



College of Business Administration

***Project Demonstrating Expertise: Poverty
Reduction in Fulton County***

In partial fulfillment of the requirements for the Degree of
Master of Business Administration (MBA)

A Directed Project

By

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Executive Summary

Fulton County H.O.P.E. Background and Mission

Fulton County H.O.P.E. (FC Hope) is a non-profit organization in Fulton County, Indiana. It is their mission to “be the driving force in providing awareness and education to the residents of Fulton County regarding resources as well as provide pathways to accessing those resources”(Fulton County H.O.P.E.). Their primary focus of providing resources and awareness is broken down into three major areas: Youth and Family, Poverty, and Mental Health and Substance Abuse. FC Hope addresses each area with a specific goal in mind. These goals are as follows (Fulton County H.O.P.E.):

- 1) “To create a network of engaged and collaborative stakeholders providing services to strengthen Fulton County families.”
- 2) “To ensure resources are available to meet the needs of people in poverty and to connect individuals to those resources.”
- 3) “To provide a chain of support to break the cycles of substance use and mental health issues.”

Needs of FC Hope

During the initial meeting between the team and FC Hope, FC Hope expressed their desire to have one document that summarized the relevant data of Fulton County. This will help them achieve the first goal on their work plan which is to “define the problem by engaging community partners to create a common language to accomplish our mission” (Fulton County H.O.P.E.). FC Hope wants to establish baseline information and data that will help them accurately assess the current needs of Fulton County residents. This data will allow them to

evaluate the effectiveness of current resources and allow them to identify gaps where more resources are needed.

Focus of the Team

It is this team's goal to create a report that provides FC Hope with a current snapshot of Fulton County. The team will compile the available information and data regarding the areas relevant to FC Hope's mission in order to provide an accurate analysis regarding the current environment of Fulton County. The team utilized statistics from several reports including reports from the United States Census Bureau, Woodlawn Hospital, Four County Counseling, the Indiana Prevention Resource Center, the Indiana Department of Revenue, the Division of Family Resources, and the Department of Education. The team also consulted directly with additional people to gather real time statistics. These individuals were from the Fulton County Sheriff's Department, Fulton County Transpo, the School Districts, and FC Hope.

In addition, the team will provide recommendations on the following:

- 1) How Fulton County can attract employers to their community
- 2) Ways Fulton County can increase higher educational attainment of their residents
- 3) How the creation of mentorship programs can lead to increased college education attainment of high school graduates
- 4) How FC Hope can utilize search engine optimization on their website to connect community members with local resources

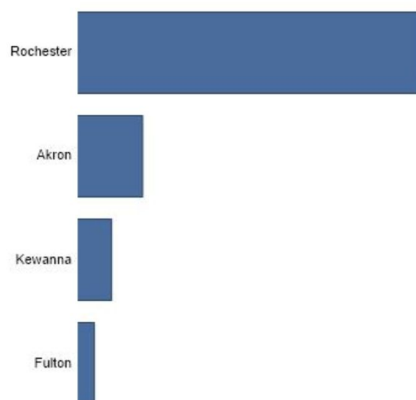
Data Analysis of Fulton County

Background of Fulton County

Fulton County, Indiana is made up of four major towns and several small unincorporated communities with an estimated population of 20,092 people (QuickFacts Fulton County). The largest portion of the population resides in the city of Rochester with approximately 29% of the population residing here (InDepth). The town of Akron is the second most densely populated area of the county with approximately 6% of the total population residing here (InDepth). Smaller towns include Fulton and Kewanna, with the remaining individuals living in unincorporated communities throughout the county.

Largest Cities and Towns in Fulton County

Name	Population in 2017	Percent of County
Akron	1,123	5.6%
Fulton	318	1.6%
Kewanna	589	2.9%
Rochester	5,990	29.8%



Source: InDepth Profile: STATS Fulton County Indiana

Based on the US Census Bureau QuickFacts of Fulton County report found in the appendix, of the estimated 20,092 people residing in Fulton County, approximately 50.2% are female and 49.8% are male. 96.3% of these residents are white. 23.9% of the population is 18 years or younger while 19.2% are 65 years and over, with a more detailed breakdown by age found in the chart below.

Population Estimates by Age, 2017	Number	Rank in State	Pct Dist. in County	Pct Dist. in State
Preschool (0 to 4)	1,251	67	6.2%	6.3%
School Age (5 to 17)	3,536	69	17.6%	17.3%
College Age (18 to 24)	1,519	73	7.6%	9.9%
Young Adult (25 to 44)	4,520	73	22.5%	25.3%
Older Adult (45 to 64)	5,386	74	26.9%	25.9%
Seniors (65 and older)	3,847	71	19.2%	15.4%
Median Age	41.5		Median Age = 37.7	

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

The population per square mile in Fulton County is 54.54 (InDepth). According to the rural definition from the Office of Management and Budget metro counties, Fulton County is classified as rural (Indiana). Rural communities have a unique set of struggles. These struggles could include a lack of quality employment opportunities, distance from higher education facilities, lack of public transportation, and a lack of high speed internet access, among others. Rural residents are often more attached to their communities, which keeps them from having the desire to leave to seek higher education or better employment opportunities. “Rural residents are more likely than other adults to be longtime residents in their communities: 63% have been living in their local community for 11 years or more, compared with 53% of suburban dwellers and 45% of those living in urban areas” (Parker, et al. 2018).

Knowing that rural communities face different issues than urban or suburban communities, the team collected statistics that give an accurate representation of the struggles Fulton County residents face. In the next section, FC Hope can find statistics regarding income levels, employment opportunity, education levels, transportation trends, food insecurity, and health data. These statistics will provide a well rounded picture of the needs of Fulton County residents.

Income

The team utilized the US Census Bureau American Community Survey reports to gather information related to the income of Fulton County residents. The report in its entirety, which includes the referenced figures in this section, can be found in the appendix. There are many different measures of income that are provided through these reports. It is important to understand what the different statistics represent and how they can be utilized to understand the current environment of Fulton County. We have discussed several of the measures below and how they can be utilized.

First, the team looked at the median household income. This measure is important because it gives a well rounded picture of the households within Fulton County, rather than individual information. This is important because it allows the team to understand how much income an entire household has to cover their basic needs, in addition to wants. According to the US Census Bureau, the median household income in Fulton County between 2013-2017 was \$47,108. They define the median household income as “income over the past 12 months of the householder and all other individuals 15 years old and over in the household, whether they are related to the householder or not” (Data Access). This means that any individual reporting residence at the same address would be included in the median household income for that household. The average household size in Fulton County is 2.5 persons (Data Access). It is important to note that the median income is based on the total number of households and families within Fulton County, including those with no income. The median represents the middle of the distribution, with one-half of the household incomes falling below the median income and one-half of the household incomes falling above the media.

Because this information is derived from a survey, all information is subject to sampling and non-sampling error. Therefore, it is important not to accept this data at face value. When researching further on the US Census Bureau website, the team was able to find the margin of error information for each statistic that they calculate for every state and county. All data found as a result of the US Census Bureau American Community Survey is provided with upper and lower confidence bounds. In Fulton County, the estimated median household income is at \$47,108 with a margin of error of +/- \$3,650. This means that median household income for Fulton County falls somewhere between \$43,458 and \$50,758.

The median household income overall gives us a point of reference. However, it is also important to understand the overall distribution of the household incomes. Approximately 11.8% of the households make less than \$15,000, 23.2% make between \$15,000-\$34,999, 16.9% make between \$35,000-\$49,999, 20.6% make between \$50,000-\$74,999, 13.7% make between \$75,000-\$99,999, and 11.8% make more than \$100,000. This tell us that a large portion of the households in Fulton County are between lower class to middle class, with a much smaller portion being upper middle class. We also know that approximately 12.2% of the population is living in poverty (Data Access).

INCOME AND BENEFITS (IN 2017 INFLATION-ADJUSTED DOLLARS)				
Total households	7,934	+/-276	7,934	(X)
Less than \$10,000	597	+/-171	7.5%	+/-2.1
\$10,000 to \$14,999	339	+/-109	4.3%	+/-1.3
\$15,000 to \$24,999	1,008	+/-193	12.7%	+/-2.4
\$25,000 to \$34,999	837	+/-175	10.5%	+/-2.2
\$35,000 to \$49,999	1,501	+/-227	18.9%	+/-2.7
\$50,000 to \$74,999	1,635	+/-219	20.6%	+/-2.7
\$75,000 to \$99,999	1,083	+/-182	13.7%	+/-2.3
\$100,000 to \$149,999	748	+/-165	9.4%	+/-2.1
\$150,000 to \$199,999	132	+/-53	1.7%	+/-0.7
\$200,000 or more	54	+/-35	0.7%	+/-0.4
Median household income (dollars)	47,108	+/-3,650	(X)	(X)
Mean household income (dollars)	57,635	+/-4,545	(X)	(X)

Source: US Census Bureau Fulton County Indiana 2013-2017 American Community Survey 5 Year Estimates

The mean household income is also available. It is important to understand the difference between the median and mean, before comparing the two numbers. As previously stated, the

median is the middle number with one-half of the household incomes falling below the median and one-half of the household incomes falling above the median. On the other hand, the mean is calculated by taking the total household income for Fulton County and dividing it by the total number of households. Therefore, the mean is significantly higher than the median because the outliers have an impact on this number. Outliers are the incomes that are much higher or lower than the other numbers. Residents that are making significantly more money than the average person would be included here increasing mean household income in comparison to the median. Based on the US Census Bureau report, the mean household income is \$57,635 +/- \$4,545. Again, this tells the team that the mean household income for Fulton County is between \$53,090 and \$62,180.

Median earnings for workers (dollars)	26,814	+/-1,740	(X)	(X)
Median earnings for male full-time, year-round workers (dollars)	40,176	+/-2,815	(X)	(X)
Median earnings for female full-time, year-round workers (dollars)	30,253	+/-2,999	(X)	(X)

Source: US Census Bureau Fulton County Indiana 2013-2017 American Community Survey 5 Year Estimates

Aside from the overall household incomes, it is important to look at individual incomes. Individual income from workers helps us understand the typical income earned by each person within a household whether they were full-time, part-time, male or female. As seen in the chart above, the median earnings for Fulton County workers including all genders, full-time, and part-time was \$26,614 +/- \$1,740. The median earnings for male full-time workers was \$40,176 +/- \$2,815. The median earnings for female full-time workers was \$30,253 +/- \$2,999. If the team utilized the midpoint of this data and assumes the full-time male is working 40 hours per week his hourly rate would be approximately \$19/hour. If the team assumes the full-time female is working 40 hours per week her hourly rate is approximately \$15/hour. Keep in mind that since

this is the median, half of the workers in Fulton County make more than this figure, while half of the workers make less.

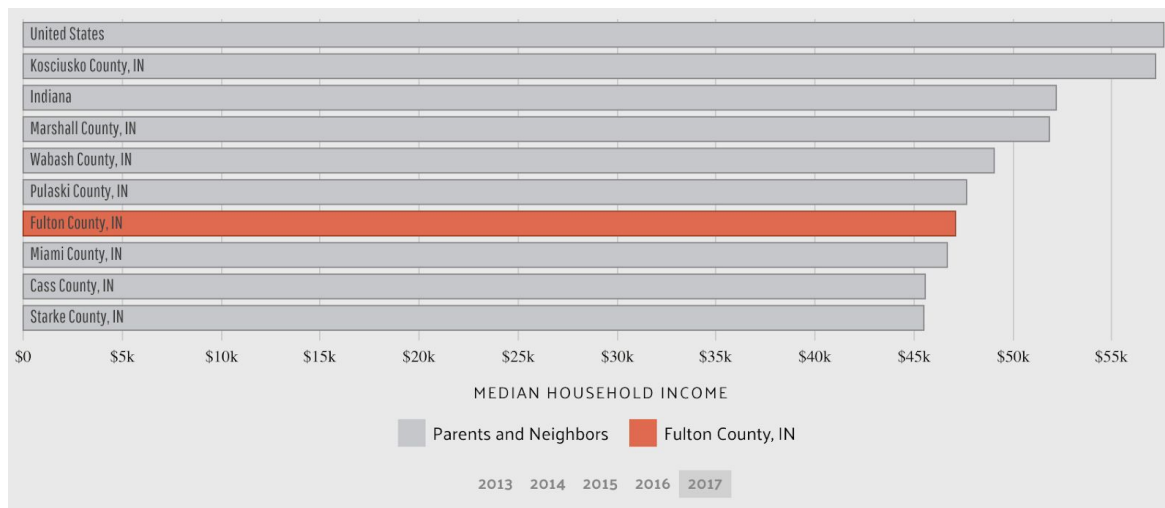
It is important to have a point of reference to benchmark these income measurements against to see if they are typical or abnormally high or low. The team utilized the overall Indiana data as a point of reference and comparison. As seen in the chart below, the median household income for Indiana between 2013-2017 was \$52,162 +/- \$200. This information provides us with the knowledge that the Fulton County median household income is lower than the overall median household income for Indiana. The same can be said for the mean household income, because for Indiana the mean household income was \$69,197 +/- \$324. The individual worker income follows this same trend with the median earnings for male and female full and part-time workers being \$30,810 +/- \$117. This trend is not surprising because it is known that Fulton County, Indiana is a rural community and rural communities typically have lower income standards due to their lower cost of living standards.

