

Proposal for _____

Aligning Strategies and Building Partnerships for a Thriving Perry County

December 24, 2024

Submitted to

Perry County, Indiana

Randy Cole, Commissioner



Commissioner Cole,

TPMA is pleased to submit this proposal to Perry County, Indiana, for conducting a needs analysis and developing a strategic plan.

Established in 1989, TPMA provides comprehensive consulting services across the United States and internationally, collaborating with nonprofit organizations, educational institutions, local and state governments, and industry associations. TPMA has a proven track record of success in economic development projects throughout the United States, fostering creative partnerships between educational providers and industry leaders.

Our team comprises experienced economic development experts with a deep understanding of the inner workings of these agencies and their respective partner networks. We prioritize developing a community's comprehensive understanding of the evolving economic landscape and identifying related opportunities that foster long-term resilience and sustainable development. This approach enables our team to align identified opportunities with immediate, short-term, and long-term strategic priorities.

The recent quality-of-life exercise may have set unrealistic goals. A more strategic approach is crucial, including:

- Site selection with utility partners.
- Collaboration with the Indiana Economic Development Corporation (IEDC).
- Regional partnerships, including Kentucky.
- Defining roles for all stakeholders.
- Addressing healthcare needs.

By fostering collaboration, Perry County can enhance its prospects for achieving its community development goals.

With over 30 years of experience in municipal government, including 12 years as Chief Executive and former Mayor of Shelbyville, Indiana, I am available to provide general advisory services throughout this engagement.

Tom DeBaun

Tom DeBaun, Senior Director

Introduction

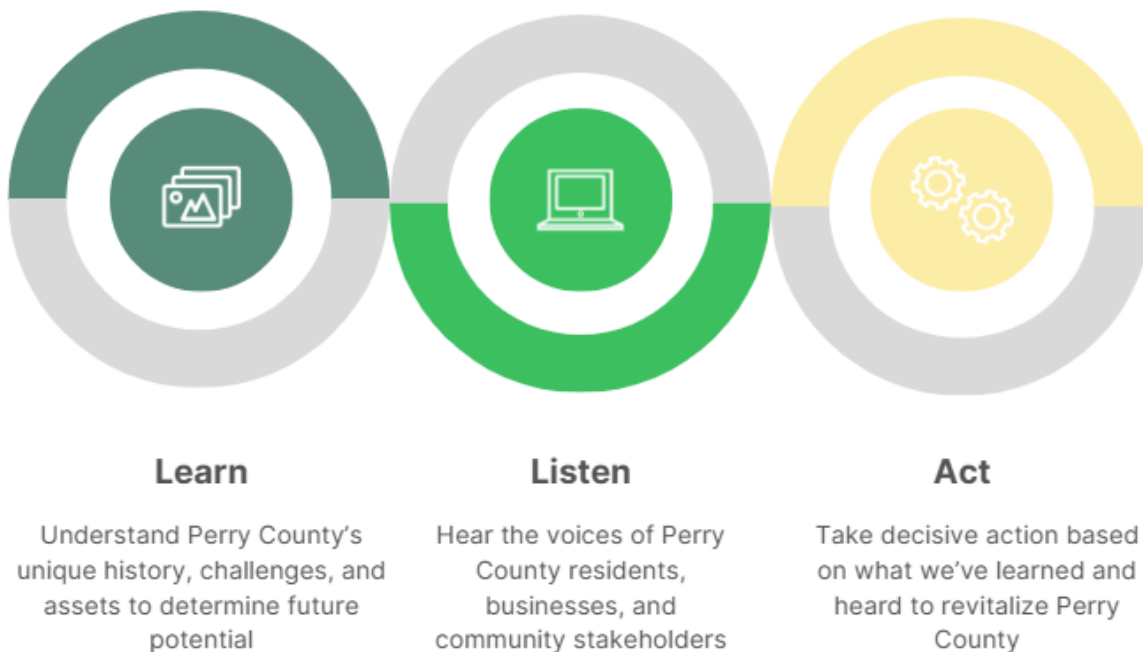
For this project, TPMA will perform several tasks that will help propel Perry County, Indiana, forward in improving the quality of life for its residents and providing expanded opportunities for success.

