.
- **New Generation Partnerships** provides a framework for engaging young people now and attracting them in the future.
- **Entrepreneurial Communities** provides a roadmap for designing and delivering entrepreneurship strategies that work.

To learn more about the Center, go to www.energizingentrepreneurs.org.
(402) 323-7336

Economic Diversity Profile

01.27.16

Background and Introduction

The Center for Rural Entrepreneurship has been retained by the Lake Area Foundation to prepare this analysis. This mini-report addresses your community's **diversity measures**.

Question and Additional Information

Don Macke – Center for Rural Entrepreneurship
don@e2mail.org – 402.323.7336 – www.energizingentrepreneurs.org

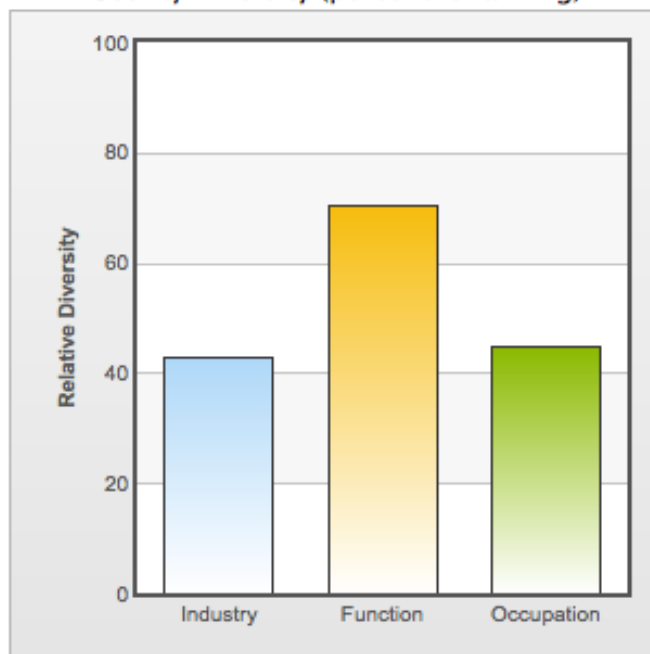
This data was created for the Appalachian Regional Commission by the University of Illinois at Urbana-Champaign Regional Economic Applications Laboratory and the Center for Regional Economic Competitiveness to provide diversity and demographic data for all 3,100+ U.S. counties.

economicdiversityinappalachia.creconline.org

What is Diversity?

The graph to the right depicts three different types of economic diversity for the community – Industry Diversity, Function Diversity and Occupation Diversity. *Industry Diversity* refers to the variety of industries in a region and the distribution of employment across these industries in regard to a region's residents. *Function Diversity* refers to the distribution of employment across eleven industry sectors or functions. *Occupational Diversity* refers to the total number of occupational types of employment in a region and the distribution of employment across the region. Community diversity is benchmarked against U.S. values. U.S. diversity would equal a value of 100. Communities with values closer to 100 are more diverse when compared to those with values closer to zero.

County Diversity (percentile ranking)



Why is Diversity Important?

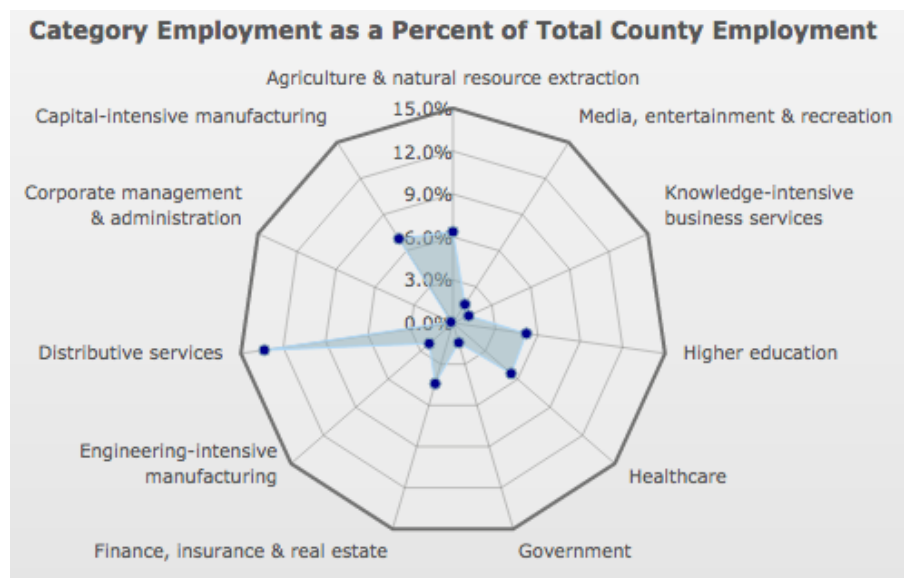
Economic diversity is a critical indicator of current and future community economic success. More diversified economies have greater capacity or resilience to accommodate and thrive with changes in global, national and regional economic trends. Communities that are less diverse or dependent upon few types of economic activity are vulnerable to changes that reduce new investment, jobs and overall economic activity. Less diversified economies can thrive for a period of time and then experience extended periods of stagnation and decline when the economic sectors they are dependent upon change or decline. Over time, more diversified economies and societies can achieve higher and more sustainable prosperity.

Industry Function Employment	Firms	Jobs
Distributive services	59	2,042
Capital-intensive manufacturing	32	1,070
Agriculture & natural resource extraction	4	975
Health care	5	825
Higher education	1	795
Finance, insurance & real estate	64	676
Engineering-intensive manufacturing	3	336
Media, entertainment & recreation	17	237
Government	27	220
Knowledge-intensive business services	46	186
Corporate management & administration	4	24

Industry diversity is important to communities because the more varied a region's industries are, the greater the available opportunities are for citizens seeking positions. Moreover, regions that have higher industrial diversity will be less prone to experience harsh effects associated with the downfall or failure of a specific company or industry sector.

Functional diversity is important to communities because areas that have the ability to perform multiple economic functions might be affected less economically from cyclical changes including stages of both growth and decline.

The table above displays the functional diversity present in the community in regard to the eleven distinct Industry sectors or functions. The table shows the number of establishments within each industry sector as well as the number of citizens employed in each sector. The figure on the right gives a more visual representation of the function diversity of the county. The graph shows a somewhat even distribution of employment despite the significant majority held by the top few sectors.