INCOME AND BENEFITS (IN 2017 INFLATION-ADJUSTED DOLLARS)				
Total households	2,537,189	+/-7,046	2,537,189	(X)
Less than \$10,000	170,817	+/-2,460	6.7%	+/-0.1
\$10,000 to \$14,999	123,642	+/-2,195	4.9%	+/-0.1
\$15,000 to \$24,999	271,263	+/-2,784	10.7%	+/-0.1
\$25,000 to \$34,999	272,787	+/-3,198	10.8%	+/-0.1
\$35,000 to \$49,999	373,917	+/-3,266	14.7%	+/-0.1
\$50,000 to \$74,999	492,310	+/-4,593	19.4%	+/-0.2
\$75,000 to \$99,999	325,558	+/-3,582	12.8%	+/-0.1
\$100,000 to \$149,999	318,923	+/-4,021	12.6%	+/-0.1
\$150,000 to \$199,999	101,113	+/-1,866	4.0%	+/-0.1
\$200,000 or more	86,859	+/-1,903	3.4%	+/-0.1
Median household income (dollars)	52,182	+/-200	(X)	(X)
Mean household income (dollars)	69,197	+/-324	(X)	(X)
Median earnings for workers (dollars)	30,810	+/-117	(X)	(X)
Median earnings for male full-time, year-round workers (dollars)	49,182	+/-351	(X)	(X)
Median earnings for female full-time, year-round workers (dollars)	36,431	+/-172	(X)	(X)

Source: US Census Bureau Indiana 2013-2017 American Community Survey 5 Year Estimates

It is also useful to understand and benchmark this data against counties that surround Fulton County. As seen from the chart below, Fulton County has a lower median household income than four of the counties that surround them, while they have a higher median household income than the remaining three counties. Kosciusko County is much higher than the other

counties. This is likely because they are more densely populated and have more urban and suburban areas within the county. The counties that have more comparable median household incomes to Fulton County are those that are predominantly rural in nature. Although Fulton County's median household income is lower than the overall Indiana median household income, Fulton County did see a 1.72% growth rate since 2016 (Data USA).




Source: Data USA Fulton County, IN Profile

Understanding the income information for Fulton County overall can allow conclusions to be drawn about if the average person within Fulton County can provide for their basic needs. According to the 2016 Indiana Self-Sufficiency Fact Sheet for Fulton County created by the Indiana Institute for Working Families, in order to be self sufficient in Fulton County as a single adult, a full-time worker would need to make \$8.57/hour (Self). If there is a family made up of two adults, one preschool aged child, and one school aged child in Fulton County, both adults would need to make \$10.54/hour to be self-sufficient (Self). Keep in mind that these income rates would only allow an individual or family to cover their very basic needs without assistance being required. These figures support the distribution of household incomes from above. Since

we know that approximately 11.8% of the households made below \$15,000, these families would not be self sufficient and thus are classified as being living below the poverty line.

BASIC BUDGET NEEDS FOR THIS COUNTY

	1 ADULT	1 ADULT 1 PRESCHOOLER 1 SCHOOL-AGE	2 ADULTS 1 PRESCHOOLER 1 SCHOOL-AGE
MONTHLY COSTS			
Housing	\$491	\$642	\$642
Child Care	\$0	\$780	\$780
Food	\$236	\$540	\$742
Transportation	\$240	\$247	\$470
Health Care	\$177	\$483	\$543
Miscellaneous	\$114	\$269	\$318
Taxes	\$251	\$486	\$583
Earned Income Tax Credit (-)	\$0	(\$149)	(\$99)
Child Care Tax Credit (-)	\$0	(\$120)	(\$100)
Child Tax Credit (-)	\$0	(\$167)	(\$167)
SELF-SUFFICIENCY WAGE			
Hourly (per adult)	\$8.57	\$17.11	\$10.54
Monthly	\$1,509	\$3,012	\$3,711
Annual	\$18,107	\$36,146	\$44,536


 Annual child care expenses in this county
 1 PRESCHOOLER + 1 SCHOOL-AGE CHILD **\$9,360**

Source: 2016 Indiana Self-Sufficiency Fact Sheet for Fulton County by the Indiana Institute for Working Families

Income is very basic information when looking at it exclusively. However, when you start to look at the income figures alongside other information that is available such as employment rates, educational levels, transportation options, SNAP recipients, crime rates, and health statistics you can get a well rounded picture about the needs of the county. These figures analyzed together can help determine the distribution of state, federal, and local assistance programs.

Employment

The team found from the income information above that Fulton County income levels are below those of Indiana as a whole. In order to determine why this is, the team gathered

employment statistics for Fulton County. As seen in the table below, Fulton County has an unemployment rate of 3.5% which is consistent with Indiana's overall unemployment rate.

Labor Force, 2017	Number	Rank in State	Percent of State	Indiana
Total Resident Labor Force	9,696	70	0.3%	3,336,655
Employed	9,355	70	0.3%	3,218,115
Unemployed	341	76	0.3%	118,540
Annual Unemployment Rate	3.5	45	97.2%	3.6
February 2019 Unemployment Rate	4.3	37	104.9%	4.1

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

“Rural residents are significantly more likely than those living in urban or suburban areas to say the availability of jobs is an issue: 42% of rural residents say this is a major problem in their community, compared with 34% of urban and 22% of suburban residents” (Parker, et al. 2018). By utilizing the Indiana Department of Revenue Commuting Report found in the Appendix, the team was able to identify that Fulton County has a net loss of 1,393 residents seeking employment in another county (Annual). There are 2,756 individuals who live in Fulton County, but work outside of the county. There are also 1,363 individuals who live in another county but commute to Fulton County to work. This tells us that the availability of jobs is an issue for Fulton County residents.

Top 5 counties sending workers INTO Fulton County:

County Sending Workers	Workers
Miami County	323
Marshall County	210
Cass County	178
Kosciusko County	161
Pulaski County	149
Total of above	1,021

(8.4% of Fulton County workforce)

Top 5 counties receiving workers FROM Fulton County:

County Receiving Workers	Workers
Kosciusko County	802
Marshall County	565
Cass County	334
Pulaski County	202
Miami County	119
Total of above	2,022

(14.9% of Fulton County labor force)

Source: Annual Commuting Trends Profile Fulton County, Indiana

Approximately 40% of the workers that are commuting outside of Fulton County for work are traveling in to Kosciusko county. Note that this correlates with the higher income levels of Kosciusko county from above. These individuals are likely commuting out of Fulton County for higher paying employment opportunities, which outweighs the commuting costs.

It is important to understand the types of employment opportunities available to the residents of Fulton County in order accurately understand why so many residents are commuting out of the county for work. In order to do this we, we analyzed the employer data made available by the US Census Bureau American Community Survey.

INDUSTRY		
Civilian employed population 16 years and over	9,575	+/-344
Agriculture, forestry, fishing and hunting, and mining	432	+/-131
Construction	627	+/-211
Manufacturing	2,876	+/-306
Wholesale trade	385	+/-159
Retail trade	1,073	+/-209
Transportation and warehousing, and utilities	422	+/-138
Information	97	+/-49
Finance and insurance, and real estate and rental and leasing	361	+/-115
Professional, scientific, and management, and administrative and waste management services	320	+/-117
Educational services, and health care and social assistance	1,600	+/-216
Arts, entertainment, and recreation, and accommodation and food services	509	+/-205
Other services, except public administration	424	+/-131
Public administration	449	+/-156

Source: US Census Bureau Fulton County Indiana 2013-2017 American Community Survey 5 Year Estimates

As seen in this report, the manufacturing, retail, and social service industries employ the largest number of people. The manufacturing industry is the largest industry, employing nearly 30% of the Fulton County workforce. Many manufacturing facilities have been successful in Fulton County and have employed a large number of the workforce year after year. Based on the data from North Central Indiana Economic Development Partnership (NCIEDP) website, the top employers within the community are:

Company	Industry	# of Employees	County
Rochester Metal Products	Foundries-Steel	400	Fulton
Lau Industries	Fans-Industrial & Commercial Manufacturing	225	Fulton
Acument Global Technologies	Screws Wholesale	210	Fulton
Winamac Coil Spring Inc	Springs Manufacturing	165	Fulton
Camcar LLC	Screws Wholesale	160	Fulton
Dean Foods	Dairy Products for Retail	150	Fulton
Fulton Industries Inc	Machine Shops Manufacturers	150	Fulton
Pike Lumber Co Inc	Millwork Manufacturers	150	Fulton
Modern GROUP	Garbage Container Receptacles Wholesale	125	Fulton
Topp Industries Inc	Tanks Manufacturers	125	Fulton

Source: North Central Indiana Economic Development Partnership (NCIEDP)

*Note: Dean Foods is no longer present in Fulton County

It is also important to recognize that there are 452 total employer establishments within Fulton County. In addition to the major employers listed above, other large employers include Woodlawn Hospital, Walmart Supercenter, and the three local school systems (Caston, Rochester, and Tippecanoe Valley). There are also many small businesses within Fulton County. These businesses employ a smaller number of people, but they play an important role within rural communities. As the county features thousands of acres of farmland, part of the population is employed in corn farming, soybean farming, and hog operations and related companies that support America's farmers. Because of the farming community and accessibility of US-31, the food production industry is also visible here.

Our research shows that there are close to 100 job postings available for Fulton County. Out of these postings, close to 25 jobs pay less than \$20,000 and only around 20 pay more than \$40,000. Around 10 jobs are posted for Woodlawn Hospital, but the majority of the postings are for manufacturing facilities or low paying retailers. In order to attract higher paying employers,

counties need to focus on increasing the education of their workforce. Having a highly educated workforce attracts larger employers that can employ high volumes of workers at increased pay rates. In order to identify if Fulton County has a highly educated available workforce that would attract new employers, the team researched the rates of educational attainment for the county.

Education

Educational attainment rates can impact a county in various ways. Employers are more likely to open a business in areas where they are confident they can find a skilled workforce. Education levels can also impact income levels. According to the US Bureau of Statistics, the median weekly earnings in 2015 based on education level was as follows:

For those with only a high school diploma, men earned \$751 and women earned \$578. With some college or an associate's degree, men earned \$872 while women earned just \$661. Men holding a bachelor's degree earned \$1,249; with women, bachelor's degree holders bringing home \$965. With a bachelor's degree or higher, men earned \$1,385, with women earning \$1,049. Finally, men with an advanced degree earned \$1,630 and women with an advanced degree earned \$1,185 (How much).

Again, it is important to note that these figures are based on medians so one-half of the individuals make more than the stated figures while one-half make less. The team focused on the difference between the figures. Based on these figures, a man that has at least a bachelor's degree could make \$500 or more per week than a man who only has a high school diploma. This trend remains true with females as well. This information provides the team with an overall understanding of how educational attainment can impact the income of an individual. Keeping these figures in mind, the team looked at the educational attainment levels for Fulton County to see if this could be a driving factor in the lower income levels within the county compared to the state.

Based on the information from the Indiana Department of Education and the US Census Bureau referenced in the chart below, 86% of the residents of Fulton County who are 25 years of age or older have a high school diploma (or its equivalent). In contrast, only 12.8% of residents who are 25 years of age or older have a bachelor's degree or higher. This could tell us a few different things. Individuals from Fulton County who are going to college are not returning afterwards due to the lack of employment opportunities or a large percent of high school graduates are choosing to go directly in to the workforce rather than pursuing higher education opportunities.

Education	Number	Rank in State	Percent of State	Indiana
School Enrollment (2018/2019 Total Reported)	2,849	72	0.3%	1,117,590
Public	2,849	72	0.3%	1,054,903
Adults (25+ in 2017 ACS)	14,015	71	0.3%	4,369,451
with High School diploma or higher	86%	66		88.3%
with B.A. or higher degree	12.8%	75		25.3%

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

The team reached out directly to the three high schools within Fulton County to identify which of these assumptions might be true. Rochester High School was the only School willing to release the following information: In 2018, Rochester High School had 73 male students and 72 female students in their senior class for a total of 145 students. Out of these students, 78 were planning to go to a four-year college upon graduating, five were planning to attend a two-year college, six were planning to attend a vocational/technical school, nine were headed to the military, 15 were undecided on what their plans after graduation were, and 32 planned to go directly in to the workforce. This tells us that nearly 32% of the graduating class did not plan to

pursue a college education. The team investigated further to see why such a large percentage of students are choosing not to pursue higher education right after graduation.

First the team looked at information available through the Indiana Department of Education (IDOE). The IDOE provides data for all Indiana public schools through their Annual School Performance Reports. Sections of these reports that were utilized in our analysis can be found in the appendix. First, we looked at the college and career readiness rates for each of the schools within Fulton County for the last academic year. These rates are measured with a variety of factors, including the pass rates of standardized testing, number of student taking and passing AP courses, student scores on the SAT and ACT, and the types of diplomas received by graduates, et cetera. For Caston High School, the college and career readiness rate was 72.8. For Tippecanoe Valley High School, the rate was 57.9 and for Rochester High School the rate was 65.7. These rates can be compared to the overall Indiana rate which is 65.8.