TPMA is driven by a mission to empower communities through strategic partnerships and informed solutions that create positive, sustainable change. This mission pushes us to seek out projects that require our ability to work with multiple stakeholders and assist community organizations in making data-informed decisions.

TPMA's philosophy is to work with our clients as partners. We prioritize creating and facilitating a collaborative relationship and engaging the client in the project's design, expectations, commitment, and results. We are flexible and willing to adjust our approach to meeting our clients' needs. At the same time, we provide services of the utmost quality and deliverables accessible to our clients and their stakeholders. Our team is responsive, professional, flexible, and easy to work with.

Strategic Planning: A Learn, Listen, Act Approach

Embracing strategic planning is a crucial step for Perry County in seeking to foster growth and prosperity. This approach involves three key phases:



1. Learn

- **Data-Driven Analysis:** Conduct a thorough analysis of the county's economic landscape, including macroeconomic trends, demographics, education, labor market, and industry clusters.
- **Baseline Assessment:** Review existing data and reports to establish a solid foundation for planning.
- **SWOT Analysis:** Identify the county's strengths, weaknesses, opportunities, and threats to inform strategic decision-making.

2. Listen

- **Community Engagement:** Engage with local stakeholders, including elected officials, businesses, real estate professionals, economic development organizations, educational institutions, and workforce leaders.
- **Gather Input:** Conduct interviews and focus group sessions to gain insights and perspectives on the region's needs and priorities.
- **Build Consensus:** Foster collaboration and consensus among stakeholders to ensure buy-in and support for the plan.

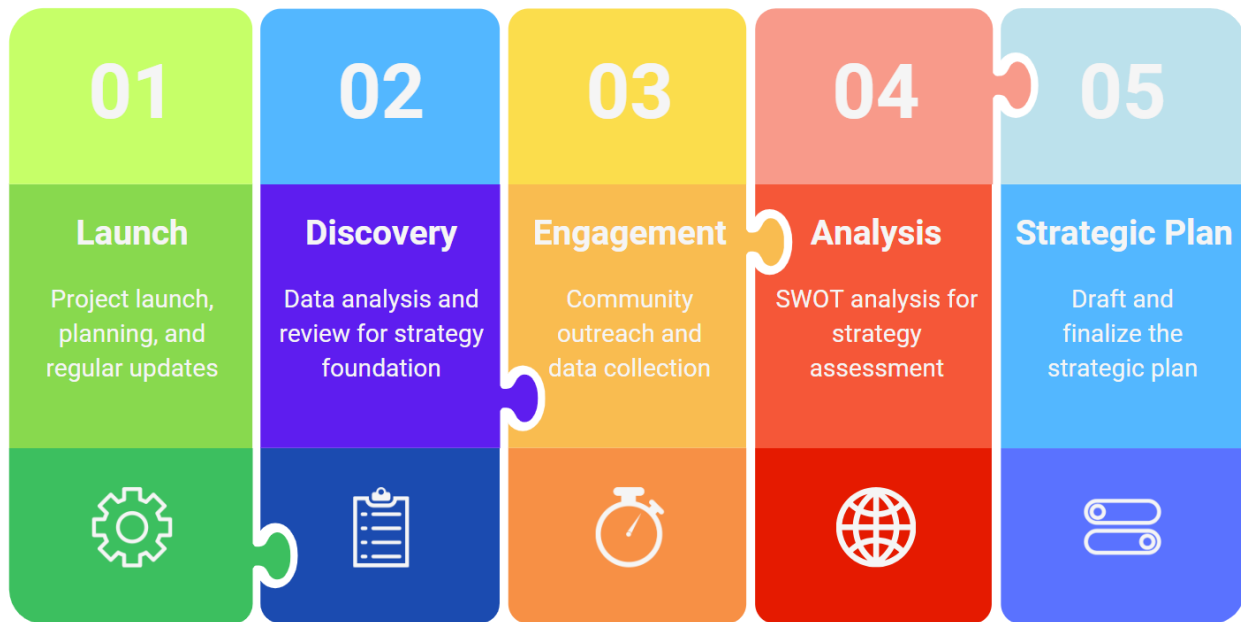
3. Act

- **Develop Action Plan:** Create a comprehensive action plan outlining specific strategies and initiatives to achieve the region's economic development goals.
- **Prioritize Strategies:** Identify key priorities and allocate resources effectively.
- **Implement Strategies:** Execute the action plan through a combination of internal efforts and external partnerships.
- **Monitor and Evaluate:** Track progress, measure outcomes, and make adjustments as needed to ensure the plan's success.