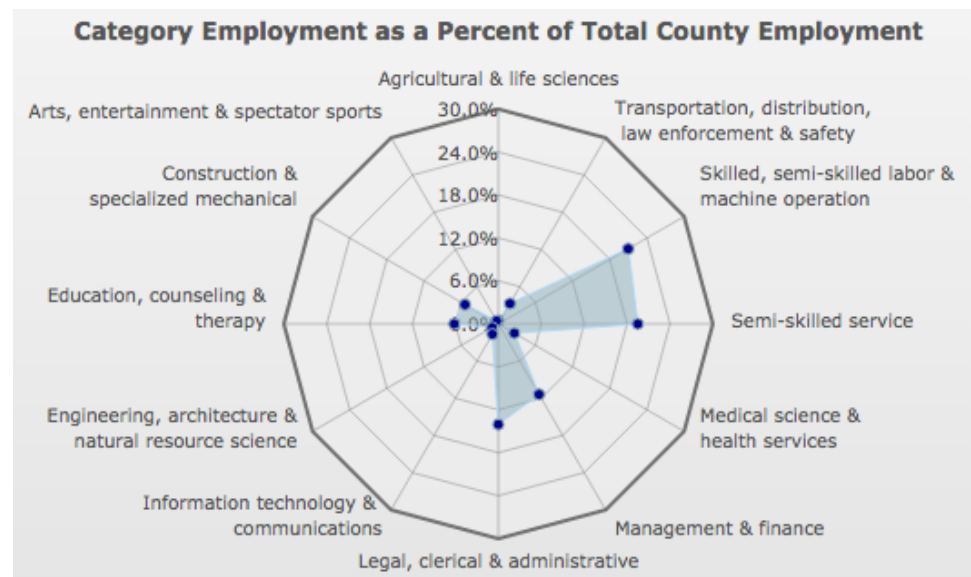


Occupational diversity is crucial because communities may identify advantages when a region's citizens have specializations in a variety of occupations that require multiple workforce skills.

Occupational Knowledge Cluster Employment	Jobs
Skilled, semi-skilled labor & machine operation	3,209
Semi-skilled service	2,986
Legal, clerical & administrative	2,150
Management & finance	1,742
Education, counseling & therapy	944
Construction & specialized mechanical	825
Transportation, distribution, law enforcement & safety	501
Medical science & health services	395
Information technology & communications	253
Engineering, architecture & natural resource science	151
Arts, entertainment & spectator sports	72
Agricultural & life sciences	72

As economies change and employment options shift, occupational diversity could translate into a more adaptive workforce for a specific region. Understanding a specific region's workforce is crucial to understanding their occupational diversity. The figures and statistics involved in measuring occupational diversity provide an avenue for specialists to better grasp the nature of their workforce and the specific skills they have. Through this understanding, specialists are better able to create effective strategies for growth that are based upon their specific opportunities and the skills and expertise already present within their region.

The table above displays the occupational diversity in your community by listing employment totals tied to different occupational skill categories. These numbers are used to create a visual depiction of this occupation diversity via the web graphic in the figure on the right. This figure highlights a large concentration of employees in the top four represented sectors, with the bottom eight sectors showing a somewhat even declining distribution.



County Character: Mixed Rural

Annual Population Growth (2009-2012):

- Taylor County: 0.4%
- Kentucky: 0.5%
- National: 0.7%

National Rank: 43rd Percentile

Center for Rural Entrepreneurship.

The Center's mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs. With our roots and hearts in rural America, we help communities of all sizes and interests by bringing *empowering research* together with *effective community engagement* to advance *community-driven strategies for prosperity*.

Our **Solution Area Teams** empower community leaders to find their own answers to the economic development challenges and opportunities they face:

- **Community Development Philanthropy** provides effective strategies to build local philanthropic capacity and generate development resources.
- **New Generation Partnerships** provides a framework for engaging young people now and attracting them in the future.
- **Entrepreneurial Communities** provides a roadmap for designing and delivering entrepreneurship strategies that work.

To learn more about the Center, go to www.energizingentrepreneurs.org.
(402) 323-7336

Economic Diversity Profile

01.27.16

Background and Introduction

The Center for Rural Entrepreneurship has been retained the Lake Area Foundation to prepare this analysis. This mini-report addresses your community's **diversity measures**.

Question and Additional Information

Don Macke – Center for Rural Entrepreneurship

don@e2mail.org – 402.323.7336 – www.energizingentrepreneurs.org

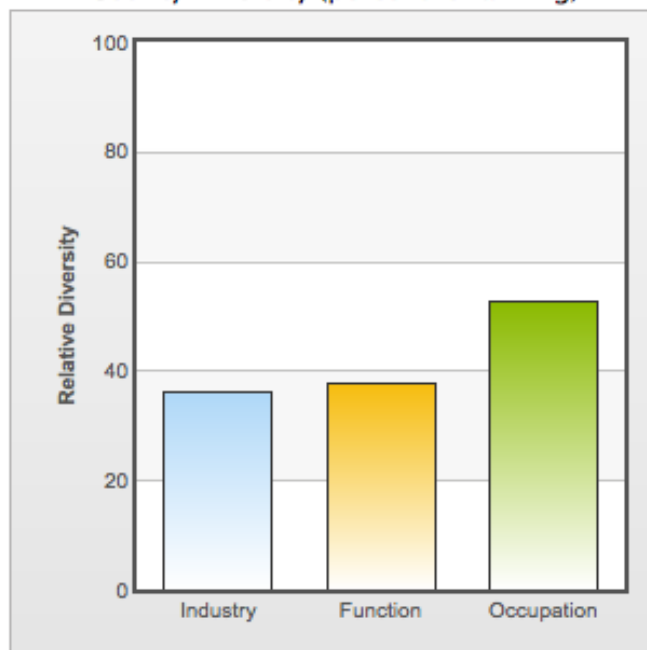
This data was created for the Appalachian Regional Commission by the University of Illinois at Urbana-Champaign Regional Economic Applications Laboratory and the Center for Regional Economic Competitiveness to provide diversity and demographic data for all 3,100+ U.S. counties.

economicdiversityinappalachia.creconline.org

What is Diversity?

