

EMPLOYMENT GROWTH

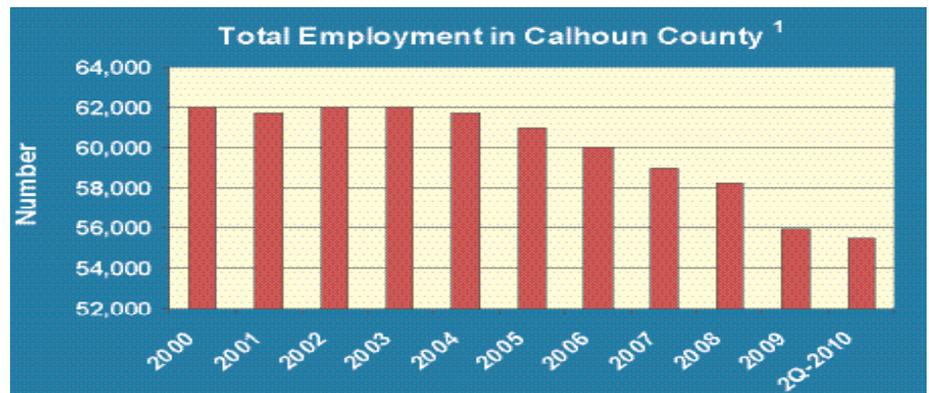
GOAL: All individuals and families in Calhoun County will be economically self sufficient.

| TOTAL EMPLOYMENT ¹ | |
|-------------------------------|--------|
| Calhoun | |
| 2001 | 61,400 |
| 2002 | 61,700 |
| 2003 | 61,700 |
| 2004 | 61,300 |
| 2005 | 60,600 |
| 2006 | 59,600 |
| 2007 | 59,000 |
| 2008 | 58,200 |
| 2009 | 55,900 |
| 2Q-2010 | 55,500 |

Most of the decline has occurred in the last 3 years.

| EMPLOYMENT IN MANUFACTURING AND PROFESSIONAL SERVICES ¹ | | |
|--|---------------|-----------------------|
| | Manufacturing | Professional Services |
| 2000 | 15,400 | 5,300 |
| 2001 | 15,000 | 5,200 |
| 2002 | 14,500 | 5,300 |
| 2003 | 13,900 | 5,700 |
| 2004 | 14,100 | 5,900 |
| 2005 | 13,000 | 6,500 |
| 2006 | 12,800 | 6,100 |
| 2007 | 12,400 | 6,000 |
| 2008 | 12,100 | 6,100 |
| 2009 | 10,600 | 5,700 |
| 2Q-2010 | 9,900 | 5,500 |

RATIONALE FOR CHOOSING INDICATOR: Employment change is the only timely measure for economic growth available in local areas. It is highly dependent on the competitiveness of the area's "base" companies—those firms that sell their goods or services to customers located outside the area. In the past, the area's manufacturers made up the area's base activities; today professional services are becoming a significant component of the area's base. As these companies grow, they generate jobs and income that support the area's non-base jobs such as health care, restaurants and retail outlets. Employment growth increases the probability for people to move up in their career paths and potentially increase their earnings. Second, employment growth increases the ability of residents who are struggling in poverty to find employment or move up to a better-paying position.



HOW ARE WE DOING? Total employment in Calhoun County has declined consistently since 2003. Between 2007 and 2009, the number of jobs in the county fell by 5.3%, which represents a loss of approximately 3,100 jobs. This trend continued as of the second quarter of 2010 regardless of the employment openings generated through the 2009 opening of the Firekeeper's Casino.

The region's largest job losses continue to occur in the manufacturing sector, which has shrunk 35.7% since 2000. Unfortunately, professional services jobs, which have expanded in many parts of the United States during the mid-2000s, have not been a source of employment growth in Calhoun County—remaining essentially flat since 2000.

It is important to note that the county houses strong, professionally-managed economic development organizations in Battle Creek, Marshall and Albion, which are working hard to stabilize and grow the county's economic base industries. While their efforts have been thwarted by powerful market forces, they are still crucial in turning around the county's negative employment trends.