By following this "Learn, Listen, Act" approach, Perry County can develop effective economic development strategies that drive growth, create jobs, and improve quality of life.

Scope of Work

The Strategic Plan will include the following:



Task 1: Project Launch

The project team will facilitate an in-person launch meeting with county leadership to establish rapport and discuss the project context.

A detailed project plan will be developed, outlining:

- Scope of work, timeline, and deliverables
- Roles and responsibilities
- Desired outcomes and success metrics
- Communication preferences and a schedule for regular meetings
- Relevant existing plans and programs
- Stakeholder engagement strategy

To ensure ongoing alignment, bi-weekly check-in meetings will be held to gather feedback and make necessary adjustments. The team will provide agendas, materials, and meeting notes, and will share digital copies of deliverables. Regular briefings and presentations will be provided to county leadership as needed.

Deliverables: *Project Plan; Kick-Off Meeting; Regular Check-in Meetings; Leadership Briefings/Presentations*

Timeline: *January 2025 (Regular Leadership Meetings ongoing)*

Task 2: Discovery

Following the launch meeting, TPMA will comprehensively analyze existing studies, plans, and reports related to Perry County's economic, housing, and workforce development. This review will inform our understanding of historical and current efforts, as well as regional planning initiatives. Additionally, the team will benchmark best practices from high-performing Economic Development Organizations (EDOs) nationwide to identify actionable strategies tailored to Perry County's unique context.

To evaluate the county's current economic conditions, TPMA will analyze data on demographics, population, workforce characteristics, environment, geography, natural and human resources, and socioeconomic factors. We will leverage data sources, including Lightcast, DataAxle Genie, ArcGIS Business Analyst, U.S. Census Bureau, U.S. Bureau of Labor Statistics, and U.S. Bureau of Economic Analysis, to identify data gaps.

Data collection will focus on the following key areas:

- **Market Demand:** Existing and emerging demand for products and services, and related market gaps.
- **Infrastructure:** Local transportation infrastructure (road, rail, freight, and air).
- **Economic Growth Initiatives:** Special initiatives for economic growth and resiliency.
- **Supply Chain:** Access and affordability of industry inputs.
- **Business Environment:** Ease of doing business within the state and local government.
- **Land Use and Zoning:** Zoning regulations and land use patterns.
- **Economic Trends:** Current and projected economic trends.
- **Workforce:** Education attainment, talent pipeline, and labor force participation rate.
- **Industry Clusters:** Existing and emerging industry clusters.
- **Real Estate:** Real estate development trends.
- **Tourism and Infrastructure:** Tourism potential and infrastructure needs.
- **Entrepreneurship:** Entrepreneurial ecosystem and support structures.
- **Emerging Trends:** Emerging market, labor, and workforce trends based on data projections.

Deliverables: *Data Analysis; Document Review; Preliminary Analysis (where applicable); Data Report (Narrative + Graphic illustrations)*