The graph to the right depicts three different types of economic diversity for the community – Industry Diversity, Function Diversity and Occupation Diversity. *Industry Diversity* refers to the variety of industries in a region and the distribution of employment across these industries in regard to a region's residents. *Function Diversity* refers to the distribution of employment across eleven industry sectors or functions. *Occupational Diversity* refers to the total number of occupational types of employment in a region and the distribution of employment across the region. Community diversity is benchmarked against U.S. values. U.S. diversity would equal a value of 100. Communities with values closer to 100 are more diverse when compared to those with values closer to zero.

County Diversity (percentile ranking)



Why is Diversity Important?

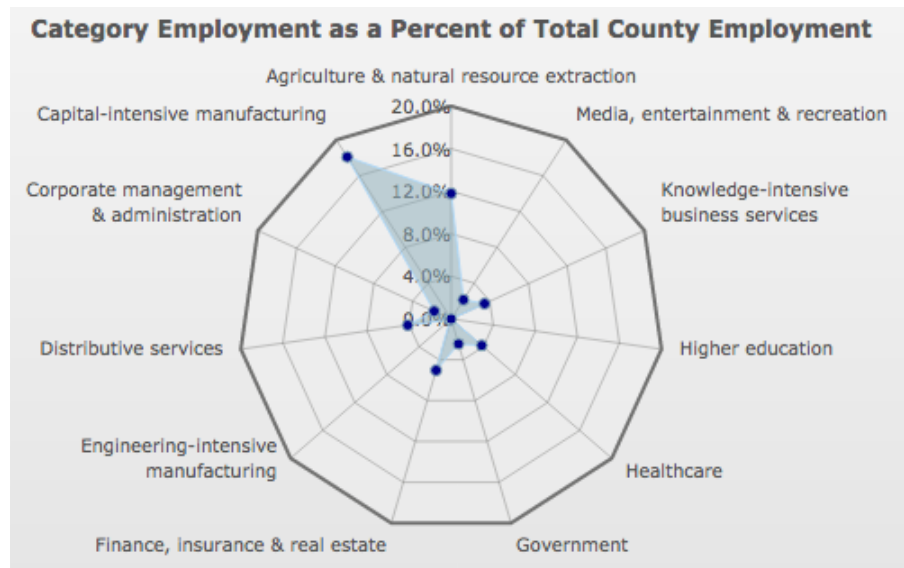
Economic diversity is a critical indicator of current and future community economic success. More diversified economies have greater capacity or resilience to accommodate and thrive with changes in global, national and regional economic trends. Communities that are less diverse or dependent upon few types of economic activity are vulnerable to changes that reduce new investment, jobs and overall economic activity. Less diversified economies can thrive for a period of time and then experience extended periods of stagnation and decline when the economic sectors they are dependent upon change or decline. Over time, more diversified economies and societies can achieve higher and more sustainable prosperity.

Industry Function Employment	Firms	Jobs
Capital-intensive manufacturing	26	1,290
Agriculture & natural resource extraction	9	840
Finance, insurance & real estate	25	359
Distributive services	24	294
Health care	2	271
Knowledge-intensive business services	22	246
Government	26	175
Media, entertainment & recreation	10	153
Corporate management & administration	1	125
Engineering-intensive manufacturing	2	9
Higher education	0	0

Industry diversity is important to communities because the more varied a region's industries are, the greater the available opportunities are for citizens seeking positions. Moreover, regions that have higher industrial diversity will be less prone to experience harsh effects associated with the downfall or failure of a specific company or industry sector.

Functional diversity is important to communities because areas that have the ability to perform multiple economic functions might be affected less economically from cyclical changes including stages of both growth and decline.

The table above displays the functional diversity present in the community in regard to the eleven distinct Industry sectors or functions. The table shows the number of establishments within each industry sector as well as the number of citizens employed in each sector. The figure on the right gives a more visual representation of the function diversity of the county. The graph shows a quite uneven distribution of employment amongst the industry sectors with the top two sectors holding a large majority of the county's employment.

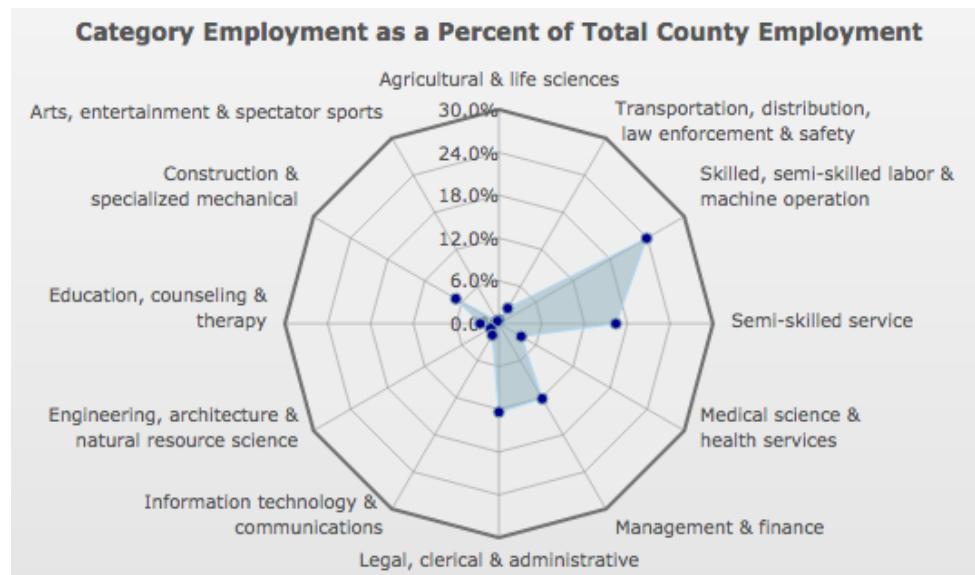


Occupational diversity is crucial because communities may identify advantages when a region's citizens have specializations in a variety of occupations that require multiple workforce skills.