SOURCE:

1. Bureau of Labor Statistics, 2010
2. W.E. Upjohn Institute for Employment Research, 2010

UNEMPLOYMENT

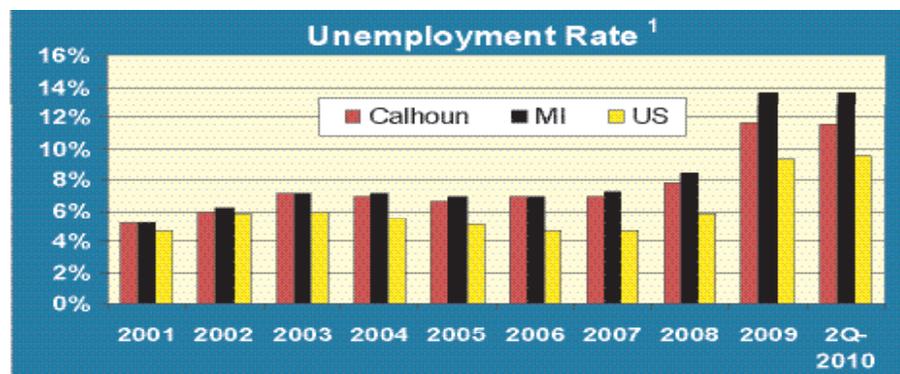
GOAL: All residents in Calhoun County will have jobs providing a living wage.

| EMPLOYMENT STATUS IN CALHOUN COUNTY POPULATION 16 YEARS AND OLDER ¹ , 2009 | | | |
|---|---------|----------------|----------|
| Age | Total | In labor force | Employed |
| | 107,231 | 63.9% | 53.2% |
| 16-19 | 7,196 | 48.2% | 32.1% |
| 20-24 | 9,533 | 85.1% | 62.4% |
| 25-44 | 33,170 | 85.8% | 70.7% |
| 45-54 | 20,704 | 80.1% | 69.3% |
| 55-64 | 16,442 | 59.1% | 54.4% |
| 65-74 | 10,728 | 17.6% | 16.1% |
| 75 + | 9,458 | 3.4% | 3.4% |

RATIONALE FOR CHOOSING INDICATOR: While employment growth is a measure of performance, the area's unemployment rate is the preferred measure of the area's employment conditions. The unemployment rate is not without its critics, however, as it excludes persons who have given up looking for work or who are underemployed –working part-time when they want to be working full-time. Therefore, it is important to also monitor the area's participation rate which is the percentage of the area's working-age adults who are in the labor force (working or looking for work).

By comparing the percentage of individuals participating in the labor force to those able to find work, we can gain a greater perspective on the area's employment situation. It is also important to look at the percentage of people that have dropped out of the labor force and are no longer looking for work, as again they are not counted in the unemployment rate.

| UNEMPLOYMENT RATE ¹ | | | |
|--------------------------------|---------|-------|------|
| | Calhoun | MI | U.S. |
| 2000 | 4.1% | 3.7% | 4.0% |
| 2001 | 5.2% | 5.2% | 4.7% |
| 2002 | 6.0% | 6.2% | 5.8% |
| 2003 | 7.1% | 7.1% | 6.0% |
| 2004 | 6.9% | 7.1% | 5.5% |
| 2005 | 6.6% | 6.9% | 5.1% |
| 2006 | 6.9% | 6.9% | 4.6% |
| 2007 | 6.9% | 7.2% | 4.6% |
| 2008 | 7.8% | 8.4% | 5.8% |
| 2009 | 11.7% | 13.6% | 9.3% |
| 2nd Qtr 2010 | 11.6% | 13.6% | 9.5% |



HOW ARE WE DOING? Job seekers in Calhoun County continued to struggle in their pursuit of employment during 2010. Of course, this reflects the national recession, even though it officially ended in June of 2009. The unemployment rate in Calhoun County during the second quarter of 2010 was 11.6%, holding steady from 2009 after increasing from 7.8% in 2007. The nationwide unemployment rate during the second quarter of 2010 was 9.5%, and it was 13.6% for Michigan. The 2010 mid-year unemployment statistics indicate that the county's employment situation is stabilizing; however, national and state employment trends suggest that the county's unemployment rate may not improve significantly during the second half of the year.

In 2009 63.9% of the non-institutional population age 16+ was actively participating in the labor force in Calhoun County³. As expected during a recession, those facing the most difficulty obtaining employment are those in the youngest age groups. Teens (age 16-19) had an employment rate of 32.1% and only 48.2% were in the labor force. In 2009, the county's 65 - 74 aged workers grew the most with 21.3% of this population in the workforce compared to 17.6% in 2008³. Unfortunately, this could reflect that some were unable to retire due to lack of retirement savings or the decreased value of their homes.