Timeline: *February – April 2025*

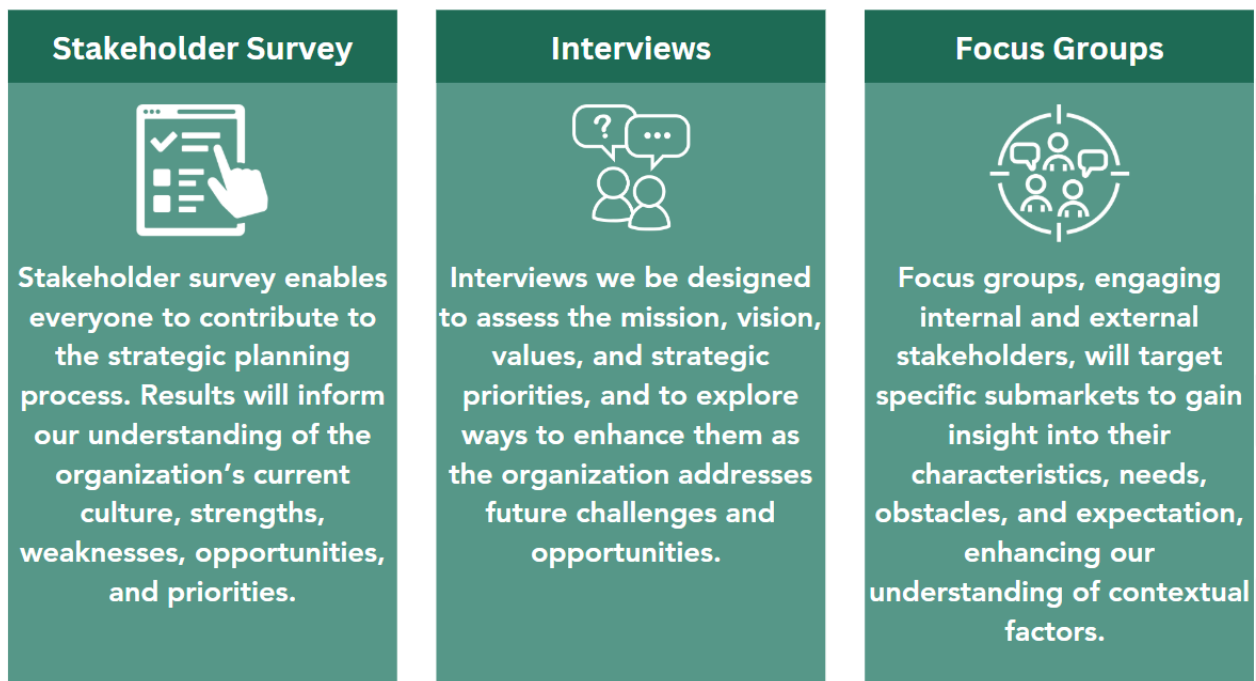
Task 3: Stakeholder Engagement

The project team will establish a dynamic engagement process and create an inclusive events calendar. Facilitation tools will be developed in close collaboration with the Perry County Commissioners.

The team will gather qualitative data from diverse stakeholders, including the Perry County Development Corporation, the Chamber of Commerce, business organizations, small businesses, educational institutions, faith-based institutions, realtors, and others identified in partnership with the county.

Stakeholder engagement will be conducted both in-person and online to maximize participation. Our goal is to create highly inclusive and equitable engagement opportunities, ensuring all stakeholders have a voice.

Discussions will focus on key topics such as economic diversification, small business support, business retention and recruitment, quality of life, target industries/clusters, equitable development, workforce pipelines, housing solutions, tourism opportunities, infrastructure needs, and other areas identified by the group.