Occupational Knowledge Cluster Employment	Jobs
Skilled, semi-skilled labor & machine operation	1,704
Semi-skilled service	1,169
Legal, clerical & administrative	884
Management & finance	866
Construction & specialized mechanical	498
Medical science & health services	257
Education, counseling & therapy	188
Transportation, distribution, law enforcement & safety	177
Information technology & communications	132
Engineering, architectural & natural resource science	95
Agricultural & life sciences	37
Arts, entertainment & spectator sports	29

As economies change and employment options shift, occupational diversity could translate into a more adaptive workforce for a specific region. Understanding a specific region's workforce is crucial to understanding their occupational diversity. The figures and statistics involved in measuring occupational diversity provide an avenue for specialists to better grasp the nature of their workforce and the specific skills they have. Through this understanding, specialists are better able to create effective strategies for growth that are based upon their specific opportunities and the skills and expertise already present within their region.

The table above displays the occupational diversity in your community by listing employment totals tied to different occupational skill categories. These numbers are used to create a visual depiction of this occupation diversity via the web graphic in the figure on the right. This figure highlights a large concentration of employees in only a small portion of the entire economic landscape, in regard to occupational skill categories.



County Character: Rural

Annual Population Growth (2009-2012):

- Wayne County: 0.1%
- Kentucky: 0.5%
- National: 0.7%

National Rank: 35th Percentile

Center for Rural Entrepreneurship.

The Center's mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs. With our roots and hearts in rural America, we help communities of all sizes and interests by bringing *empowering research* together with *effective community engagement* to advance *community-driven strategies for prosperity*.

Our **Solution Area Teams** empower community leaders to find their own answers to the economic development challenges and opportunities they face:

- **Community Development Philanthropy** provides effective strategies to build local philanthropic capacity and generate development resources.
- **New Generation Partnerships** provides a framework for engaging young people now and attracting them in the future.
- **Entrepreneurial Communities** provides a roadmap for designing and delivering entrepreneurship strategies that work.

To learn more about the Center, go to www.energizingentrepreneurs.org.
(402) 323-7336

Economic Diversity Profile

02.10.16

Background and Introduction

The Center for Rural Entrepreneurship has been retained by the Lake Area Foundation. This mini-report addresses your community's **diversity measures**.

Question and Additional Information

Don Macke – Center for Rural Entrepreneurship
don@e2mail.org – 402.323.7336 – www.energizingentrepreneurs.org

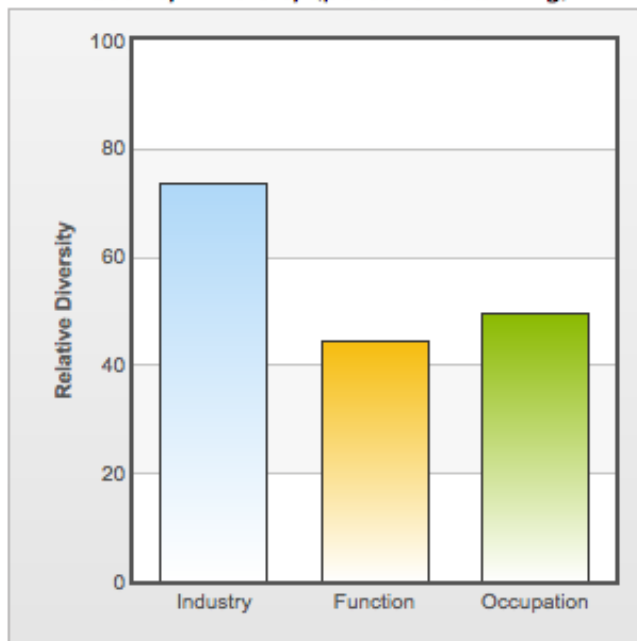
This data was created for the Appalachian Regional Commission by the University of Illinois at Urbana-Champaign Regional Economic Applications Laboratory and the Center for Regional Economic Competitiveness to provide diversity and demographic data for all 3,100+ U.S. counties.

economicdiversityinappalachia.creconline.org

What is Diversity?

The graph to the right depicts three different types of economic diversity for the community – Industry Diversity, Function Diversity and Occupation Diversity. *Industry Diversity* refers to the variety of industries in a region and the distribution of employment across these industries in regard to a region's residents. *Function Diversity* refers to the distribution of employment across eleven industry sectors or functions. *Occupational Diversity* refers to the total number of occupational types of employment in a region and the distribution of employment across the region. Community diversity is benchmarked against U.S. values. U.S. diversity would equal a value of 100. Communities with values closer to 100 are more diverse when compared to those with values closer to zero.

County Diversity (percentile ranking)



Why is Diversity Important?

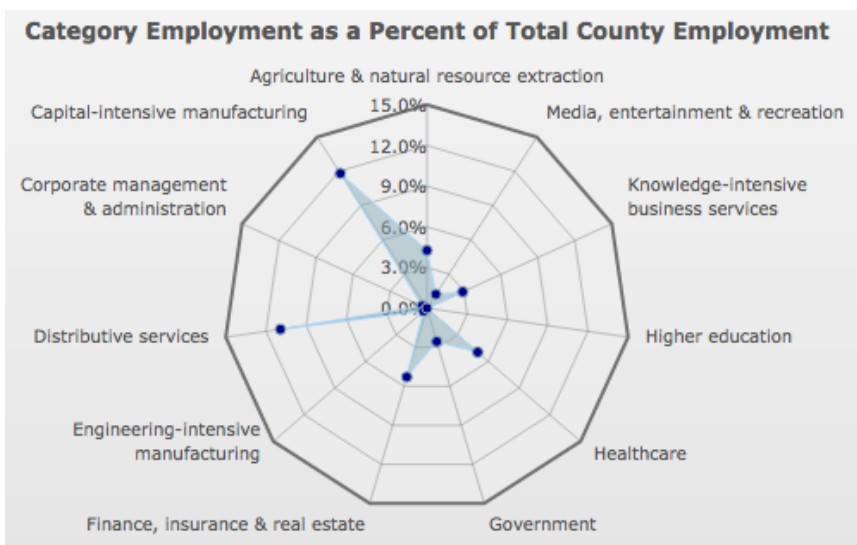
Economic diversity is a critical indicator of current and future community economic success. More diversified economies have greater capacity or resilience to accommodate and thrive with changes in global, national and regional economic trends. Communities that are less diverse or dependent upon few types of economic activity are vulnerable to changes that reduce new investment, jobs and overall economic activity. Less diversified economies can thrive for a period of time and then experience extended periods of stagnation and decline when the economic sectors they are dependent upon change or decline. Over time, more diversified economies and societies can achieve higher and more sustainable prosperity.