* 2nd Quarter 2010 are seasonally adjusted

SOURCE:

1. Bureau of Labor Statistics, *Business Outlook for West Michigan*, 2010
2. W.E. Upjohn Institute, 2010
3. American Community Survey, 2010

POVERTY

GOAL: All individuals and families in Calhoun County will be economically self sufficient.

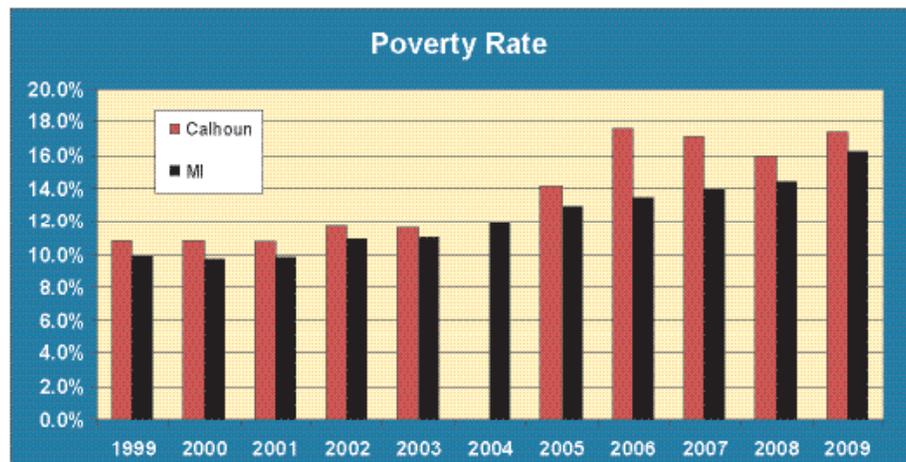
| POVERTY RATE ¹ (CHILDREN 0-17 YEARS) | | | |
|--|---------|-----|------|
| | Calhoun | MI | U.S. |
| 2000 | 16% | 14% | 17% |
| 2001 | 15% | 13% | 17% |
| 2002 | 16% | 14% | 18% |
| 2003 | 17% | 15% | 18% |
| 2004 | NA | 18% | 18% |
| 2005 | 21% | 19% | 19% |
| 2006 | 28% | 18% | 18% |
| 2007 | 28% | 19% | 18% |
| 2008 | 22% | 19% | 18% |
| 2009 | 27% | 23% | 20% |

Rate is the percentage of children in poverty in Calhoun County compared to the State and the U.S.

| POVERTY RATE (PERSONS OF ALL AGES) ¹ | | |
|--|---------|-------|
| | Calhoun | MI |
| 1998 | 13.4% | 11.4% |
| 1999 | 10.8% | 9.9% |
| 2000 | 10.8% | 9.7% |
| 2001 | 10.7% | 9.8% |
| 2002 | 11.7% | 10.9% |
| 2003 | 11.6% | 11.0% |
| 2004 | NA | 12.0% |
| 2005 | 14.2% | 13.0% |
| 2006 | 17.6% | 13.5% |
| 2007 | 17.1% | 14.0% |
| 2008 | 16.0% | 14.4% |
| 2009 | 17.3% | 16.2% |

Rate reflects the percent of combined age groups in poverty compared to the State

RATIONALE FOR CHOOSING INDICATOR: Poverty is a condition in which a person or community is deprived of, and or lacks the essentials for a minimum standard of well-being and life. These essentials may be material resources such as food, safe drinking water, and shelter, or they may be social resources such as access to information, education, health care, transportation, social status, political power or the opportunity to develop meaningful connections with other people in society. Poverty has a direct impact on safe, stable and healthy families and safe, stable and healthy communities. Finally, poverty has been shown to have a significant and long-lasting negative influence on the academic success of students.



HOW ARE WE DOING? In real-dollar terms, incomes throughout most of Michigan have been decreasing over the past several years. Residents are grappling with the realities of the loss of manufacturing jobs. According to the U.S. Census Bureau's American Community Survey, nominal median income fell in Calhoun County from \$40,223 in 2005 to \$38,507 in 2009. The median household income in Calhoun County is now over 23% lower than the median household income of the U.S. as a whole. Not surprisingly, per capita income also declined from \$22,134 in 2005 to \$21,861 in 2009.