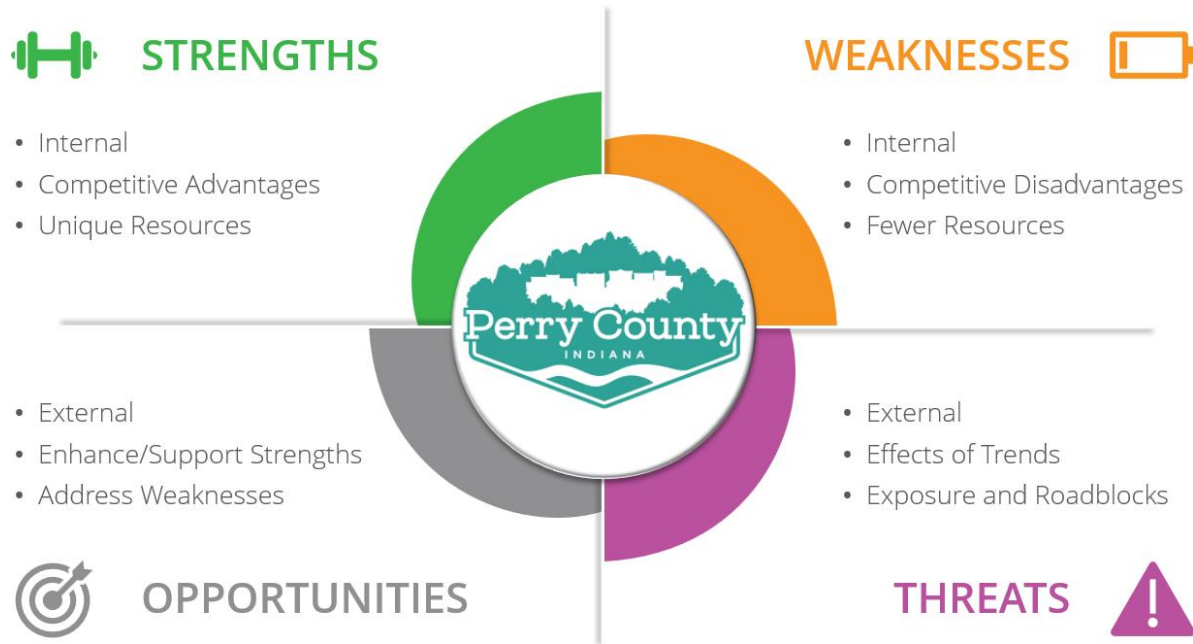


Deliverables: *Engagement Plan; Focus Groups, Interviews, Surveys; Stakeholder list; Presentations Materials; Summary of Findings; Summary Notes; Questionnaire Results; Engagement Analysis & Results*

Timeline: *April – July 2025*

Task 4: Analysis

The project team will conduct a comprehensive SWOT analysis to identify the county's strengths, weaknesses, opportunities, and threats. This analysis will inform the development of an economic development framework, including strategies, implementation plans, and performance metrics.



To identify the county's competitive advantages, we will analyze its unique assets, such as regional clusters and community resources. By leveraging these strengths, we can design strategies to capitalize on emerging economic sectors and diversify the local economy.

Our approach will focus on:

- **Partnerships:** Collaborating with key stakeholders to maximize impact.
- **Equity:** Ensuring equitable economic development for all residents.
- **Sustainability:** Promoting environmentally sustainable practices.
- **Livability:** Enhancing the overall quality of life in the community.

To address the county's competitive disadvantages, such as limited housing availability or lack of funding, we will identify necessary resources and develop strategies to mitigate these challenges. By prioritizing actions and setting realistic timelines, we can effectively address these issues.

We will also identify opportunities arising from existing state, regional, or local plans and assess potential threats, such as regulatory changes or shifts in the regional value chain. By proactively addressing these challenges, we can enhance the county's long-term economic resilience.

Given the interest in small business support and business retention and expansion (BR&E), we will provide tailored recommendations for funding programs, BR&E strategies, and workforce development initiatives. Our analysis will consider the county's existing clusters and potential spillover effects.

The team will also provide a basic workforce analysis for the existing clusters and targeted industries/businesses for BR&E efforts.

Potential elements to be examined in the Analysis include:



Deliverables: *SWOT Analysis; BR&E Analysis; Workforce Analysis; Cluster Analysis; Small Business Analysis; Policy Analysis*

Timeline: *July – September 2025*

Task 5: Draft & Final Strategic Plan

The final strategic plan will outline specific, actionable goals and objectives for the county, grounded in best practices and tailored to the region's unique characteristics.

Drawing upon insights from stakeholder engagement, data analysis, and industry best practices, the project team will collaborate with leadership to develop a comprehensive strategy. This strategy will focus on building a more resilient, diversified, and equitable economic future for the county.

The final plan will include an implementation matrix detailing the following:

- **Specific Goals:** Short-term and long-term objectives aligned with the overall strategy.
- **Action Steps:** Key steps required to achieve each goal.
- **Performance Indicators:** Metrics to measure progress and success.
- **Stakeholder Roles:** Responsibilities assigned to various stakeholders.
- **Timeline:** A schedule for implementing the plan.

To ensure clarity and accessibility, the plan will be presented in a user-friendly format, combining a narrative overview with visually appealing infographics. Detailed data and technical information will be included in the appendix.