In addition, we were able to identify the number of students that took and and passed an AP exam last academic school year at all of the local high schools through the IDOE. At Caston, 16.9 percent (10 students) of their 59 eligible students took an AP exam with 3.4% (2 students) passing those exams. At Tippecanoe Valley, 22.8% (33 students) of their 145 eligible students took an AP exam with 2.8% (4 students) of those students passing. At Rochester, 2.7% (3 students) of their eligible 111 students took an AP exam with zero of them passing. The number of students taking an AP exam within the Fulton County schools is well below the average for Indiana, which is 35.7%. These rates indicate that Fulton County high school students might be less prepared to pursue a college degree than the average Indiana student.

The team also found that the only college within Fulton County is Ivy Tech Community College which offers two year associate and technical degrees. Many of the colleges that are within 50 miles of Fulton County are private colleges that have very high tuition. There are a few public colleges within 50 miles including IU Kokomo and IU Southbend. The tuition costs and distance to travel from Rochester to the closest colleges are included in the chart below (Colleges).

College	Location	Distance from Rochester
Ancilla College - Tuition:\$15,830	Donaldson, Indiana	23 miles from Rochester center
Grace College and Theological Seminary - Tuition:\$23,170	Winona Lake, Indiana	23 miles from Rochester center
Manchester University - Tuition:\$31,660	North Manchester, Indiana	23 miles from Rochester center
Huntington University - Tuition:\$25,540	Huntington, Indiana	38 miles from Rochester center
Ivy Tech Community College Kokomo - Tuition:\$3,354	Kokomo, Indiana	39 miles from Rochester center
Saint Mary's College - Tuition:\$40,800	Notre Dame, Indiana	39 miles from Rochester center
University of Notre Dame - Tuition:\$51,505	Notre Dame, Indiana	39 miles from Rochester center
Goshen College - Tuition:\$33,200	Goshen, Indiana	40 miles from Rochester center
Bethel College Mishawaka - Tuition:\$28,030	Mishawaka, Indiana	43 miles from Rochester center
Indiana University Kokomo - Tuition:\$7,207	Kokomo, Indiana	42 miles from Rochester center
Indiana University South Bend - Tuition:\$7,207	South Bend, Indiana	42 miles from Rochester center
Ivy Tech Community College North Central - Tuition:\$3,354	South Bend, Indiana	42 miles from Rochester center
Holy Cross College - Tuition:\$29,734	Notre Dame, Indiana	44 miles from Rochester center
Indiana Wesleyan University - Tuition:\$25,980	Marion, Indiana	47 miles from Rochester center
International Business College - Tuition:\$13,960	Fort Wayne, Indiana	49 miles from Rochester center
<i>All tuition data is sourced from the 2017/2018 U.S. Department of Education National Center for Education Statistics survey. Tuition may exclude fees. Source: College Simply - https://www.collegesimply.com/colleges-near/indiana/rochester/</i>		

The team knows from the previous sections that Fulton County has a lower median household income than Indiana as a whole and as the US overall. The fact that many of the colleges surrounding this area are private could be a factor in the low college degree levels of Fulton County. The high tuition costs are likely a deterrent for individuals to even consider college as an option. Many people are not familiar with all of the available resources that can be utilized to assist low and middle class families with college education costs, such as 21st century scholars and other community scholarships, grants, and financial aid. The distance to the nearest colleges could also be a deterrent to the college attainment rates. It is likely an out of sight out of mind scenario. If residents are not seeing, reading, and hearing about college on a regular basis they likely do not understand the benefits a college education could provide. With only 12% of the total population being college graduates, the younger generation likely believes that a college degree is not necessary because their parents did not need one to be successful.

With distance and cost being a deterrent for local residents of Fulton County the team evaluated online college degrees as an option. Online education is an option that is becoming widely accepted and suggested to individuals around the world. These types of degrees could provide valuable to many areas, however, rural communities often do not have the technological resources needed to be successful in these types of programs. For example, only 65.8% of the Fulton County population have access to a broadband internet subscription at home (Data Access). Internet can be more costly for rural community members because of the limited number of suppliers. It is more expensive to set the infrastructure up in these areas and those costs are then passed on to the customer. There is also 20% of Fulton County population that does not have a computer in their household (Data Access).

Computer and Internet Use	
Households with a computer, percent, 2013-2017	80.7%
Households with a broadband Internet subscription, percent, 2013-2017	65.8%

Source: US Census Bureau Fulton County Indiana 2013-2017 American Community Survey 5 Year Estimates

The data discussed in this section indicate that educational attainment in Fulton County could be linked to the lower median household incomes and the employment opportunities within the county. The team believes that taking steps to improve this area could have an overall positive impact on the community as a whole. Suggestions for improving these rates will be discussed in a later section.

Transportation

Transportation is often overlooked as an issue that is present for low income or middle class families. Reliable transportation is an item that many families struggle with regularly. “According to Consumer Expenditures in 2017, released in September 2018 by the U.S. Department of Labor's U.S. Bureau of Labor Statistics, the average vehicle costs \$9,576 per year to own and operate. The breakdown of the figure comes to \$4,054 for purchasing the vehicle, \$1,968 in gasoline and motor oil expenses, and \$3,554 in other vehicle-related costs” (Smith 2018). With this information, on average a person will spend \$5,522 for vehicle expenses after the initial purchase. These expenses could include gasoline, routine maintenance such as oil changes, insurance, licenses plates, and unexpected repairs. These types of expenses are not feasible for many families, especially those who are considered low income or those living below the poverty line. However, it is often a necessary expense in rural communities if an individual works because of the lack of available public transportation.

According to the US Census Bureau Quick Facts for Fulton County found in the appendix and referenced in the image below, the mean travel time to work for residents is 22.8 minutes +/- 1.6 minutes. So, on average it takes a worker around 20 minutes to commute to work whether that be by car, public transportation or by foot. Of the approximately 9,324 individuals that are 16 years or older and in the workforce, approximately 7,649 of them drive alone to work. This tells us that the largest majority of workers in Fulton County either own a car themselves or have a family car that they can use to get to and from work. According to the self sufficiency standard for Fulton County, a single individual spends approximately \$240/month on transportation totaling \$2,880 a year and this rate nearly doubles for a family of two adults and two children (2016 Indiana).

EMPLOYMENT STATUS				
Population 16 years and over	16,009	+/-133	16,009	(X)
In labor force	9,957	+/-333	62.2%	+/-2.2
Civilian labor force	9,957	+/-333	62.2%	+/-2.2
Employed	9,575	+/-344	59.8%	+/-2.3
Unemployed	382	+/-132	2.4%	+/-0.8
Armed Forces	0	+/-21	0.0%	+/-0.2
Not in labor force	6,052	+/-374	37.8%	+/-2.2
Civilian labor force	9,957	+/-333	9,957	(X)
Unemployment Rate	(X)	(X)	3.8%	+/-1.3
COMMUTING TO WORK				
Workers 16 years and over	9,324	+/-391	9,324	(X)
Car, truck, or van -- drove alone	7,649	+/-410	82.0%	+/-3.4
Car, truck, or van -- carpooled	949	+/-208	10.2%	+/-2.2
Public transportation (excluding taxicab)	12	+/-20	0.1%	+/-0.2
Walked	99	+/-53	1.1%	+/-0.6
Other means	190	+/-105	2.0%	+/-1.1
Worked at home	425	+/-243	4.6%	+/-2.6
Mean travel time to work (minutes)	22.8	+/-1.6	(X)	(X)

Source: US Census Bureau Fulton County Indiana 2013-2017 American Community Survey 5 Year Estimates

The number of residents driving to work is likely due to the lack of public transportation that is available for Fulton County residents. Fulton County does not have any free public transportation available. Fulton County Transpo is the only form of public transportation available and it comes with a small fee for each ride. The Transpo's hours of operation are Monday-Friday from 6:30 AM through 5 PM. Anyone can use this service for the following costs:

	Single Ride - City	Single Ride - County	Ticket - City	Ticket - County
Age 60 +	Donation	Donation	N/A	N/A
Ages 4-59	\$2/stop	\$4/stop	\$20 for 12 rides	\$40 for 12 rides

The team reached out directly to the Fulton County Transpo to identify the demographics of those using the system. They were able to tell us that approximately 45% of their riders are 60 years of age or older and 55% of their riders are ages 4-59 (Moudy). They were also able to tell us that they average about 175 rides per day with approximately 50% of those rides coming from ticket sales and 50% from single ride purchases (Moudy). One might expect that ticket sales would be higher given the fact that the rider would receive two free rides, however, we know that the individuals using this system often come from low income or poverty stricken families. These individuals likely cannot afford the higher cost of the tickets up front. Because of their lack of disposable income at any given time, they actually end up paying more than a rider that has the available income to pay for the price of the ticket.

Based on the available data in this section, we know that transportation is a costly but necessary expense for many Fulton County families. With that being said, a family that is struggling to be self-sufficient may have to choose between putting gas in their car or putting food on their table. Often times that means, transportation is lost and these families struggle to make it work.

Food Insecurity

Many families that are below the poverty line or just above it, suffer from food insecurity. These individuals are not able to meet their basic needs on the income that they

receive. This is why government assistance in this area is so important. There is also a need to supplement the assistance programs with food banks and other meal supplements.

In order to analyze the the number of individuals suffering from food insecurity, we again utilized the IDOE Annual School Performance Reports for 2017-2018. This allowed us to identify the number of students within the three Fulton County school corporations that are receiving free and reduced lunches. The following figures can be found in the appendix. Caston School Corporation had a total enrollment of 670 students. Of the 670 students attending Caston, 274 of them were receiving free and reduced lunches. That is 40.9% of the student population. Rochester School Corporation had a total of 1,790 students enrolled. Of the 1,790 students, 930 were receiving free and reduced lunches for a total of 52% of the student population. Tippecanoe Valley School Corporation had a total of 1,837 students enrolled. Of those students, 990 were receiving free and reduced lunch for a total of 54% of the student population.

All three of the Fulton County Schools are very near the Indiana average for the percent of students that receive free and reduced lunches. The Indiana average is 49%. It is important to understand that not all students receive the same benefit. Within the appendix, the income eligibility guidelines in Indiana for free and reduced lunches are present. The amount of assistance received per student is based on household size and income levels.

Another measurement of food insecurity is the number of individuals receiving Supplemental Nutrition Assistance Program (SNAP) benefits. As of February 2019, Fulton County had 704 households for a total of 1,504 recipients receiving SNAP. SNAP was formerly known as food stamps. Families no longer receive paper coupons for their food, but now receive

a debit card that is loaded each month to allow them to use for the purchase food and other necessities.



Reporting Month: February 2019		Location: Fulton County		
SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP)				
	February 2019	January 2019	February 2018	Annual Change
Total issuance	\$159,178	\$155,633	\$183,597	-13.30%
Number of households receiving SNAP benefits	704	703	734	-4.09%
Number of recipients	1,504	1,516	1,696	-11.32%
Average issuance per household	\$226.11	\$221.38	\$250.13	-9.60%
Average issuance per recipient	\$105.84	\$102.66	\$108.25	-2.23%

Note:
All data July 2014 and following will be broken out according to the new DFR region structure effective July 1 2014.

Source: Division of Family Resources Monthly Management Report

Although government assistance is available to families that are below the poverty line, this assistance often needs supplemented. There are many families who are just above the income levels used to determine if they are eligible for government assistance in this area. These families often suffer from food insecurity because their income cannot cover all of the basic needs of their families. “According to Feeding America’s Map the Meal Gap study, 12.4 percent of the population — or 2,550 people — do not know where they will get their next meal. 31 percent of people in Fulton County make too much to qualify for assistance programs like SNAP, but often struggle to make ends meet” (Spotlight).

To reduce the number of food insecure families, many non-profit organizations have created programs to address these individual needs. There are six food banks present in Fulton County that each assist a high volume of families each year. This information supports that there is still a large number of families suffering from food insecurity in Fulton County. It is not uncommon for families that are struggling to meet their basic needs, such as food and

transportation, to turn to illegal options in order to make make money or to cope with their inadequacies.

Crime Rates

The team reached out to the Fulton County Sheriff's department to get information on the demographics of the jail. The department was extremely thorough and provided some valuable information. The first statistic was the total population of the prison which consisted of 47 males and 18 females for a total of 65 inmates, currently. Next was the inmates race. The majority of the prison consisted of white inmates at 47, a small portion of inmates are black at 3, and 15 of the inmates were not coded.

Classification of the crimes varied between seven different areas. These crimes consisted of: Class A Misdemeanor, Class B Misdemeanor, Class C Misdemeanor, Juvenile Delinquent Act, Level 5 Felony, Level 6 Felony and no classification. Level 5 and 6 felonies are drug and sex offenses. Misdemeanors can be anything from possession of drugs, theft, or driving while intoxicated. The current total of Class A misdemeanors is 11, Class B total one and Class C total seven. Looking at the felony rate, one prisoner committed a level 5 felony and 21 prisoners committed a level 6 felony.

The prison also confirmed that they see repeat offenders quite often; however, they are unable to track this statistic thoroughly. They did provide that 18 people were released in December and 25% of them are back, all related to drug offenses. The inmates of the prison vary with age, from 18 up to age 59 with the majority within the range of 26-35. Education levels of inmates are not logged into the demographic, but they provided us with some educated guesses. They estimate that 20% of the prisoners graduated from high school, one college graduate and

five have their GED. It is important to know all of this information because it can aid the staff who have to deal with the inmates on a regular basis.