The poverty rate in Calhoun County increased from 16.0% in 2008 to 17.3% in 2009.¹ The county's poverty rate remains higher than Michigan and the nation as a whole, 14.3%. The percentage of children (0-17 years) struggling in poverty also increased significantly from 21.8% in 2008 to 26.8% in 2009. This means that more than one in four children was living in poverty in 2009.¹

SOURCE:

1. U.S. Census Bureau, American Community Survey, 2010
2. W.E. Upjohn Institute for Employment Research, 2010

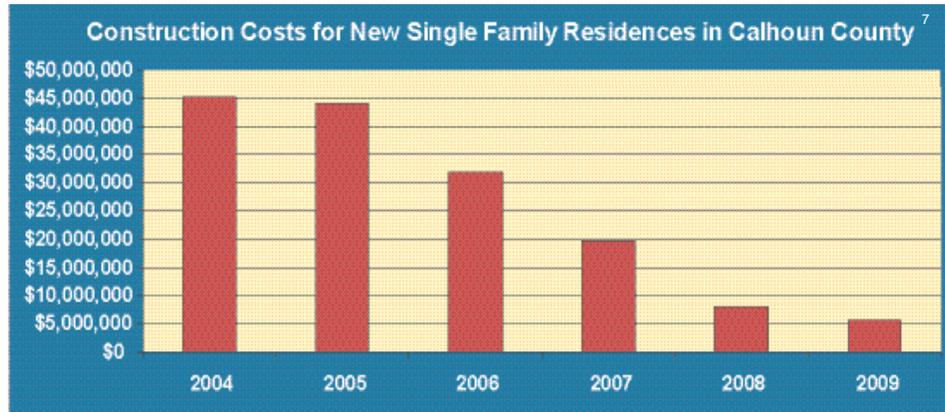
ECONOMIC SELF-SUFFICIENCY

HOUSING

GOAL: All residents in Calhoun County will have safe, permanent, affordable housing.

RATIONALE FOR CHOOSING INDICATOR: The U.S. Department of Housing and Urban Development (HUD) defines housing affordability as payment for monthly housing expenses that does not exceed 30% of a household's monthly gross income (rent or mortgage payment plus insurance and taxes). Households paying more than 50% of their gross monthly income for housing are considered severely cost burdened.

| EVICTION DATA ¹ | | |
|----------------------------|---------------------|-------|
| | Summary Proceedings | Writs |
| 2006 | 3,724 | 1,334 |
| 2007 | 3,604 | 1,240 |
| 2008 | 3,568 | 967 |
| 2009 | 3,508 | 994 |



| PERSONAL BANKRUPTCY FILINGS ² | | |
|--|---------|--------|
| | Calhoun | MI |
| 2006 | 442 | 32,746 |
| 2007 | 497 | 44,996 |
| 2008 | 569 | 53,656 |
| 2009 | 717 | 67,085 |

HOW ARE WE DOING? In 2009 there were 2,979 calls to the 211 Call Center for assistance with rent. Of those requests 2,377 were referred for services. 602 of the calls for rent assistance were unable to be served: 271 because the caller had not received an eviction notice; 138 because the caller had no income; 83 because there was no funding available at that time; and 40 because the caller had been previously assisted and was no longer eligible.⁴

| RESIDENTIAL HOMES SALES ⁷ | | |
|--------------------------------------|------------|--------------------|
| | HOMES SOLD | AVG. SELLING PRICE |
| 2007 | 1,222 | \$115,936 |
| 2008 | 1,269 | \$94,491 |
| 2009 | 1,329 | \$78,524 |
| 2Q 2010 | 410 | \$88,600 |

In 2009, 497 unduplicated clients received advice and/or representation from Legal Services of South Central Michigan with housing cases including eviction, mortgage foreclosures and property tax foreclosures. 91% of those cases that were able to be represented had a successful outcome (i.e. prevented eviction/foreclosure).⁵