The project team will present the final plan to the Perry County Commissioners and other key stakeholders to foster understanding and support.

OPTIONAL ADD-ON SERVICE

We understand that transparency is critical for strategic planning efforts in the county. For this reason, we propose the development of a dashboard for internal tracking, external transparency, and stakeholder buy-in. Also, making the plan a living document online is also possible. Please find some examples of dashboards and online examples here:

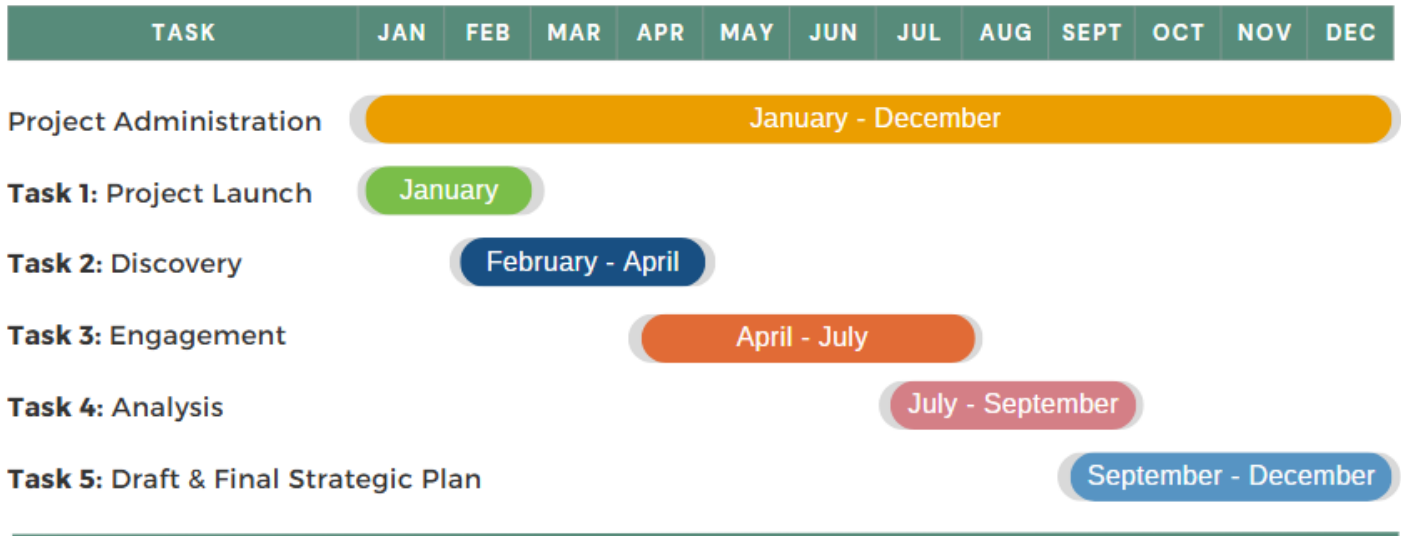
[Profile - tpma | Tableau Public](#)

[Community Resiliency Toolkit – BRADD Planning](#)

Deliverables: *Draft Report; Final Report (pdf); PPTs from all Presentations*

Timeline: *September – December 2025*

Timeline



Budget

TPMA can perform the above-outlined scope of work for a total cost of **\$93,600**. Payment will be made in twelve (12) equal installments of \$7,800 monthly from January until December 2025. This cost includes all staff time, travel, and materials. The table below breaks down the costs by task.

TASK	TIMELINE	BUDGET
Project Administration	January - December	\$ 5,772
Task 1: Project Launch	January	\$ 2,184
Task 2: Discovery	February - April	\$ 18,408
Task 3: Engagement	April - July	\$ 27,066
Task 4: Analysis	July - September	\$ 22,074
Task 5: Draft & Final Strategic Plan	September - December	\$ 18,096
TOTAL		\$ 93,600

Personnel

Tom DeBaun

Senior Director of Indiana

STRATEGIC ADVISOR

Tom will help lead research design, identify partnership and collaboration opportunities, and develop recommendations.