Industry Function Employment	Firms	Jobs
Capital-intensive manufacturing	55	3,559
Distributive services	155	3,292
Finance, insurance & real estate	104	1,592
Health care	8	1,493
Agriculture & natural resource extraction	23	1,284
Knowledge-intensive business services	83	875
Government	55	773
Media, entertainment & recreation	23	367
Corporate management & administration	11	122
Engineering-intensive manufacturing	2	101
Higher Education	0	0

Industry diversity is important to communities because the more varied a region's industries are, the greater the available opportunities are for citizens seeking positions. Moreover, regions that have higher industrial diversity will be less prone to experience harsh effects associated with the downfall or failure of a specific company or industry sector.

Functional diversity is important to communities because areas that have the ability to perform multiple economic functions might be affected less economically from cyclical changes including stages of both growth and decline.

The table above displays the functional diversity present in the community in regard to the eleven distinct Industry sectors or functions. The table shows the number of establishments within each industry sector as well as the number of citizens employed in each sector. The figure on the right gives a more visual representation of the function diversity of the county. The graph shows a decently even distribution of employment between the different sectors aside from the bottom three sectors showing lower employment.

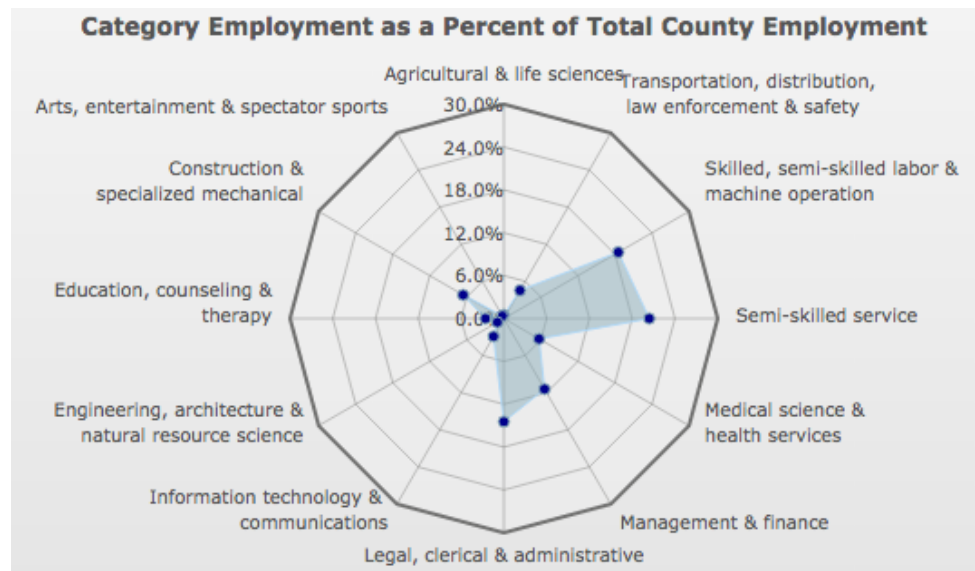


Occupational diversity is crucial because communities may identify advantages when a region's citizens have specializations in a variety of occupations that require multiple workforce skills.

Occupational Knowledge Cluster Employment	Jobs
Semi-skilled service	6,147
Skilled, semi-skilled labor & machine operation	5,585
Legal, clerical & administrative	4,353
Management & finance	3,439
Construction & specialized mechanical	1,987
Medical science & health services	1,717
Transportation, distribution, law enforcement & safety	1,369
Information technology & communications	873
Education, counseling & therapy	777
Engineering, architecture & natural resource science	318
Agricultural & life sciences	153
Arts, entertainment & spectator sports	125

As economies change and employment options shift, occupational diversity could translate into a more adaptive workforce for a specific region. Understanding a specific region's workforce is crucial to understanding their occupational diversity. The figures and statistics involved in measuring occupational diversity provide an avenue for specialists to better grasp the nature of their workforce and the specific skills they have. Through this understanding, specialists are better able to create effective strategies for growth that are based upon their specific opportunities and the skills and expertise already present within their region.

The table above displays the occupational diversity in your community by listing employment totals tied to different occupational skill categories. These numbers are used to create a visual depiction of this occupation diversity via the web graphic in the figure on the right. Although the top sector has a slight majority, this figure displays a significantly even distribution of employment.



County Character: Mixed Rural

Annual Population Growth (2009-2012):

- Laurel County: 1.0%
- Kentucky: 0.5%
- National: 0.7%

National Rank: 64th Percentile

Center for Rural Entrepreneurship.

The Center's mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs. With our roots and hearts in rural America, we help communities of all sizes and interests by bringing *empowering research* together with *effective community engagement* to advance *community-driven strategies for prosperity*.

Our **Solution Area Teams** empower community leaders to find their own answers to the economic development challenges and opportunities they face:

- **Community Development Philanthropy** provides effective strategies to build local philanthropic capacity and generate development resources.
- **New Generation Partnerships** provides a framework for engaging young people now and attracting them in the future.
- **Entrepreneurial Communities** provides a roadmap for designing and delivering entrepreneurship strategies that work.

To learn more about the Center, go to www.energizingentrepreneurs.org.
(402) 323-7336

Economic Diversity Profile

02.10.16

Background and Introduction

The Center for Rural Entrepreneurship has been retained by the Lake Area Foundation. This mini-report addresses your community's **diversity measures**.