Sales data for Calhoun County and parts of Eaton County reflects that there was a 17% increase in home sales comparing the 2nd Quarter of 2009 to the 2nd Quarter of 2010. In addition, the average selling price also increased by 10% in the 2nd Quarter of 2010. Our local housing market continues to have low mortgage rates along with a variety of housing selections which makes it a great time to buy a home or investment property.⁷

| COUNTY EQUALIZED VALUES ³ | | | | | | |
|--------------------------------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | | 2006 | 2007 | 2008 | 2009 | 2010 |
| Calhoun | Real Property | 3,780,157,478 | 3,907,381,095 | 4,045,637,826 | 4,026,634,057 | 3,794,739,666 |
| | % Change | 4.9% | 3.4% | 3.5% | -0.5% | -5.8% |
| MI | Real Property | 407,784,343,073 | 424,083,591,395 | 419,423,698,285 | 394,722,925,430 | 356,930,181,331 |
| | % Change | 5.4% | 4.0% | -1.1% | -5.9% | -9.6% |

SOURCE

1. Calhoun County District Court, 2010
2. U.S. Bankruptcy Court PACER Service Center
3. Michigan Department of Treasury
4. 211 Call Center, 2010
5. Legal Services of South Central Michigan, 2010
6. W.E Upjohn Institute for Employment Research, 2010
7. Battle Creek Area Realtors Association (data includes Calhoun County and a small portion of Eaton County, 2010)

HOMELESSNESS

GOAL: All residents in Calhoun County will have safe, permanent, affordable housing.

HOUSING FAST FACTS ¹

In Calhoun County, the Fair Market Rent (FMR) for a two-bedroom apartment is \$685. In order to afford this level of rent and utilities, without paying more than 30% of income on housing, a household must earn \$2,283 monthly or \$27,400 annually. Assuming a 40-hour work week, 52 weeks per year, this level of income translates into a Housing Wage of \$13.17.

In Calhoun County, a minimum wage worker earns an hourly wage of \$7.40. In order to afford the FMR for a two-bedroom apartment, a minimum wage earner must work 71 hours per week, 52 weeks per year. Or, a household must include 1.8 minimum wage earner(s) working 40 hours per week year-round in order to make the two bedroom FMR affordable.

In Calhoun County, the estimated mean (average) wage for a renter is \$13.08 an hour. In order to afford the FMR for a two-bedroom apartment at this wage, a renter must work 40 hours per week, 52 weeks per year.

Monthly Supplemental Security Income (SSI) payments for an individual are \$674 in Michigan. If SSI represents an individual's sole source of income, \$202 in monthly rent is affordable, while the FMR for a one-bedroom in Calhoun County is \$618.

RATIONALE: Homelessness is not discriminatory. It affects single adults, families with children, teenagers, and older adults of all ethnic and socioeconomic levels. Families with children, however, are one of the fastest growing segments of the homeless population. Affordable housing is one of the most critical barriers to housing. As the number of people experiencing homelessness rises and the number of affordable housing units shrinks, these individuals and families are subject to even longer periods without stable housing. ³

| Homeless Persons in Calhoun County ² | | | | | |
|---|---------------|---------------------|--------------------|----------------------|-------|
| | Single Adults | Unaccompanied Youth | Adults in Families | Children in Families | Total |
| 2007 | 1194 | 16 | 254 | 206 | 1658 |
| 2008 | 953 | 7 | 274 | 275 | 1495 |
| 2009 | 918 | 3 | 255 | 286 | 1437 |

HOW ARE WE DOING? Calhoun County has had a positive impact on homeless individuals and families in the past few years, through the cooperative planning of member agencies of the Greater Battle Creek and Calhoun County Homeless Coalition. The Coalition has also begun to have an impact on those individuals and families who may be "imminently losing their housing" or "unstably housed and at risk of losing their housing" (new HUD definitions) with temporary federal funding assistance. The agencies of the Homeless Coalition share information on a regular basis to assist in the coordinated efforts to re-house persons and families who may become homeless, and work to move chronically homeless persons into more permanent supported housing options.