EDUCATION

History and Political Science, BA, Franklin College
Graduate, Indiana Economic Development Academy



PROFESSIONAL SUMMARY

Tom works with municipalities and communities to bring about holistic, meaningful change. With over 30 years of experience in economic development, Tom understands the importance of workforce development, strategic partnerships, and financial management when building a vibrant, resilient economy.

Prior to joining TPMA, Tom served three terms as the mayor of Shelbyville, Indiana, where he managed a team of over 200 employees and oversaw the city's \$30 million budget. During his time as mayor, he was instrumental in attracting new investors, launching new educational programs, and redeveloping the city's downtown public spaces.

RELEVANT EXPERIENCE

City of Shelbyville | Mayor, Building and Plan Commission Director, IN

Ambassador Enterprises | Research & Evaluation Assistance

Crossroads of America Council | Scouting 2025-2027 Strategic Plan

Zachary Rice

Director of Indiana

PROJECT LEAD

Zachary will serve as the Project Lead and key contact for this project.

EDUCATION

Campaign Strategy, Graduate Certificate, George Washington University
Policy Analysis, MPA, Indiana University
Political Science & Philosophy, BA, Indiana University



PROFESSIONAL SUMMARY

Prior to joining TPMA, Zachary helped launch the \$167 million federally funded Indiana Homeowner Assistance Fund program to help homeowners impacted by COVID-19. He served as the Legislative Affairs and Policy Director of the Indiana Housing & Community Development Authority, where he was responsible for an advocacy coalition and coordinated stakeholders for lobbying efforts on more than 100 pieces of legislation. Zachary has consulted on customer engagement, supply chain management, and issues, including the shortage of skilled workers and aging infrastructure. He has also held positions in Indiana state government offices and the US Congress.

RELEVANT EXPERIENCE

Indiana Housing & Community Development Authority | Legislative Affairs and Policy Director

Northwest Indiana Forum | Regional Employer-Sponsored Child Care Impact Analysis

Madison County Community Foundation | Attainable Housing Study

Invest Hamilton County | Childcare Action and Investment Plan

Hancock County | READI 2.0 Assistance | Child Care Impact Study

Indiana Destination Development Corporation | Future Destination Asset Development Study

Lindsay Bloos

Senior Consultant

PROJECT CONSULTANT

Lindsay will bring her extensive experience to the team and serve as a key advisor to Perry County's planning efforts and growth success.



EDUCATION

Sociology, BA, Franklin College
Diversity, Equity, and Inclusion in the Workplace Certification, USF Office of Corporate Training & Professional Education
Institute for Organization Management, US Chamber of Commerce
Foundation Certified Professional (CP)

PROFESSIONAL SUMMARY

Lindsay is a Senior Consultant on the Economic Development & Community Resiliency Team at TPMA. Her primary focus is engaging communities and developing actionable strategies for improving economic conditions and quality of life.

Prior to joining TPMA, Lindsay served as Executive Director of the Madison Area Chamber of Commerce in Madison, Indiana where she regularly worked with businesses to provide support and resources. In 2020, Lindsay organized and led the COVID-19 business response team in Madison, providing critical assistance and data. She served as an Executive Team member for the City of Madison's Stellar Communities designation, the Visit Madison Board of Directors, Madison Main Street Program's Economic Vitality committee, Madison's America's Best Communities committee, and the Indiana Chamber Executives Association.

RELEVANT EXPERIENCE

City of Orem, UT | Economic Development Strategic Plan

West Piedmont PDC, VA | Comprehensive Economic Development Strategy

Top of Alabama Regional Council of Governments | EDA Comprehensive Economic Development Strategy

City of Lee's Summit, MO | Best Practices for Economic Development for Lee's Summit

Mountainland Association of Governments (MAG) | Comprehensive Economic Development Strategy

Ashley Sharpley

Consultant

PROJECT SUPPORT

Ashley will support all areas of the project, including research and engagement activities.

EDUCATION

Business, BS, Indiana University

PROFESSIONAL SUMMARY

Ashley completed her Bachelor of Science in Business at the Kelley School of Business and specialized in business economics and public policy analysis. Her coursework focused strongly on economic development research and data analysis.