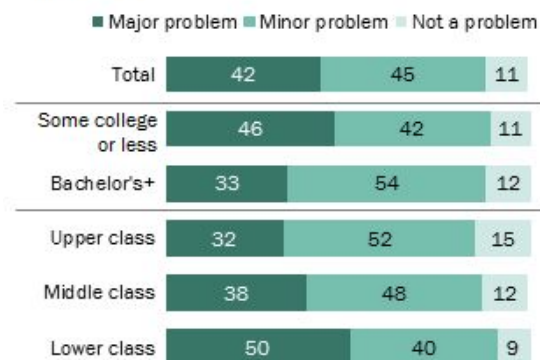
To deal with the wide variety of issues that the prisoners may present, the prison has developed programs to help aid in the recovery process. The Fulton County jail has many programs that are attempting to aid the mental health and substance abuse of their inmates. For starters, they have a Master's level credentialed addiction counselor that comes into the jail weekly. This person saw eight males and four females on one particular day. Admitting that a problem exists is the first step toward recovery. The next step is seeking help for the problem. In the beginning of the process, inmates are more reluctant to discuss the issues that they are dealing with. Once they become familiar with the addiction counselor, they can have a serious discussion about how to turn their life around. The department also provides celebrate recovery to inmates who are willing to follow the rules. Celebrate recovery is a 12 step recovery program for anyone who is struggling with addiction. Other programs that the prison provides include bible study, logistics and hospitality classes through Grace College, and mental health services to those in need. These programs can help people once they are released from prison. It is challenging to get a job after a person has been incarcerated, but the programs may help them get a job in the future. The interviewer can discuss the progress of an individual with the certified addiction counselor. If the counselor has a positive view towards the ex convict, he/she may have a better opportunity to get a job and move on from the mistakes that they have made.

Drug Abuse/Mental Health/Overall Health

The team identified in previous sections that Fulton County residents are primarily low to middle class and have a low educational attainment rate. The team was also able to identify the

Half of self-described lower-class adults say drug addiction is a major problem in their community

% saying drug addiction is a ____ in their local community



Note: Share of respondents who didn't offer an answer not shown. "Some college" includes those with an associate degree and those who attended college but did not obtain a degree. Social class is self-identified. Upper class includes those who say they are upper or upper-middle class. Lower class includes those who say they are lower or lower-middle class.

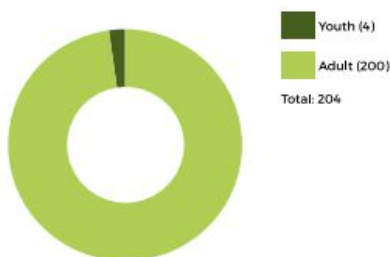
Source: Survey of U.S. adults conducted Feb. 26-March 11, 2018. "What Unites and Divides Urban, Suburban and Rural Communities"

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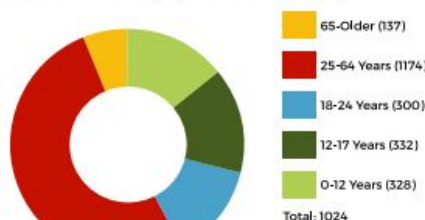
types of crimes present in Fulton County and drug related offenses were common. Research suggests that these socio economic figures have an impact on drug abuse and mental health statuses. As seen in the chart to the left, "those who describe themselves as upper class express less concern about drug addiction than do those who describe themselves as middle or lower class. In fact, fully 50% of lower-class adults say drug addiction is a major problem where they live" (Parker, et al. 2018).

The team researched the drug use rates of Fulton County by looking at information provided by Four County and Woodlawn Hospital. According to the 2018 Four County Annual Report, the top five primary substances used in Fulton County based on individuals they treated were tobacco, alcohol, marijuana, methamphetamine, and heroin respectively (Four). The center treated both youth and adults last year with the breakdown by age seen in the charts below.

Adults/Youths Provided Addictions Treatment In Fulton County



Patients Served by Ages For Fulton County



Source: 2018 Four County Annual Report

Looking at the charts below, there are multiple areas where a person can buy alcohol and tobacco in Fulton County, which could attribute to their high use and need for treatment in these areas. Having many locations to buy these substances may only increase the percentages of

6.1 Alcohol Outlet Density: Fulton, IN

CSAP defines this indicator as the number of alcohol sales outlets in relation to the total population. For several years the IPRC had been reporting the density of alcohol licenses, using the total count of licenses issued in the state. Recently several types of licenses have become popular that are not associated with sites that would be considered "outlets, e.g., event permits. Therefore, the IPRC has begun filtering the licenses to represent places where alcohol could be purchased and align better with CSAPS indicator for outlet density.

The data reported here represents the density of alcohol outlets, points of sale, per 1,000 persons.

TABLE 6.1 ALCOHOL OUTLET DENSITY PER 1,000 PERSONS

	Fulton	Indiana
Total Pop, 2017	20,152	6,658,140
Jan 2016 Alcohol Licenses (No.) filtered *	44	11,691
Sep 2017 Alcohol Licenses (No.) filtered *	57	12,999
2016 outlet density per 1,000 persons (based on 2016 pop est)	2.15	1.76
2017 outlet density per 1,000 persons (based on 2017 pop est)	2.83	1.95

Year of Data: 2016, 2017

Source: Nielsen, Pop Facts, 2017 est., 2017; ATC, Indiana, June 2016 & Sep. 2017; IPRC, 2016, 2017

* The number of outlets is based on alcohol licenses issued, filtered to include only those which represent points of public access for sales.

6.2 Tobacco Outlet Density: Fulton, IN

The Center for Substance Abuse Prevention (CSAP) defines this indicator as the number of tobacco sales outlets in relation to the total population. The following table shows the number of outlets in the county compared to the State. It also reveals the density of outlets per capita for the county by stating the number of outlets for every 1,000 residents and for every 1,000 youth ages 10-17 in the county. The youth most vulnerable to sales of tobacco underage are considered to be 10-17.

TABLE 6.2 TOBACCO OUTLET DENSITY

	Fulton	Indiana
Tobacco Outlets 2016	33	7,355
Tot Pop 2016	20,427	6,638,123
Outlets per 1,000 persons 2016	1.62	1.11
Population, 10-17, 2016	2,237	721,272
Outlets per 1,000 Youth, 10-17, 2016	14.75	10.20

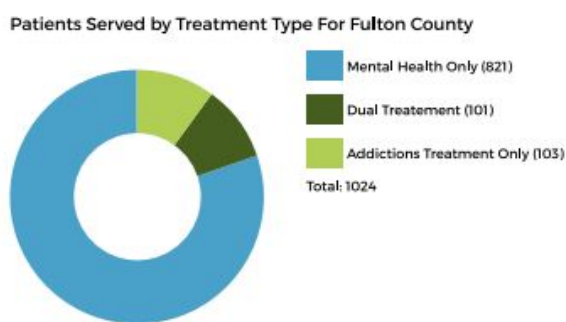
Year of Data: 2016

Source: IN State Excise Police, 2016; Nielson 2016 Pop Facts, 2016

adults and teens who smoke or consume alcohol. As can be seen by the outlet density per 1,000 persons, Fulton County's numbers are higher than the Indiana average for both alcohol outlets and tobacco outlets. According to the Fulton County health department 21% of adults smoke and 11% of the youths smoked (based on a state average). In addition to smoking, 15% of adults were reported as heavy or binge drinkers.

Source: The Center for Substance Abuse Prevention

Source: 2018 Four County Annual Report



In addition, as can be seen in the chart to the left, mental health and drug abuse are often correlated. 101 of the patients treated by Four County were treated for both substance abuse and mental health. Approximately 10% of those treated were treated for both issues at once. However, it is also readily apparent that mental health is a larger issue being treated by Four County. This could be for a variety of reason. Individuals with substance abuse issues often do not seek help on their own because they do not think they have a problem. With that being said only about 20% of their patients were being treated for substance abuse while approximately 90% of their patients were receiving treatment for mental health issues. The total is above 100% because as the team previously stated, approximately 10% of the patients were being treated for both issues simultaneously. Fulton County has made strides to try to decrease the number of residents suffering from these issues through programs initiated within the last few years. Some of the programs include “jail groups, substance use groups in clinics, supporting integrated mental health services at Compassionate Health Center, certified recovery coaches, and Quick Response Team grants for opioid use with first responders” (Four). Comparing the rates of treatments after these programs have been fully initiated, will give the community an idea to how impactful these programs have been.

On a related note, included in this statistic were women with dependent children addiction. There were 60 individuals who had children with addictions. This is an issue for the county because addiction can become a generational problem.

In addition, the team identified that there were 15 drug related deaths in a three year period (Indiana Public Health Profiles). Considering that Fulton County does not have a high population, this rate is quite high.

Source: Indiana Public Health Profiles

Health Behaviors	Description	County	Quartile	State
% Adult Obesity	¹ Percentage of adults that report a BMI \geq 30, 2013	38%	4-BOTTOM	32%
% Adult Physical Inactivity	¹ Percentage of leisure-time physical inactivity, age-adjusted, 20+, 2013	23%	1-TOP	27%
% Adult Smokers	¹ Percentage of adults (18 +) who are current smokers, 2014	21%	3-MIDDLE	23%
% Youth Smokers	⁶ Percentage of middle and high school students who were current tobacco users, 2012-2013	Indiana: 11.7%, National Average: 7% <i>*no county level data available</i>		
% Adult Excessive Drinking	¹ Percentage of adults reporting binge or heavy drinking, 2014	15%	1-TOP	16%
Teen Birth Rate	⁷ The birth rate for mothers ages 15 through 19 per 1,000 females in each age group, 2015	26.4	2-MIDDLE	26.0
Health Indicators	Description	County	Quartile	State
Life Expectancy, Women	³ Estimated female life expectancy at birth (years), 2014	79.7	3-MIDDLE	80.0
Life Expectancy, Men	³ Estimated male life expectancy at birth (years), 2014	74.3	3-MIDDLE	75.3
Number of Infant Deaths, (Rate)	⁴ The number of infant deaths of all races (<1 yr), (Rate of infant mortality for all races per 1,000 live births) , 2011-2015	15 (U)	Not Applicable	3,003 (7.2)
Number of Black Infant Deaths, (Rate)	⁴ The number of black infant deaths (<1 yr), (Rate of black infant mortality per 1,000 live births) , 2011-2015	0 (U)	Not Applicable	711 (14.0)
Poor Mental Health Days*	¹ Average number of days out of the past 30 when mental health, which includes stress, depression, and problems with emotions, was not good (age-adjusted), 2014	4.2	4-BOTTOM	4.3
Drug Overdose Death Rate	⁴ Drug poisoning deaths per 100,000 population, 2012-2015	14.6	2-MIDDLE	17.9
Suicide Death, (Rate)*	⁴ Number of suicide deaths, (Suicide death rate, age-adjusted per 100,000 population) , 2011-2015	19 (U)	1-TOP	4,696 (14.2)

Aside from the mental health and drug abuse issues, the team found that Fulton County also has some serious health issues when compared to the state average. Looking at the charts above, Fulton county is below average on life expectancy and above or near the state average in other health related areas. One major issue is that 38% of adults are considered obese. There are many factors that can cause obesity but one major issue is that 23% of adults in Fulton County are considered physically inactive. If a person binge drinks or smokes tobacco, they are less likely to engage in physical activity on a regular basis. Being physically inactive and binge drinking or smoking can lead to obesity. Because of all these health related issues, the average

life expectancy for men and women are below the state average at 79.7 for women and 74.3 for men, respectively. The study also looked into the number of poor mental health days and found that four out of thirty days were reported as not good. These poor related health days relate to stress, depression and emotional issues. In addition, there were 19 suicides reported within the last few years. This data overall ties back to the socio economic issues that are present in Fulton County related to education and income rates.

Fulton County System Design Decomposition (FCSDD)

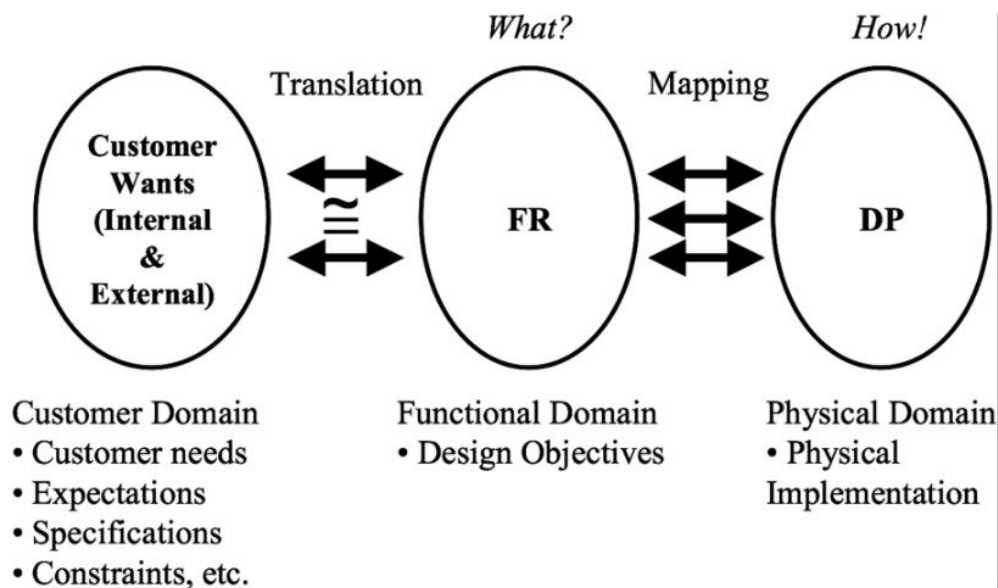
Functional Requirements & Physical Solution

The team understands that the previous section covered a large number of data and statistics. It is important to have an overall idea of how these statistics impact one another. Therefore, the team created a Fulton County System Design Decomposition (FCSDD) that can be used by FC Hope to give an overview of how their areas of focus impact one another. The full FCSDD can be found in the appendix.