Question and Additional Information

Don Macke – Center for Rural Entrepreneurship
don@e2mail.org – 402.323.7336 – www.energizingentrepreneurs.org

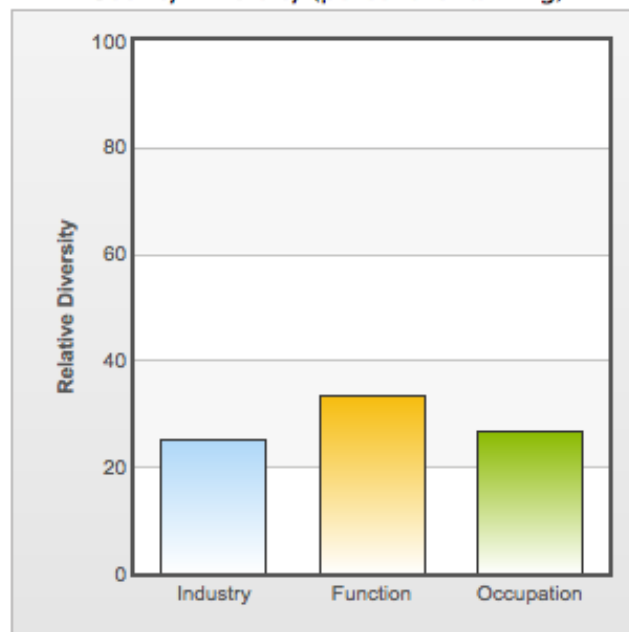
This data was created for the Appalachian Regional Commission by the University of Illinois at Urbana-Champaign Regional Economic Applications Laboratory and the Center for Regional Economic Competitiveness to provide diversity and demographic data for all 3,100+ U.S. counties.

economicdiversityinappalachia.creconline.org

What is Diversity?

The graph to the right depicts three different types of economic diversity for the community – Industry Diversity, Function Diversity and Occupation Diversity. *Industry Diversity* refers to the variety of industries in a region and the distribution of employment across these industries in regard to a region's residents. *Function Diversity* refers to the distribution of employment across eleven industry sectors or functions. *Occupational Diversity* refers to the total number of occupational types of employment in a region and the distribution of employment across the region. Community diversity is benchmarked against U.S. values. U.S. diversity would equal a value of 100. Communities with values closer to 100 are more diverse when compared to those with values closer to zero.

County Diversity (percentile ranking)



Why is Diversity Important?

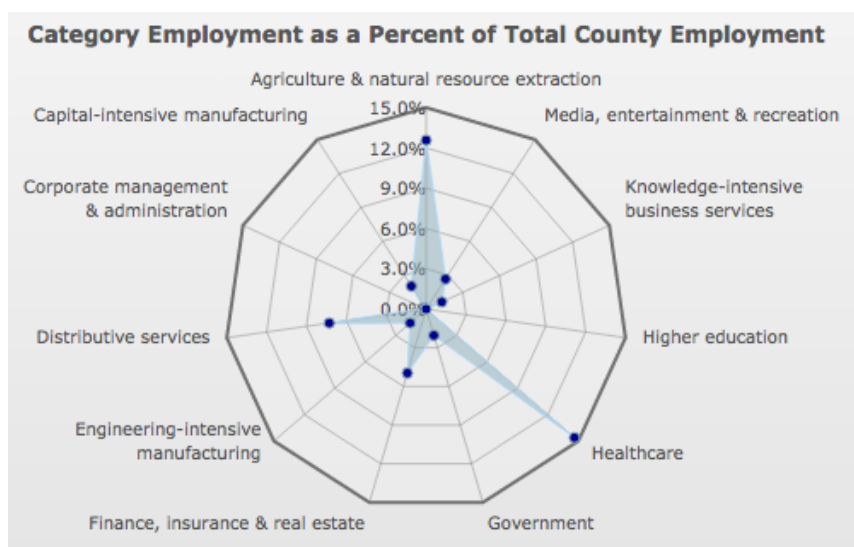
Economic diversity is a critical indicator of current and future community economic success. More diversified economies have greater capacity or resilience to accommodate and thrive with changes in global, national and regional economic trends. Communities that are less diverse or dependent upon few types of economic activity are vulnerable to changes that reduce new investment, jobs and overall economic activity. Less diversified economies can thrive for a period of time and then experience extended periods of stagnation and decline when the economic sectors they are dependent upon change or decline. Over time, more diversified economies and societies can achieve higher and more sustainable prosperity.

Industry Function Employment	Firms	Jobs
Health care	2	748
Agriculture & natural resource extraction	1	643
Distributive services	17	373
Finance, insurance & real estate	17	254
Media, entertainment & recreation	6	136
Government	23	104
Capital-intensive manufacturing	8	104
Engineering-intensive manufacturing	4	81
Knowledge-intensive business services	13	65
Corporate management & administration	1	7
Higher Education	0	0

Industry diversity is important to communities because the more varied a region's industries are, the greater the available opportunities are for citizens seeking positions. Moreover, regions that have higher industrial diversity will be less prone to experience harsh effects associated with the downfall or failure of a specific company or industry sector.

Functional diversity is important to communities because areas that have the ability to perform multiple economic functions might be affected less economically from cyclical changes including stages of both growth and decline.

The table above displays the functional diversity present in the community in regard to the eleven distinct Industry sectors or functions. The table shows the number of establishments within each industry sector as well as the number of citizens employed in each sector. The figure on the right gives a more visual representation of the function diversity of the county. The graph shows a decently even distribution of employment between the different sectors aside from the bottom sectors showing lower employment.

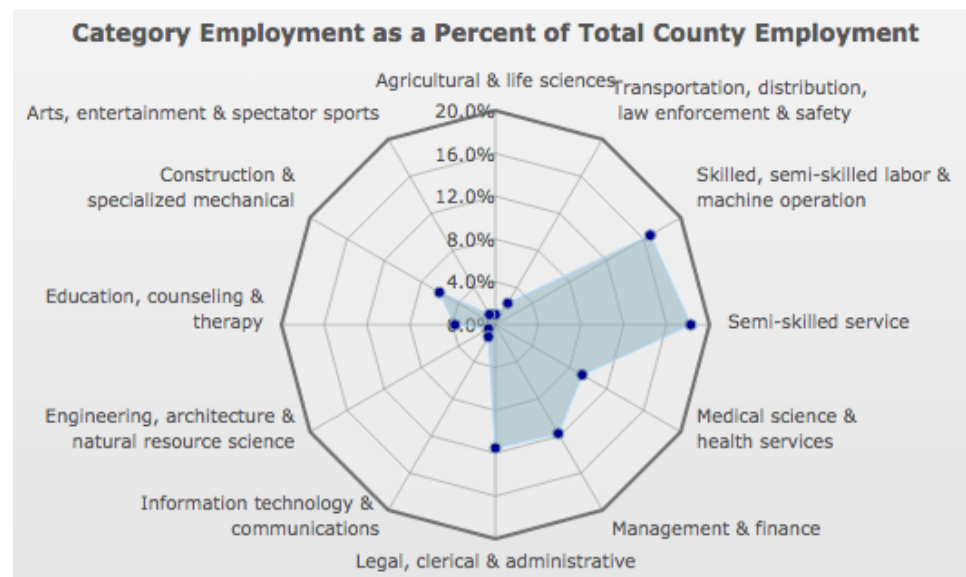


Occupational diversity is crucial because communities may identify advantages when a region's citizens have specializations in a variety of occupations that require multiple workforce skills.