Overall trends in the last three years indicate that, despite the economic downturn and loss of employment, Calhoun County's homeless population has remained relatively stable if not slightly reduced (14%). The number of homeless adults has declined by 24% since 2007. There has also been a notable impact on the number of homeless veterans in our community living unsheltered, largely due to new programs providing vouchers and apartments (Silver Star) through the VA. But despite overall gains that have been identified, too many families with children have become homeless during this same period (an increase of 39%), also noted by the Calhoun County Intermediate School District who tracked 345 homeless youth in the school districts in 2009 ⁴

| Characteristics of Homeless Persons in Calhoun County ² | | | |
|--|------------------------------------|----------------------|-------------------------------|
| | # Households Experiencing Homeless | Chronically Homeless | Adult in Family is Unemployed |
| 2007 | 229 | 353 | 77.1% |
| 2008 | 225 | 316 | 83.1% |
| 2009 | 213 | 327 | 85.2% |

SOURCE:

1. National Low Income Housing Coalition, Out of Reach, 2010
2. Homeless Information Management System (HIMS), 2010
3. The National Alliance to End Homelessness, Why is Homelessness an Important Issue?, June 2007
4. Calhoun Intermediate School District, 2010

HEALTHY FAMILY & SOCIAL RELATIONSHIPS

| INITIATIVE | GOAL | SUCSESSES/WHAT'S NEW |
|--|--|--|
| ADDRESSING TEEN PREGNANCY | | |
| Teen Pregnancy Prevention Partnership (TP3) | Reduce teen pregnancy | <ul style="list-style-type: none"> Created 500 Parent Tool Kits to assist parents on how to talk about sexuality with their children. 24 community members trained on how to use the kits Researched and supported the application for TOPS (Teen Outreach Program) with Public Health Dept. Completed an inventory of teen pregnancy prevention efforts by local youth service agencies Collaborated with CISD on a sexual education survey assessing area schools' sex ed. curriculums |
| ADDRESSING DOMESTIC VIOLENCE | | |
| Domestic Violence Coordinating Council | Eliminate domestic violence in Calhoun County through community collaboration | <ul style="list-style-type: none"> Hosted an Interpersonal Violence Summit featuring approaches to prevent/fight domestic and sexual violence Training day for faith based leaders to address violence within their communities Men for Change event focused on how men must be involved in this movement against violence |
| ADDRESSING CHILD ABUSE/NEGLECT | | |
| Calhoun Child Abuse/Neglect Prevention Council | Raise awareness of and reduce incidence of child abuse/neglect | <ul style="list-style-type: none"> Invested \$21,500 in community projects targeting primary prevention Served over 400 people at "Family Fun Day" in partnership with Urban League, providing positive family day and parenting information |
| ADDRESSING CRIME | | |
| Youth Services Workgroup of TCC | Provide a forum for strategic planning and systemic change to identify best practice models for/and investing in community-based alternative services for youth to reduce costs and unnecessary use of juvenile confinement facilities | <ul style="list-style-type: none"> Increased services to at-risk youth by 70% Expanded implementation of an Elementary Attendance pilot Trained youth services professionals in the suicide prevention model QPR Provided follow-up training on local gang awareness to educators, schools, and the courts |
| ADDRESSING SUBSTANCE ABUSE | | |
| Substance Abuse Workgroup of TCC | Improve county-wide indicators as they relate to substance abuse prevention, treatment, and aftercare services | <ul style="list-style-type: none"> Collaboration between prevention and treatment providers in Calhoun County Representation at the Regional Coordinating Agency Partnered with Substance Abuse Data Committee |
| ADDRESSING CANCER | | |
| Calhoun County Cancer Control Coalition (5C) | Reduce cancer rate in Calhoun County through community collaboration | <ul style="list-style-type: none"> 104 Mammograms and 47 Colonoscopies administered for free in Calhoun County Helped push Smoke-free indoor air regulation Sponsored the SuperColon Event Breast Cancer Survivors Fashion Show |
| ADDRESSING OVERWEIGHT AND OBESITY | | |
| RHA Choose Health - Pioneering Healthier Communities | To promote a lifelong commitment to good nutrition and regular physical activity | <ul style="list-style-type: none"> Nutrition Advocacy Program (education on selecting, preparing, & cooking healthy foods) Improved access to vegetables through gardening Food Service Advisory Council developed to support food service establishments provide healthier options |
| ADDRESSING DIABETES | | |
| Battle Creek Health System Diabetes Center | Reduce diabetes in Calhoun County by increasing awareness and prevention of diabetes and by providing quality and accessible education and care | <ul style="list-style-type: none"> Weekly Diabetes self-management classes Pre-Diabetes classes every other month Diabetes Support Group Community Glucose and Foot Screenings |