A successful county system must be capable of satisfying the objectives of the community and stakeholders. There are numerous tools that can be used to improve systems. However, most frameworks do not separate objectives from the means of achieving those objectives. As a result, it is difficult to understand the interrelationships amongst different elements within a system and communicate this information effectively to the right resources (Cochran, 2002).

In order to create a logical system design decomposition that FC Hope could utilize to effectively communicate the counties underlying issues to the appropriate resources, the team

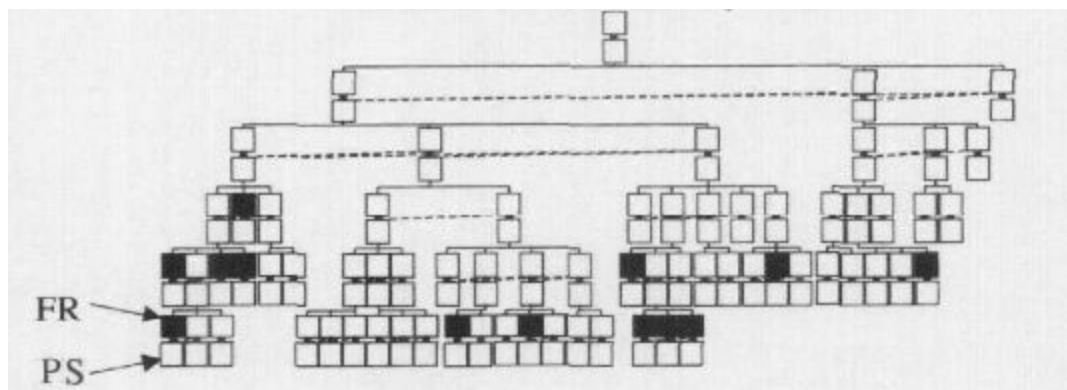
started by identifying an overall objective related to “what” the system should achieve and “how” the community could take steps to achieve the stated objective. The first step was to understand the community requirements within Fulton County, which we identified through our statistical analysis above. The second step was to translate those requirements into Functional Requirements [FRs] and the third step taken was to find out “how” these requirement could be satisfied or implemented to fulfill the community need by identifying physical solutions [PS]. The reason the team chose this model is because it has been successfully applied to similar issues and it can be tracked overtime.



For example the FCSDD has an overall objective of reducing poverty within Fulton County. This objective or top level functional requirement was chosen because FC Hope’s overall mission is to connect individuals or families that are struggling in the community to available resources. For every functional requirement [FR] within the system design, there is a logical solution in the form of design parameter [DP] or in plain terms a physical solution [PS]. The preceding diagram shows the relationship between the overall community need (which the

team identified as reducing poverty), the functional requirements impacting the overall need (education systems, employment opportunities, food insecurity, transportation, et cetera) and the available physical solutions. Once one of the physical solutions has been addressed, it should correlate to a positive increase in the functional requirement it is attached to, which will impact the top level objective positively. In simple terms, this design shows how the communities overall goal can be achieved by providing the right solutions that address different areas of community need.

There are some functional requirement areas that are of higher concern than others. As you can see by the dark areas in the diagram below. These areas are of higher concern because they are having a larger negative impact on the overall goal of the community. The team identified education as a high area of concern for Fulton County. This functional requirement should be highly prioritized because of the impact it can have on the system overall.



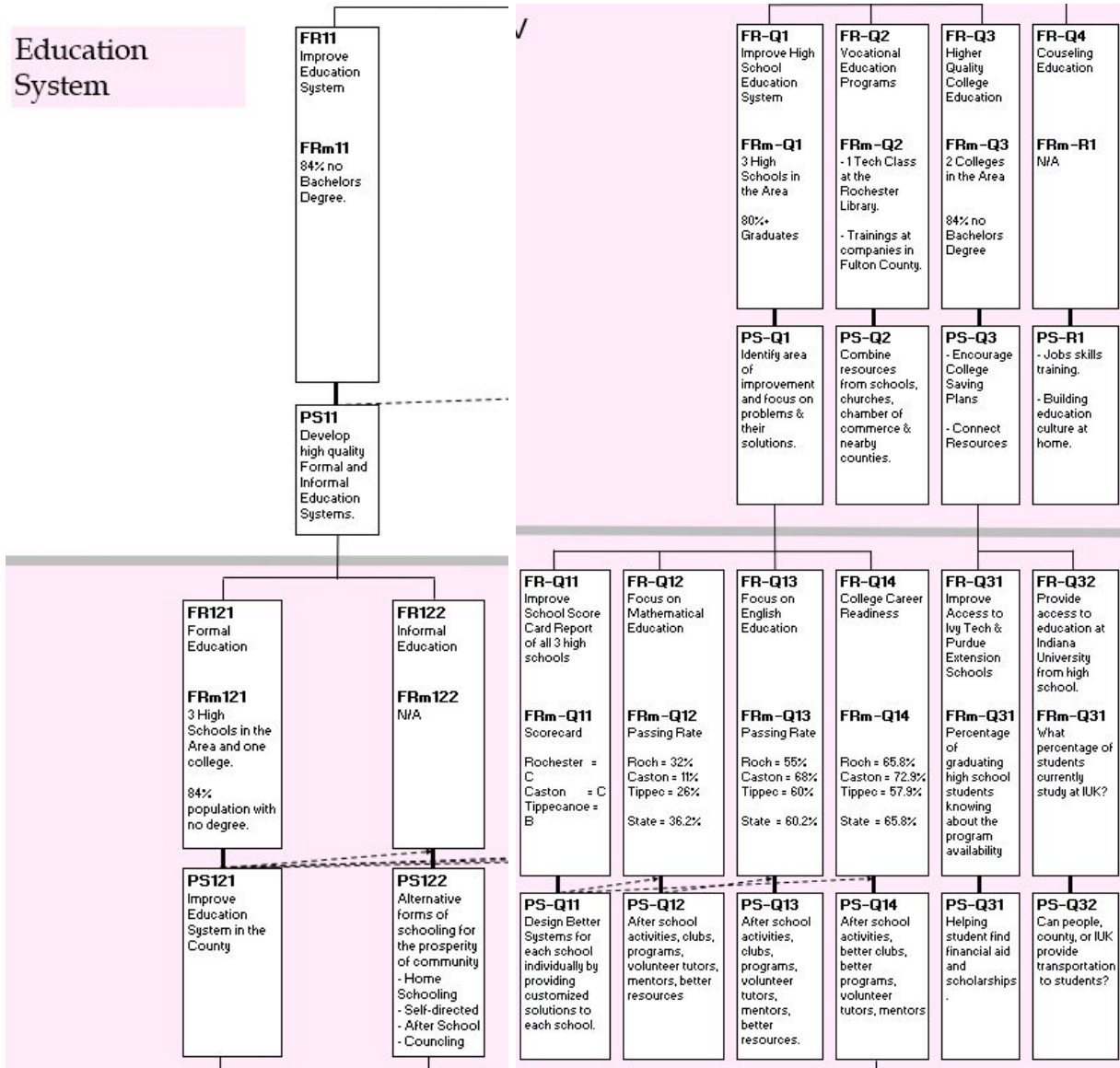
Fulton County System Design Decomposition (FCSDD): Functional Requirements

The diagram below identifies many of the function requirements identified by the team as having an impact on the poverty rate of Fulton County. These functional requirements were identified through the team's original meeting with FC Hope and through the team's independent

research. As previously stated, the areas of higher concern are at the top of the list because they have a trickle down effect on the other functional requirements.

Most Important Fuctional Requirement to Tackle Poverty	
FR11	Education
FR12	Improve Employment
FR13	Food Insecurity
FR14	Affordable Housing
FR15	Regular Transportation Needed
FR 16	Improve Mental Health / Substance Abuse

The education functional requirement is shown on the next page. For every functional requirement stated, there is a corresponding physical solution. By working toward these physical solutions, the overall object of the design should be impacted positively. For example the college and career readiness score can be increased by encouraging more students to take AP exams. If more students are taking higher level courses and passing AP exams, the college and career readiness measure should increase. If the college and career readiness measure increases, this should have an overall impact on the school rating. By enhancing the overall education picture of Fulton County, better employment opportunities could become available having a positive impact on income rates which could decrease the number of families living in poverty.



Based on the FCSDD created by the team, FC Hope should be able to see the relationship among their areas of focus. As identified through the system design, education and employment opportunities are high areas of concern, therefore the team has made some physical solution suggestions for these high impact areas in the next section.

Recommendations for FC Hope

Although the primary focus of the team was to collect data related to Fulton County, the team also found it important to provide some recommendation/takeaways for FC Hope and the community. The recommendations within the section are in regards to utilizing search engine optimization to increase FC Hope's brand awareness, increasing higher educational attainment in Fulton County, and attracting new employers to the area. Based on the overall picture of Fulton County that the team saw through the data discussed above, these were the areas the team thought could have the most positive impact on FC Hope or the community overall.

Suggestions For Attracting Employers

Through the team's research, the team found that Fulton County residents have lower income levels on average than Indiana overall. The team also identified that Fulton County overall had a net loss of employees, because of the large number of residents that commute outside of the county for work. The major concerns that the team identified that could be leading to these lower income levels and the net loss in employment is the number of and types of employment opportunities that are available in Fulton County currently.

It is common knowledge that if you are a small and rural community, community officials will need to work twice as hard to attract business investments. This forces smaller rural communities to innovate, if they want to stay competitive. Innovation does not have to be difficult, though. Often times, community officials look for an epiphany that will bring investment flooding in but in reality, workers and businesses simply want to go somewhere that feels relevant for them.

In order to determine what make Fulton County relevant, a SWOT analysis should be conducted. Every small community should do a SWOT analysis to identify its strengths, weaknesses, opportunities and threats and utilize this analysis to constantly innovate. Strengths for Fulton County might include that the county has access to raw materials, an abundance of fresh, clean water, and workers who are familiar with the special needs associated with food production which makes them a natural choice for companies in the food industry (NCIEDP). A weaknesses could be the counties low rate of broadband internet access for e-commerce or their low rate of college graduates. Economic threats and opportunities should also be identified by the community officials.

The NCIEDP should work alongside the Fulton County Economic Development Corporation (FCEDC) to create a new economic development plan or update their already existing plan if one is in place. Utilizing SWOT analysis, the two organizations can create an economic development plan that maximizes the community's strengths and minimizes its weaknesses. Involving the community in the creation of the plan will create buy in from the very beginning and allow the community members to be proud of changes that will be made rather than fearing change. Once the analysis is done, it is vital to create a detailed and complete plan and present to the community. The detailed analysis and complete economic plan could be used to obtain supplemental funding for some types of projects. Because of this, the planning sections should include a full analysis of local economic and social conditions, full discussion of goals identified by the community, and full discussion of the actions and initiatives planned to reach them. Finally, refine the plan based on community feedback and prepare to execute it.

One proven way to attract small business in addition to large corporations to an area is to offer tax breaks. Offering incentives to new businesses to locate in the community increases the likelihood that the business will choose to locate there. These incentives could include property tax breaks, micro-loans and discounted fees and permits. Other businesses in the community can also offer incentives, such as discounted ad rates and good publicity for the new business or special deals on gym or club memberships for employees of new businesses.

Fulton County has a unique selling point (USP) that could be utilize to attract new businesses to the area. The USP of Fulton County is that it is centrally located between Indianapolis and Chicago. This is an attractive selling point for many companies. The FCEDO already displays this selling point on their website and is likely utilizing this fact to increase interest in business development in the area.

Another selling point to attract new businesses to an area is their degree of livability. This is an area that long time citizens and generational families may push back on. However, it is important to constantly innovate in the community center to create interest in the area. Fulton County could follow suit from items Kokomo is currently undergoing to revitalize their downtown. In the past several years, Kokomo has been restructuring their downtown city center to make the area walkable. They have also created a free public transportation option for their citizens. This may not be a feasible option for Fulton County, but increasing the hours of the Fulton County Transpo to include later evening and weekend hours could be a good start. In addition, updating sidewalks and considering the creation of bike paths could increase the livability of the Fulton County's largest populated area of Rochester.

Finally, the team would suggest the creation of education centers within Fulton County. This would help increase the population of Fulton County that has a bachelor's degree and could make the county a more attractive area for businesses to call home. This section is discussed in more detail below, because it is the most feasible option to increase the economic development within Fulton County and the team believes it could have the most positive impact overall.

Increasing Higher Education Attainment in Fulton County

As established through the research in the previous section, the team understands that higher education attainment is an issue for Fulton County. The team believes this could be an even larger concern in the future as many of the top employers in Fulton County are in the manufacturing industry. Manufacturing positions are shifting in nature due to technological resources. Many of the positions that previously required human labor are now being performed by robots and artificial intelligence. This means that the employment demands for these positions will likely start to shift from manual labor to data analysis. These types of positions will increasingly start to require the employees to be college educated. With this in mind, the team researched what other rural communities are doing in order to increase the number of residents that are receiving a college education.