Occupational Knowledge Cluster Employment	Jobs
Semi-skilled service	934
Skilled, semi-skilled labor & machine operation	855
Management & finance	601
Legal, clerical & administrative	590
Medical science & health services	479
Construction & specialized mechanical	309
Education, counseling & therapy	194
Transportation, distribution, law enforcement & safety	118
Information technology & communications	67
Arts, entertainment & spectator sports	56
Agricultural & life sciences	49
Engineering, architecture & natural resource science	38

As economies change and employment options shift, occupational diversity could translate into a more adaptive workforce for a specific region. Understanding a specific region's workforce is crucial to understanding their occupational diversity. The figures and statistics involved in measuring occupational diversity provide an avenue for specialists to better grasp the nature of their workforce and the specific skills they have. Through this understanding, specialists are better able to create effective strategies for growth that are based upon their specific opportunities and the skills and expertise already present within their region.

The table above displays the occupational diversity in your community by listing employment totals tied to different occupational skill categories. These numbers are used to create a visual depiction of this occupation diversity via the web graphic in the figure on the right. This figure displays a significantly even distribution of employment.



County Character: Rural

Annual Population Growth (2009-2012):

- Rockcastle County 1.0%
- Kentucky: 0.5%
- National: 0.7%

National Rank: 65th Percentile

Center for Rural Entrepreneurship.

The Center's mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs. With our roots and hearts in rural America, we help communities of all sizes and interests by bringing *empowering research* together with *effective community engagement* to advance *community-driven strategies for prosperity*.

Our **Solution Area Teams** empower community leaders to find their own answers to the economic development challenges and opportunities they face:

- **Community Development Philanthropy** provides effective strategies to build local philanthropic capacity and generate development resources.
- **New Generation Partnerships** provides a framework for engaging young people now and attracting them in the future.
- **Entrepreneurial Communities** provides a roadmap for designing and delivering entrepreneurship strategies that work.

To learn more about the Center, go to www.energizingentrepreneurs.org.
(402) 323-7336

Economic Diversity Profile

02.10.16

Background and Introduction

The Center for Rural Entrepreneurship has been retained by the Lake Area Foundation. This mini-report addresses your community's **diversity measures**.

Question and Additional Information

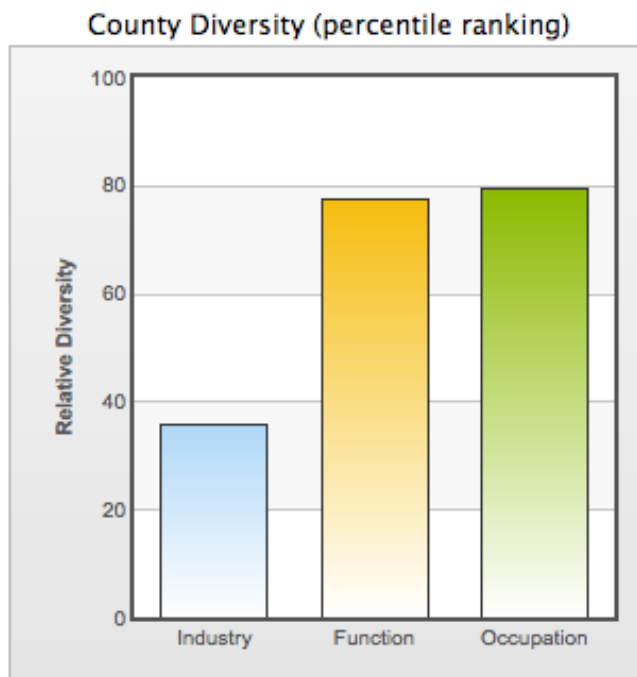
Don Macke – Center for Rural Entrepreneurship
don@e2mail.org – 402.323.7336 – www.energizingentrepreneurs.org

This data was created for the Appalachian Regional Commission by the University of Illinois at Urbana-Champaign Regional Economic Applications Laboratory and the Center for Regional Economic Competitiveness to provide diversity and demographic data for all 3,100+ U.S. counties.

economicdiversityinappalachia.creonline.org

What is Diversity?

The graph to the right depicts three different types of economic diversity for the community – Industry Diversity, Function Diversity and Occupation Diversity. *Industry Diversity* refers to the variety of industries in a region and the distribution of employment across these industries in regard to a region's residents. *Function Diversity* refers to the distribution of employment across eleven industry sectors or functions. *Occupational Diversity* refers to the total number of occupational types of employment in a region and the distribution of employment across the region. Community diversity is benchmarked against U.S. values. U.S. diversity would equal a value of 100. Communities with values closer to 100 are more diverse when compared to those with values closer to zero.



Why is Diversity Important?