She has served as a Chief of Staff and later as a president for the Indiana Model United Nations. Her responsibilities included fiscal year budgeting, recruiting, and streamlining conference logistics by expanding interlinking data storage and processing systems. Furthermore, she supported the Genetics Biobank as an intern and processed current trial data, utilizing various research and medical databases.

At TPMA, Ashley is supporting research and stakeholder engagement activities for the following projects at TPMA: Comprehensive Economic Development Strategy for the Mountainland Association of Governments (UT), Economic Development Strategic Plan (EDSP) for Clarksville-Montgomery County (TN), EDSP for Harrisburg (NC), EDSP for Charles City County (VA), and the EDSP for the North Carolina Gateway Communities.

RELEVANT EXPERIENCE

Town of Harrisburg, NC | Economic Development Strategy

Clarksville-Montgomery County EDC, TN | Economic Development Strategic Plan

North Carolina Gateway Communities, NC | Economic Development Strategic Planning

Blue Ridge Parkway Foundation North Carolina Gateway Communities | Economic Development Strategic Planning

Mountainland Association of Governments | Comprehensive Economic Development Strategy



Connor Waddell

Consultant

RESEARCH SPECIALIST

Connor excels in data analysis and will lead this work for the duration of the project.

EDUCATION

Public Affairs, MA, Indiana University
Philosophy, BA, University of Indianapolis
Applied Psychology, BA, University of Indianapolis



PROFESSIONAL SUMMARY

Connor serves as a consultant at TPMA and has extensive work experience with non-profits, community organizations, and authorities. He has worked on projects with a focus on affordable housing and market analysis and mostly focuses on data analysis and projections.

He has conducted economic development strategic plans and resiliency plans throughout the country, including work for Greene County, OH (Pandemic Recovery Strategic Action Plan); and Orem (EDSP), UT, South Plains Association of Governments (Economic Recovery & Resiliency Plan), TX, and Asset Mapping for the Michigan Economic Development Corporation.

As a research specialist, he analyzes economic and demographic data from a variety of sources to identify relevant trends, gaps, resiliency gaps, and opportunities. Using his analyses, the project team can craft data-driven recommendations to improve and foster economic development and resiliency conditions within the community of focus.

RELEVANT EXPERIENCE

Green County | Pandemic Recovery Strategic Action Plan

Lake County | Economic Diversification Services

City of Charlotte | Small Business Ecosystem Assessment & Implementation Services

Warrick County | Housing Study

Southeast Indiana Regional Planning Commission | Southeast Indiana READI Regional Development Planning

Indiana Wesleyan University | Strategic Assistance

Gibson County Economic Development | Indiana Housing Study

Brett Wiler

Vice President, Economic Development & Strategic Planning

STRATEGIC ADVISOR

Brett will serve as the Strategic Advisor, using his expertise in Economic Development and business attraction.



EDUCATION

Public Administration, MPA, Gannon University
Business Administration, BS, John Carroll University

PROFESSIONAL SUMMARY

Brett is the Vice President of Economic Development and Strategic Planning. He specializes in business retention, expansion, attraction, Opportunity Zone strategy, economic development financing strategy, entrepreneurial ecosystem building, chamber of commerce operations and strategy, and workforce development.

Prior to joining TPMA, Brett worked as the Director of Outreach and Investment for the Erie Regional Chamber where he managed an industry recognized best-practice business outreach program. Brett was the primary architect of the nation's first municipal based Opportunity Zone Prospectus and Intermediary and led the Flagship Opportunity Zone Development Company under the umbrella of the Erie Regional Chamber. This work was the cornerstone of Erie's signature economic development conference, Erie Homecoming, that has led to over \$100 million in investment into Erie since 2019.

RELEVANT EXPERIENCE

City of Orem, UT | Economic Development Strategic Plan

City of Lee's Summit, MO | Best Practices for Economic Development for Lee's Summit

City of Louisville, KY | Economic Development Strategic Plan

Town of Harrisburg, NC | Strategic Economic Development Plan

County of Humboldt, CA | Project Rebound Economic Consulting

City of Charlotte, NC | Small Business Ecosystem Assessment and Implementation Services