“According to the Urban Institute, as many as 41 million American adults live 25 miles or more from the nearest college or university or in areas where a single community college is the only source of broad-access public higher education within that distance” (Kim 2018). This proves that Fulton County is not alone in their struggles. These areas have become widely known as higher education deserts. Education deserts make it difficult for high school seniors to see the

benefit of attending college. These deserts also make it difficult for communities to attract high quality employers to the area, preventing a lot of quality employment opportunities for the residents of these communities.

Because of this, many areas have started creating higher education centers. These centers are often run out of local high schools, libraries, or other community buildings in the evening hours. These are often not stand alone colleges, but programs ran from already existing universities in the area. They are targeted to non-traditional aged students that are interested in pursuing a college degree. For example, Pennsylvania has created the Northern Pennsylvania Regional College (NRPC) which runs out of six different hubs across the state (Kim 2018). “The NRPC doesn’t confer its own degrees; rather, it provides the infrastructure for other accredited institutions to extend their reach through blended offerings combining virtual and in-person teaching” (Kim 2018). Many of the higher education centers that have already been created are government subsidized. This allows them to charge much lower tuition costs for the students of these rural communities, making this an affordable and convenient option that appeals to their residents.

The team suggests that Fulton County pursue an opportunity such as this. Acquiring state funding and partnering with many of the colleges that we discussed earlier, could increase the number of college educated residents in Fulton County. This could increase the employment opportunities available to their residents and could also begin to attract new employers. Although this suggestion could help increase college educational attainment in the non traditionally aged student, the team also suggests increasing the rate of students that are pursuing a college education right out of high school.

Mentorship Program For High School Students

Through the team's research, it was identified that higher educational attainment in recently graduated high school students is also a large gap for Fulton County that needs addressed. The suggestions above discusses increasing educational attainment in non traditional aged students. The team believes it is important to address the issue in traditional aged students as well. In order to address this issue, Fulton County could utilize a mentorship program for high school students. During the team's initial meeting with FC Hope, FC Hope discussed the mentorship program that they have started in order to address the substance abuse issues in Fulton County and the team believes they could use a similar program for high school students. Although the elementary and middle schools within Fulton County expressed having high school mentors for their students, the high schools stated that they do not currently offer mentors for their students. The team believes that creating a mentorship program aimed at high school students could help increase college degree attainment in Fulton County and reduce drug, alcohol, and tobacco use in youth.

According to The National Mentorship Partnership (Mentor),

- Students who meet regularly with their mentors are 52% less likely than their peers to skip a day of school and 37% less likely to skip a class.
- Young adults who face an opportunity gap but have a mentor are 55% more likely to be enrolled in college than those who did not have a mentor.
- Youth who meet regularly with their mentors are 46% less likely than their peers to start using illegal drugs and 27% less likely to start drinking.

Since the high school's within Fulton County keep data on what their student's plans are after graduation, they could use this information to pair at risk students with a mentor. An at risk student for this scenario could be considered a student who plans to go directly into the workforce after graduation or one who is undecided about the path they will pursue after graduation. The sooner a student is identified and paired with a mentor, the sooner an impact can be made. The team would suggest that the local schools identify student plans after graduation as early as their freshman year and follow up every year thereafter to see if the students plans have changed.

The team suggests recruiting current college students as mentors for these youths. Although it was identified that there are not any four year universities within Fulton County, there were many that were within 50 miles of the county. Many college students pursue volunteer opportunities and being a mentor could be a great resume booster. Utilizing college student as mentors would give the mentee a new and positive perspective of college. College students can relate to high school students on a personal level because they have recently been in their shoes. Pairing at risk students with a college mentor is important because with the low college degree attainment level of Fulton County residents, these mentees likely do not have anyone in their family that have been to college. Many of these students are likely to be first generation college students.

The team would suggest having this mentorship program be maintained by the local school corporations. Each of the local schools could partner with one of the colleges nearby, avoiding overlap in potential mentees. Building the mentorship program in to a class, such as a required health class, would allow the mentees to reach all student rather than just at risk

students. However, the team understands that this may not be a feasible option when starting out. Therefore, the team suggests that the schools coordinate a once a month event for mentor/mentee groups that could be held before or after school. Allowing the mentor and mentee to volunteer for the program would provide buy in at an early stage encouraging other students to join.

These suggestions are included to give Fulton County a viable option to increase educational attainment in their traditional aged students. There are many details that would need to be formally discussed and implemented in order to make this program a success, but these are the starting points. Measuring the outcome of the program by benchmarking the increase in the number of students pursuing a college degree right out of college would be an important aspect for the program to see if it is doing what it is intended to do.

In addition to the mentorship program, the team also suggests that Fulton County focus on increasing their scholarship availability and visibility to encourage students to pursue a college education. There are already some scholarship opportunities available for the residents of Fulton County. In fact, one resident of Fulton County who recently graduated was the recipient of the Lilly Endowment Scholarship. The student will receive a four-year tuition scholarship and a 900 dollar yearly stipend for books. All the student needs to do is pick an accredited public or private college or university in Indiana. This scholarship is awarded to one student every year in each county of Indiana.

In addition to the Lilly Scholarship, the Northern Indiana Community foundation offers a wide variety of scholarship opportunities. We went to the website and found a link to all of the scholarship that this organization offers. When we clicked the link and it brought up 13 pages of scholarships with about five to six per page. These scholarships are available to any Fulton

County resident who meet the required specifications. If students are willing to apply themselves and create possibilities for themselves, the possibilities are endless. As previously discussed, there are not any four year colleges in Fulton County, but there are many colleges in the surrounding area. The team noted that many of these schools are extremely prestigious and may seem unaffordable. However, that is not always the case. All of these schools have many programs that offer scholastic scholarships along with athletic scholarships. If a student has the desire to attend one of these colleges, they should educate themselves on all of the available scholarship dollars that could be available to them. Another option that high school graduates can consider is Indiana University Kokomo and Indiana University South Bend. These public institutions offer a much lower up front tuition cost to their students. Tuition is about 7,000 a year and the university offers many scholarships that can provide students with an Indiana degree that is closer to home.

In order to increase the interest of a college education in Fulton County, the county could host scholarship fairs where the students attend a night at the local high school meeting with visiting colleges and learning about the scholarship dollars that are available. In addition, FC Hope could include a link on their website to connect the residents of Fulton County with the available scholarships in the area as another way to connect the community to a viable resource.

Utilize Search Engine Optimization

In the team's initial meeting with FC Hope, FC Hope expressed their desire to connect community members with available resources. They also expressed a concern that there is a weak flow of information between resource providers, meaning that one provider is not aware of

what another provider is doing. This could be causing overlap and redundancies in resources and could be wasting valuable funds. Through the team's research, the team identified ways that FC Hope could utilize their website and search engine optimization to increase the flow of information between resource providers and resource seekers.

Search engine optimization (SEO) is the methods used by companies to boost the ranking of their website in results returned by a search engine. Companies utilize keywords and phrases throughout their website in an attempt to appear closer to the top of search engine results, when relevant. A search engine is a website such as Google, Bing, and Yahoo that individuals use to search for general terms or information. Today's generation relies on search engines to help them find everything from restaurant recommendations to bus timings. This means that regardless of what domain any business is in, their target audience is likely searching for the services they provide on a search engine. Therefore, if FC Hope wants to connect with the members of their community through their website, they should utilize SEO tactics.

The team found that every time someone googles a phrase including "Fulton County" the results would return all content related to Fulton County, Georgia. This is because Fulton County, Georgia is where Atlanta Georgia is located so the keywords "Fulton County" are mentioned in regards to Georgia more frequently than Indiana. The team also identified that when the search term "Fulton County, Indiana" is searched on Google more relevant results are returned. Within the first few pages, the team noticed many nonprofit resource providers appear such as Area 5, the Fulton County Historical Society, and the Rochester Library. The team went through the first 10 pages to see if FC Hope appeared and we found that they did not. The team

then searched a more specific term, which was “FC Hope”. When utilizing this very specific term, FC Hope’s website and social media pages appear on the first page of the google search.

These few examples give an overall idea of why utilizing search engine optimization is critical for FC Hope, especially if they want to be the provider that connects community resources to one another. Utilizing SEO can help these resources find the FC Hope website more readily through search engines. Not only can SEO tactics increase the traffic to FC Hope’s website, but it is free so it is a tool that can be utilized within any budget.

As previously stated, SEO is free and that is one of the greatest advantages to utilizing this type of branding. Consider how traditional ad campaigns operate. You determine a location you want your brand to appear, whether that’s on a particular TV channel or radio station, or in the pages of a magazine or newspaper. Then, you pay the company that owns that media for placement. You might pay for your ad to run for a certain length of time, or within a certain number of issues. As soon as that period is up, your ad stops appearing — and stops generating results for your business. Now, consider the various pages that appear in search engine results. The top few listings in every search are pay-per-click ads, as denoted by the small “Ad” tag, but the sites appearing directly below those ads, aren’t paying a cent for those rankings. That’s the beauty of SEO. As a result, FC Hope can divert traffic towards their site without spending a cent.

Now we understand the importance of the SEO, let’s talk about how Fulton county can achieve the optimization and divert the traffic towards it. As search engines have used keywords as a consideration in how they rank pages from the beginning, and they’re still an important factor today.

The team suggests that FC Hope consider hiring an intern to increase their visibility on search engines through the use of SEO. Since we know that FC Hope's goal is to connect the general public with the available resources in these areas, the intern could look into the use of phrases that are relevant to FC Hope such as poverty, substance abuse, food insecurity, and mental health to increase their visibility on search engines. The intern would need to think about their target audience, which could be individuals in need or other resource providers. FC Hope would then need to choose topics that are relevant to these audiences, write content in a way that is helpful and straightforward, and make sure that the site is easy to navigate and engage with. This way, even when Google makes their next algorithm update (which they do very frequently), FC Hope's site will be working with the same core goal in mind. As an example, FC Hope's website appears on page three of Google when searching the phrase "Poverty in Fulton County, Indiana". This tells us that FC Hope is losing a lot of traffic to their website in regards to one of their key focus areas, because "at minimum, 75% of clicks go to the first page of search results" (Murray).

There are tools available, as well, to help simplify and improve the SEO process. Firstly, FC Hope could analyze their Google Analytics. The free version of Google Analytics can give them some basic information about where their web traffic is coming from and what parts of their site are being looked at most often. In addition, a few tools are designed to help sites improve their SEO tactics. For example, Google Trends allows you to compare different words or phrases to see which option is better to use for SEO. Similarly, Screaming Frog is a free tool used to increase SEO, only it scans your site for SEO roadblocks and provides a report. This will help FC Hope understand how technical factors like mobile-friendliness, usability, and site speed

are playing a role in their search engine ranking. In addition, FC Hope could utilize Browseo to see how a search engine views their page to see where improvements need to be made.

Aside from using keywords and phrases on their website, FC Hope could utilize some other tools to increase their search engine results. They could create links from their site to the sites of the resources available in town. FC Hope already does this with a few their community partners such as Woodlawn Hospital and Four County. They could do this for other resources as well. For example, created an additional menu in the poverty section that gives the options of food insecurity, transportation, or housing would allow FC Hope to list their resource partners under their relevant sections. The could easily link to all of the food banks within the area and who discuss who they assist. This could increase FC Hope's listing in a search engine when someone searches "food insecurity in Fulton County". It would also provide a quick and easy access list for other resource providers in town to check. This gives them a way to point someone in the right direction if they are unable to help.

In addition to increasing traffic to their website, SEO can also help FC Hope build their brand awareness. Brand building not only generates interests, it also develops a positive mindset towards the locality. To achieve brand building, FC Hope can create content that's in line with the population's needs and interests, then find ways to earn links to that content from other sites such as the other resource providers in the county. If the county keeps this relationship in mind as it develops SEO strategy, it can select keywords and create content that is in line with the image it wants to have. Then, FC Hope's online presence will reflect their ideal branding — and help them establish brand recognition among their target audiences. This not only increases the

awareness of FC Hope overall, but could also increase partnerships, volunteer interest, and donations to their organization.

Conclusions

Overall, Fulton County is a typical rural community. This is supported through the data found in the first sections of this report. Fulton County has a lower median household income than Indiana overall. The team found that the primary factors contributing to the lower income are the types of employers present in Fulton County and the educational attainment rates of the county. The team also collected data in regards to areas such as food insecurity, transportation, and the overall health statistics of the county to see how the lower income families are affected in their day to day lives. Overall, the Fulton County data showed the importance of increasing the communities education rates in order to increase the standard of living in the community. The team made several suggestions for how this could be achieved.