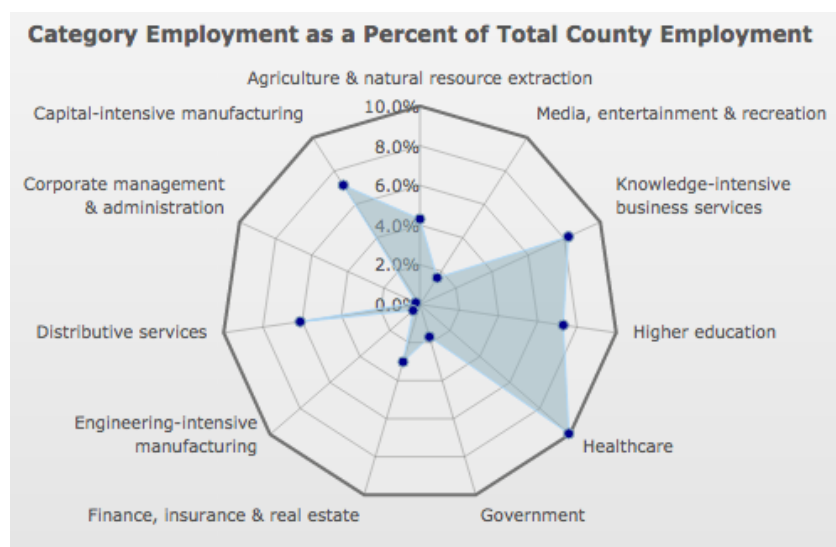
Economic diversity is a critical indicator of current and future community economic success. More diversified economies have greater capacity or resilience to accommodate and thrive with changes in global, national and regional economic trends. Communities that are less diverse or dependent upon few types of economic activity are vulnerable to changes that reduce new investment, jobs and overall economic activity. Less diversified economies can thrive for a period of time and then experience extended periods of stagnation and decline when the economic sectors they are dependent upon change or decline. Over time, more diversified economies and societies can achieve higher and more sustainable prosperity.

Industry Function Employment	Firms	Jobs
Health care	9	1,599
Knowledge-intensive business services	58	1,324
Higher education	1	1,175
Capital-intensive manufacturing	21	1,150
Distributive services	64	982
Agriculture & natural resource extraction	16	693
Finance, insurance & real estate	60	485
Government	30	274
Media, entertainment & recreation	16	258
Engineering-intensive manufacturing	5	73
Corporate management & administration	5	37

Industry diversity is important to communities because the more varied a region's industries are, the greater the available opportunities are for citizens seeking positions. Moreover, regions that have higher industrial diversity will be less prone to experience harsh effects associated with the downfall or failure of a specific company or industry sector.

Functional diversity is important to communities because areas that have the ability to perform multiple economic functions might be affected less economically from cyclical changes including stages of both growth and decline.

The table above displays the functional diversity present in the community in regard to the eleven distinct Industry sectors or functions. The table shows the number of establishments within each industry sector as well as the number of citizens employed in each sector. The figure on the right gives a more visual representation of the function diversity of the county. The graph shows a decently even distribution of employment between the different sectors aside from the bottom sectors showing lower employment.

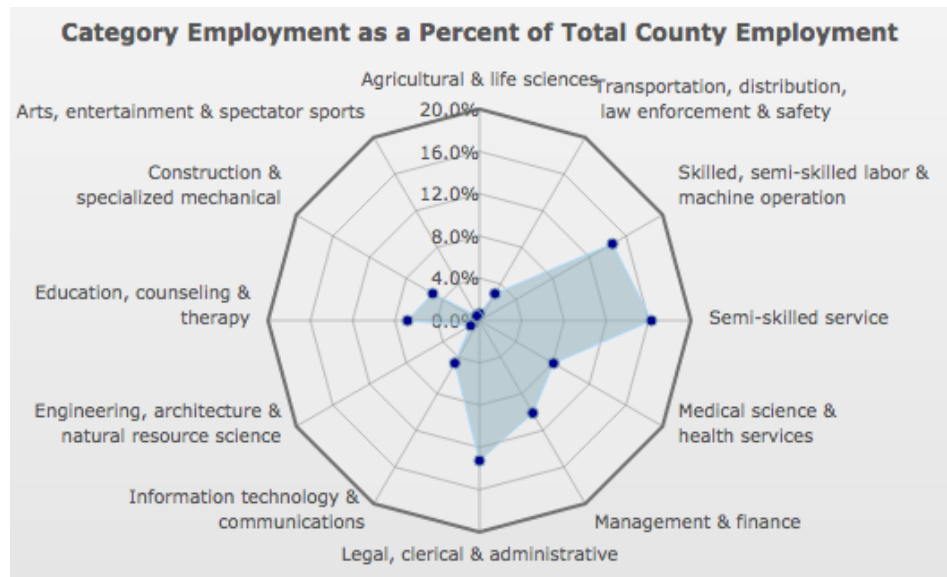


Occupational diversity is crucial because communities may identify advantages when a region's citizens have specializations in a variety of occupations that require multiple workforce skills.

Occupational Knowledge Cluster Employment	Jobs
Semi-skilled service	2,617
Skilled, semi-skilled labor & machine operation	2,336
Legal, clerical & administrative	2,131
Management & finance	1,623
Medical science & health services	1,300
Education, counseling & therapy	1,095
Construction & specialized mechanical	821
Information technology & communications	749
Transportation, distribution, law enforcement & safety	473
Engineering, architecture & natural resource science	154
Agricultural & life sciences	108
Arts, entertainment & spectator sports	81

As economies change and employment options shift, occupational diversity could translate into a more adaptive workforce for a specific region. Understanding a specific region's workforce is crucial to understanding their occupational diversity. The figures and statistics involved in measuring occupational diversity provide an avenue for specialists to better grasp the nature of their workforce and the specific skills they have. Through this understanding, specialists are better able to create effective strategies for growth that are based upon their specific opportunities and the skills and expertise already present within their region.

The table above displays the occupational diversity in your community by listing employment totals tied to different occupational skill categories. These numbers are used to create a visual depiction of this occupation diversity via the web graphic in the figure on the right. This figure displays a significantly even distribution of employment aside from the bottom three ranked sectors showing lower employment.



County Character: Rural

Annual Population Growth (2009-2012):

- Whitley County -2.9%
- Kentucky: 0.5%
- National: 0.7%

National Rank: 1st Percentile

Center for Rural Entrepreneurship.

The Center's mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs. With our roots and hearts in rural America, we help communities of all sizes and interests by bringing *empowering research* together with *effective community engagement* to advance *community-driven strategies for prosperity*.

Our **Solution Area Teams** empower community leaders to find their own answers to the economic development challenges and opportunities they face:

- **Community Development Philanthropy** provides effective strategies to build local philanthropic capacity and generate development resources.
- **New Generation Partnerships** provides a framework for engaging young people now and attracting them in the future.
- **Entrepreneurial Communities** provides a roadmap for designing and delivering entrepreneurship strategies that work.

To learn more about the Center, go to www.energizingentrepreneurs.org.
(402) 323-7336