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













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Appendix

US Census Bureau Fulton County, Indiana QuickFacts Report

All Topics	Fulton County, Indiana
Population estimates, July 1, 2018, (V2018)	20,092
PEOPLE	
Population	
Population estimates, July 1, 2018, (V2018)	20,092
Population estimates base, April 1, 2010, (V2018)	20,853
Population, percent change - April 1, 2010 (estimates base) to July 1, 2018, (V2018)	-3.6%
Population, Census, April 1, 2010	20,836
Age and Sex	
Persons under 5 years, percent	6.2%
Persons under 18 years, percent	23.9%
Persons 65 years and over, percent	19.2%
Female persons, percent	50.2%
Race and Hispanic Origin	
White alone, percent	96.3%
Black or African American alone, percent (a)	0.8%
American Indian and Alaska Native alone, percent (a)	0.9%
Asian alone, percent (a)	0.6%
Native Hawaiian and Other Pacific Islander alone, percent (a)	0.0%
Two or More Races, percent	1.4%
Hispanic or Latino, percent (b)	5.3%
White alone, not Hispanic or Latino, percent	91.8%
Families & Living Arrangements	
Households, 2013-2017	7,934
Persons per household, 2013-2017	2.53
Living in same house 1 year ago, percent of persons age 1 year+, 2013-2017	89.0%
Language other than English spoken at home, percent of persons age 5 years+, 2013-2017	6.4%
Computer and Internet Use	
Households with a computer, percent, 2013-2017	80.7%
Households with a broadband Internet subscription, percent, 2013-2017	65.8%
Education	
High school graduate or higher, percent of persons age 25 years+, 2013-2017	86.0%
Bachelor's degree or higher, percent of persons age 25 years+, 2013-2017	12.8%

Economy	
 In civilian labor force, total, percent of population age 16 years+, 2013-2017	62.2%
 In civilian labor force, female, percent of population age 16 years+, 2013-2017	56.2%
 Total accommodation and food services sales, 2012 (\$1,000) (c)	18,912
 Total health care and social assistance receipts/revenue, 2012 (\$1,000) (c)	78,615
 Total manufacturers shipments, 2012 (\$1,000) (c)	513,877
 Total merchant wholesaler sales, 2012 (\$1,000) (c)	98,246
 Total retail sales, 2012 (\$1,000) (c)	213,956
 Total retail sales per capita, 2012 (c)	\$10,318
Transportation	
 Mean travel time to work (minutes), workers age 16 years+, 2013-2017	22.8
Income & Poverty	
 Median household income (in 2017 dollars), 2013-2017	\$47,108
 Per capita income in past 12 months (in 2017 dollars), 2013-2017	\$23,557
 Persons in poverty, percent	 12.2%
Businesses	
 Total employer establishments, 2016	452
 Total employment, 2016	4,982
 Total annual payroll, 2016 (\$1,000)	171,902
 Total employment, percent change, 2015-2016	-4.8%
 Total nonemployer establishments, 2016	1,309
 All firms, 2012	1,594
 Men-owned firms, 2012	900
 Women-owned firms, 2012	435
 Minority-owned firms, 2012	39
 Nonminority-owned firms, 2012	1,484
 Veteran-owned firms, 2012	134
 Nonveteran-owned firms, 2012	1,388

Indiana Department of Revenue Commuting Report 2015

Annual Commuting Trends Profile Fulton County, Indiana

Based on Indiana IT-40 Returns for Tax Year 2015

Overview

Workers	
Number of people who live in Fulton County and work (implied resident labor force)	13,588*
Number of people who live AND work in Fulton County	10,832*
Total number of people who work in Fulton County (implied workforce)	12,195

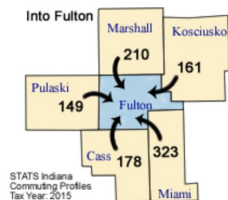
* This number is artificially inflated see [Learn more about the data](#)

Commuters	
Number of people who live in Fulton County but work outside the county	2,756
Number of people who live in another county (or state) but work in Fulton County	1,363

Top 5 counties sending workers INTO Fulton County:

County Sending Workers	Workers
Miami County	323
Marshall County	210
Cass County	178
Kosciusko County	161
Pulaski County	149
Total of above	1,021

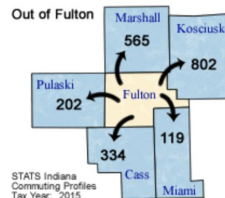
(8.4% of Fulton County workforce)



Top 5 counties receiving workers FROM Fulton County:

County Receiving Workers	Workers
Kosciusko County	802
Marshall County	565
Cass County	334
Pulaski County	202
Miami County	119
Total of above	2,022

(14.9% of Fulton County labor force)



Indiana Department of Workforce Development:

Labor Force, 2017	Number	Rank in State	Percent of State	Indiana
Total Resident Labor Force	9,696	70	0.3%	3,336,655
Employed	9,355	70	0.3%	3,218,115
Unemployed	341	76	0.3%	118,540
Annual Unemployment Rate	3.5	45	97.2%	3.6
February 2019 Unemployment Rate	4.3	37	104.9%	4.1

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

US Census Bureau Fulton County 2013-2017 American Community Survey 5 Year Estimates

Subject	Fulton County, Indiana			
	Estimate	Margin of Error	Percent	Percent Margin of Error
COMMUTING TO WORK				
Workers 16 years and over	9,324	+/-391	9,324	(X)
Car, truck, or van – drove alone	7,649	+/-410	82.0%	+/-3.4
Car, truck, or van – carpooled	949	+/-208	10.2%	+/-2.2
Public transportation (excluding taxicab)	12	+/-20	0.1%	+/-0.2
Walked	99	+/-53	1.1%	+/-0.6
Other means	190	+/-105	2.0%	+/-1.1
Worked at home	425	+/-243	4.6%	+/-2.6
Mean travel time to work (minutes)	22.8	+/-1.6	(X)	(X)
OCCUPATION				
Civilian employed population 16 years and over	9,575	+/-344	9,575	(X)
Management, business, science, and arts occupations	2,214	+/-319	23.1%	+/-3.1
Service occupations	1,458	+/-232	15.2%	+/-2.4
Sales and office occupations	1,878	+/-273	19.6%	+/-2.8
Natural resources, construction, and maintenance occupations	1,078	+/-184	11.3%	+/-1.9
Production, transportation, and material moving occupations	2,947	+/-325	30.8%	+/-3.3
INDUSTRY				
Civilian employed population 16 years and over	9,575	+/-344	9,575	(X)
Agriculture, forestry, fishing and hunting, and mining	432	+/-131	4.5%	+/-1.3
Construction	627	+/-211	6.5%	+/-2.2
Manufacturing	2,876	+/-306	30.0%	+/-3.2
Wholesale trade	385	+/-159	4.0%	+/-1.7
Retail trade	1,073	+/-209	11.2%	+/-2.1
Transportation and warehousing, and utilities	422	+/-138	4.4%	+/-1.4
Information	97	+/-49	1.0%	+/-0.5
Finance and insurance, and real estate and rental and leasing	361	+/-115	3.8%	+/-1.2
Professional, scientific, and management, and administrative and waste management services	320	+/-117	3.3%	+/-1.2
Educational services, and health care and social assistance	1,600	+/-216	16.7%	+/-2.2
Arts, entertainment, and recreation, and accommodation and food services	509	+/-205	5.3%	+/-2.1
Other services, except public administration	424	+/-131	4.4%	+/-1.4
Public administration	449	+/-156	4.7%	+/-1.6
CLASS OF WORKER				
Civilian employed population 16 years and over	9,575	+/-344	9,575	(X)
Private wage and salary workers	7,773	+/-358	81.2%	+/-3.1
Government workers	1,072	+/-227	11.2%	+/-2.3
Self-employed in own not incorporated business workers	677	+/-187	7.1%	+/-1.9
Unpaid family workers	53	+/-45	0.6%	+/-0.5

Indiana Department of Education Annual School Performance Reports

Caston School Corporation

2018 Annual Performance Report

Caston Jr-Sr High School, Fulton 2159

Indicator	School Results				State
	'14-'15	'15-'16	'16-'17	'17-'18	Total
A-F Accountability Grade	C	B	C	C	
Student Enrollment	395	356	338	324	1,139,822
Non-Waiver Grad Rate	85.54	75.81	75.00	72.88	80.67
College and Career Readiness Rate	69.74	69.09	72.80	N/A	

Caston School Corporation

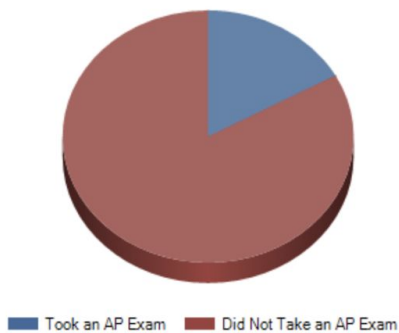
2018 Annual Performance Report

Caston School Corporation, Fulton 2650

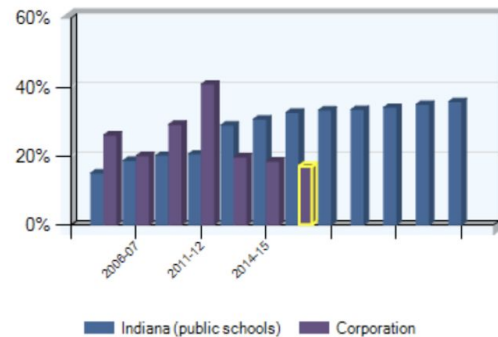
Indicator	Corporation Results				State
	'14-'15	'15-'16	'16-'17	'17-'18	Total
A-F Accountability Grade	C	B	C	C	
Student Enrollment	731	711	689	670	1,139,822
Percentage of Career and Technical Diplomas	5.3	5.5	8.5	1.9	6.7
Number of Certified Teachers	44	43	47	44	60,085
Teacher Salary Range - Minimum	\$32,451	\$32,451	\$32,451	\$33,433	\$34,165.70
Teacher Salary Range - Maximum	\$56,592	\$55,392	\$56,392	\$56,900	\$65,536.65
Number of Students in Special Education	86	82	65	72	174,863
Percent of Students in Special Education	11.8	11.5	9.4	10.8	16.0
Number of Students in Gifted and Talented Education	142	114	115	95	143,100
Percent of Students in Gifted and Talented Education	19.4	16.0	16.7	14.2	13.6
Number of Students Receiving Free or Reduced Lunches	343	316	301	274	547,597
Percent of Students Receiving Free or Reduced Price Lunches	46.9	44.4	43.7	40.9	49.6

Advanced Placement (AP)

2016-17 Graduates Taking an AP Exam



Graduates Taking an AP Exam Trend



Indiana Department of Education Annual School Performance Reports

Rochester Community School Corp

2018 Annual Performance Report

Rochester Community School Corp, Rochester 2645

Indicator	Corporation Results				State
	'14-'15	'15-'16	'16-'17	'17-'18	Total
A-F Accountability Grade	B	B	D	C	
Student Enrollment	1,895	1,819	1,836	1,790	1,139,822
Percentage of Career and Technical Diplomas	7.8	8.5	9	2.2	6.7
Number of Certified Teachers	110	109	117	118	60,085
Teacher Salary Range - Minimum	\$33,591	\$30,378	\$32,867	\$32,867	\$34,165.70
Teacher Salary Range - Maximum	\$65,879	\$65,879	\$66,867	\$66,867	\$65,536.65
Number of Students in Special Education	289	270	294	277	174,863
Percent of Students in Special Education	15.3	14.8	16.0	15.5	16.0
Number of Students in Gifted and Talented Education	199	181	170	166	143,100
Percent of Students in Gifted and Talented Education	10.5	10.0	9.3	9.3	13.6
Number of Students Receiving Free or Reduced Lunches	907	893	929	930	547,597
Percent of Students Receiving Free or Reduced Price Lunches	47.9	49.1	50.6	52.0	49.6

Rochester Community School Corp

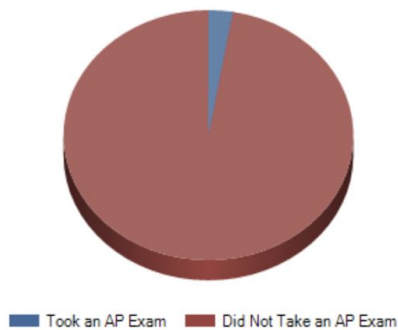
2018 Annual Performance Report

Rochester Community High School, Rochester 2173

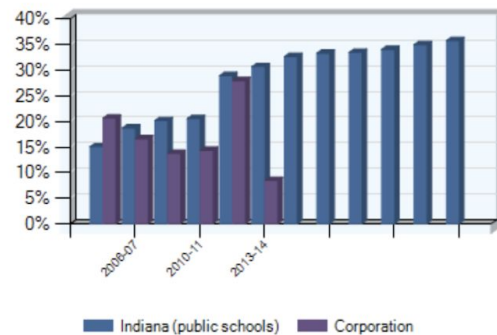
Indicator	School Results				State
	'14-'15	'15-'16	'16-'17	'17-'18	Total
A-F Accountability Grade	A	B	C	B	
Student Enrollment	532	532	527	536	1,139,822
Non-Waiver Grad Rate	90.08	91.04	89.57	90.78	80.67
College and Career Readiness Rate	80.17	70.00	65.70	N/A	

Advanced Placement (AP)

2016-17 Graduates Taking an AP Exam



Graduates Taking an AP Exam Trend



Indiana Department of Education Annual School Performance Reports

Tippecanoe Valley School Corp

2018 Annual Performance Report

Tippecanoe Valley School Corp, Akron 4445

Indicator	Corporation Results				State
	'14-'15	'15-'16	'16-'17	'17-'18	Total
A-F Accountability Grade	C	B	B	B	
Student Enrollment	1,954	1,888	1,840	1,837	1,139,822
Percentage of Career and Technical Diplomas	4.2	9.2	13.8	19.1	6.7
Number of Certified Teachers	118	116	122	120	60,085
Teacher Salary Range - Minimum	\$34,000	\$34,000	\$34,000	\$34,100	\$34,165.70
Teacher Salary Range - Maximum	\$75,281	\$75,281	\$75,281	\$78,023	\$65,536.65
Number of Students in Special Education	356	355	339	355	174,863
Percent of Students in Special Education	18.2	18.8	18.4	19.3	16.0
Number of Students in Gifted and Talented Education	183	169	162	164	143,100
Percent of Students in Gifted and Talented Education	9.4	9.0	8.8	8.9	13.6
Number of Students Receiving Free or Reduced Lunches	1073	1,021	994	990	547,597
Percent of Students Receiving Free or Reduced Price Lunches	54.9	54.1	54.0	53.9	49.6

Tippecanoe Valley School Corp

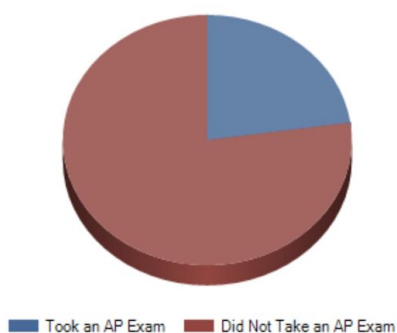
2018 Annual Performance Report

Tippecanoe Valley High School, Akron 3602

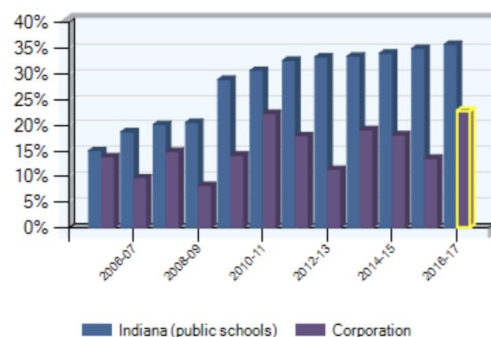
Indicator	School Results				State
	'14-'15	'15-'16	'16-'17	'17-'18	Total
A-F Accountability Grade	C	B	A	A	
Student Enrollment	651	647	595	585	1,139,822
Non-Waiver Grad Rate	87.18	85.81	85.06	87.76	80.67
College and Career Readiness Rate	67.36	60.99	57.90	N/A	

Advanced Placement (AP)

2016-17 Graduates Taking an AP Exam



Graduates Taking an AP Exam Trend



Indiana Department of Education Income Eligibility for Free and Reduced Lunches

Household Size	Reduced Price Meals 185% of federal poverty guidelines					Free Meals 130% of federal poverty guidelines				
	Yearly	Monthly	Twice Per Month	Every Two Weeks	Weekly	Yearly	Monthly	Twice Per Month	Every Two Weeks	Weekly
1...	22,311	1,860	930	859	430	15,678	1,307	654	603	302
2...	30,044	2,504	1,252	1,156	578	21,112	1,760	880	812	406
3...	37,777	3,149	1,575	1,453	727	26,546	2,213	1,107	1,021	511
4...	45,510	3,793	1,897	1,751	876	31,980	2,665	1,333	1,230	615
5...	53,243	4,437	2,219	2,048	1,024	37,414	3,118	1,559	1,439	720
6...	60,976	5,082	2,541	2,346	1,173	42,848	3,571	1,786	1,648	824
7...	68,709	5,726	2,863	2,643	1,322	48,282	4,024	2,012	1,857	929
8...	76,442	6,371	3,186	2,941	1,471	53,716	4,477	2,239	2,066	1,033
For each additional person:	+7,733	+645	+323	+298	+149	+5,434	+453	+227	+209	+105

Fulton County Indiana Division of Family Resources Monthly Management Reports



Reporting Month: February 2019

Location: Fulton County

TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF)

Child-Only and One-Parent Families	Feb 28, 2019	January 2019	February 2018	Annual Change
Number of families receiving TANF Grants	23	21	23	0.00%
Total number of grant recipients	39	32	41	-4.88%
Number of adult grant recipients	5	3	6	-16.67%
Number of child grant recipients	34	29	35	-2.86%
Total payments	\$4,114	\$3,570	\$4,199	-2.02%
Average payment per case	\$178.87	\$170.00	\$182.57	-2.02%
Average payment per recipient	\$105.49	\$111.56	\$102.41	3.00%
Number of cases with benefits reduced to zero	0	0	1	-100.00%
Number of recipients with benefits reduced to zero	0	0	1	-100.00%
Number of adult recipients with benefit reduced to zero	0	0	0	0%
Number of child recipients with benefit reduced to zero	0	0	1	-100.00%

Two-Parent Families	Feb 28, 2019	January 2019	February 2018	Annual Change
Number of families receiving TANF Grants	1	1	0	0%
Total number of grant recipients	3	3	0	0%
Number of adult grant recipients	0	0	0	0%
Number of child grant recipients	3	3	0	0%
Total payments	\$256	\$256	\$0	0%
Average payment per case	\$256.00	\$256.00	\$0.00	0.00%
Average payment per recipient	\$85.33	\$85.33	\$0.00	0.00%
Number of cases with benefits reduced to zero	0	0	0	0%
Number of recipients with benefits reduced to zero	0	0	0	0%
Number of adult recipients with benefit reduced to zero	0	0	0	0%
Number of child recipients with benefit reduced to zero	0	0	0	0%



Reporting Month: February 2019

Location: Fulton County

SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP)

	February 2019	January 2019	February 2018	Annual Change
Total issuance	\$159,178	\$155,633	\$183,597	-13.30%
Number of households receiving SNAP benefits	704	703	734	-4.09%
Number of recipients	1,504	1,516	1,696	-11.32%
Average issuance per household	\$226.11	\$221.38	\$250.13	-9.60%
Average issuance per recipient	\$105.84	\$102.66	\$108.25	-2.23%

Note:

All data July 2014 and following will be broken out according to the new DFR region structure effective July 1 2014.

GENERAL STATISTICS (cont.)

PREGNANT & RECEIVING ADDICTON TREATMENT

Cass	Miami	Howard	Others	Total
1	3	3	2	9

WOMAN WITH DEPENDENT CHILDREN ADDICTON

Cass	Miami	Fulton	Pulaski	Howard	Tipton	Other	Total
122	94	60	33	77	9	53	448

RECEIVING MED-ASSISTED TREATMENT

Cass	Miami	Howard	Pulaski	Total
6	4	4	1	15

TOP FIVE PRIMARY SUBSTANCES USED

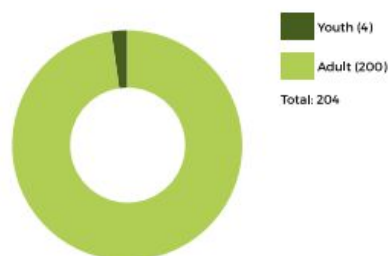
	Cass	Miami	Fulton	Pulaski	Howard	Tipton	Others	Total
Alcohol	168	83	68	30	47	8	60	464
Heroin	15	17	2	2	2	0	3	41
Marijuana/Hashish	80	49	23	13	32	5	18	220
Methemphetimine	42	24	17	6	8	0	2	99
Other/None	420	257	176	93	312	67	221	1546
Tobacco	163	123	86	31	72	9	65	549
Total	881	547	369	174	469	89	368	2,897

FULTON COUNTY

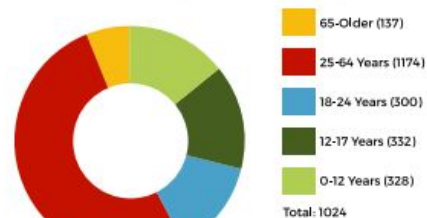
ACCOMPLISHMENTS

- Started Jail Groups thru jail partnership
- Substance Use groups in clinic (Women's Trauma, MRT)
- Out of Darkness Walk to support suicide prevention
- Certified Recovery Coaches
- Supporting integrated mental health services at Compassionate Health Center thru training grant
- Quick Response Team (QRT) grant for opioid use with first responders
- Onsite Intakes (DCS)
- Sources of Strength in Rochester Highschool
- Expansion of school programs (Tippecanoe Valley Schools)
- Therapists in schools

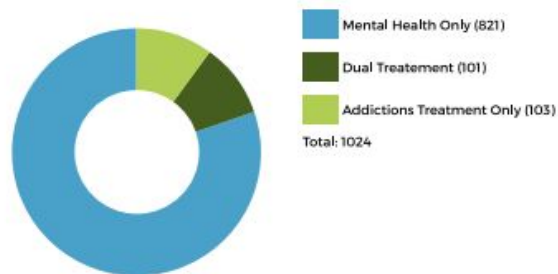
Adults/Youths Provided Addictions Treatment In Fulton County



Patients Served by Ages For Fulton County



Patients Served by Treatment Type For Fulton County



Indiana Public Health Profiles, June 2017

Fulton (2016 Population: 20,139)

Indiana is home to 93 health departments serving an estimated 6.6 million people. County health departments prevent epidemics and the spread of disease, protect against environmental hazards, prevent injuries, promote healthy behaviors and mental health, respond to disasters, assist communities in recovery, and work to create opportunities for all Hoosiers to lead healthy lives.

Health Behaviors	Description	County	Quartile	State
% Adult Obesity	¹ Percentage of adults that report a BMI \geq 30, 2013	38%	4-BOTTOM	32%
% Adult Physical Inactivity	¹ Percentage of leisure-time physical inactivity, age-adjusted, 20+, 2013	23%	1-TOP	27%
% Adult Smokers	¹ Percentage of adults (18 +) who are current smokers, 2014	21%	3-MIDDLE	23%
% Youth Smokers	⁶ Percentage of middle and high school students who were current tobacco users, 2012–2013	Indiana: 11.7%, National Average: 7% <i>*no county level data available</i>		
% Adult Excessive Drinking	¹ Percentage of adults reporting binge or heavy drinking, 2014	15%	1-TOP	16%
Teen Birth Rate	⁷ The birth rate for mothers ages 15 through 19 per 1,000 females in each age group, 2015	26.4	2-MIDDLE	26.0
Sexually Transmitted Infection Rate	¹ Number of newly reported chlamydia cases per 100,000 population, 2013	149.0	1-TOP	271.0

Social, Economic, and Environmental Factors	Description	County	Quartile	State
Median Household Income	² The income at which half the households earn more and half the households earn less, 2014	\$44,700	3-MIDDLE	\$48,737
% Unemployment (Adult)	² Percentage of the civilian labor force, age 16+, 2015	4.8%	3-MIDDLE	4.8%
% Food Insecurity	¹ Percentage of population who lack adequate access to food, 2013	15%	3-MIDDLE	15%
% Children in Poverty	¹ Percentage of children under age 18 in poverty, 2014	22%	3-MIDDLE	21%
% Not High School Graduates	¹ Percentage of ninth-grade cohort that did not graduate in four years, 2012–2013	10%	3-MIDDLE	13%
Air Pollution – Particulate Matter	¹ Average daily density of fine particulate matter in micrograms per cubic meter (PM _{2.5}), 2011	13.3ppm	1-TOP	13.5ppm

Health Indicators	Description	County	Quartile	State
Life Expectancy, Women	³ Estimated female life expectancy at birth (years), 2014	79.7	3-MIDDLE	80.0
Life Expectancy, Men	³ Estimated male life expectancy at birth (years), 2014	74.3	3-MIDDLE	75.3
Number of Infant Deaths, (Rate)	⁴ The number of infant deaths of all races (<1 yr), (Rate of infant mortality for all races per 1,000 live births), 2011–2015	15 (U)	Not Applicable	3,003 (7.2)
Number of Black Infant Deaths, (Rate)	⁴ The number of black infant deaths (<1 yr), (Rate of black infant mortality per 1,000 live births), 2011–2015	0 (U)	Not Applicable	711 (14.0)
Poor Mental Health Days*	¹ Average number of days out of the past 30 when mental health, which includes stress, depression, and problems with emotions, was not good (age-adjusted), 2014	4.2	4-BOTTOM	4.3
Drug Overdose Death Rate	⁴ Drug poisoning deaths per 100,000 population, 2012–2015	14.6	2-MIDDLE	17.9
Suicide Death, (Rate)*	⁴ Number of suicide deaths, (Suicide death rate, age-adjusted per 100,000 population), 2011–2015	19 (U)	1-TOP	4,696 (14.2)

U = Rate is unstable

* Value is age-adjusted

How we used quartiles. The quartiles provide a comparison between Indiana counties. In all categories, Quartile 1 is the **best** quartile. For example, on an indicator such as unemployment, a county classified as Quartile 1 has among the lowest unemployment rate in the state. Each quartile is assigned according to the distribution of all values recorded for each individual indicator. Quartile 1 is the **top** 25% of counties, or counties with 75% to 100% performance. Quartile 4 contains counties in the **bottom** 25% of performers for each indicator. Quartile 2 and 3 are classified as **middle** quartiles representing 50–75% and 25–50% respectively.



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Indianapolis

BROUGHT TO YOU BY STUDENTS FROM THE PUBLIC HEALTH CORPS AND THE
CENTER FOR PUBLIC HEALTH PRACTICE

Fulton County System Design Decomposition (the team will provide the excel spreadsheet to FC Hope)

