



ECONOMIC DEVELOPMENT STRATEGIC PLAN 2017

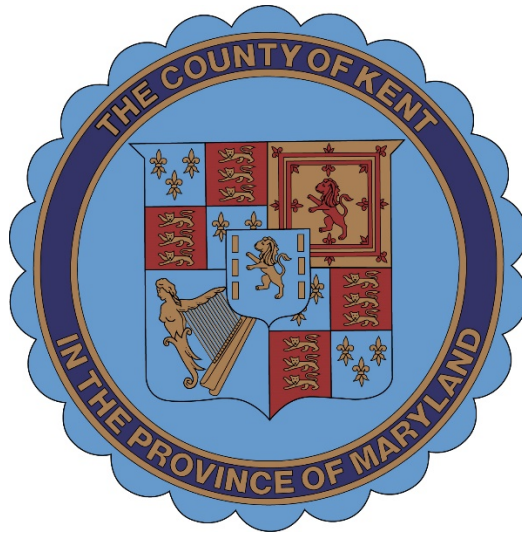


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FIVE YEAR STRATEGIC PLAN

The Economic Development Plan for Kent County, Maryland is a guideline for near (1-2 years) and longer term (3-5 years) goals, with strategies and objectives, based on research and data for the area. Economic development growth will be enhanced when the goals, strategies, and objectives are met.

MISSION STATEMENT

Kent County Economic Development promotes activities that seek to enhance the business community, the services and income opportunities available to residents, as well as the social well-being and quality of life for all members of the county.

VISION

Leverage the County's new digital infrastructure to help retain and expand existing businesses and increase their competitiveness, as well as to attract desirable new businesses. Advocate for upgrading infrastructure and developing a work-force to meet the needs of current and future employers.

OVERVIEW

Kent County is a predominantly rural county on the Eastern Shore of the State of Maryland. It is the smallest county in population, but has some of the best agricultural land on the Atlantic seaboard, is surrounded on 3 sides by water, and offers high quality environments and an appealing rural character. Kent County evolved from an agrarian economy, through the industrial revolution, to the current information industry, it continues to rely heavily on its existing agriculture and manufacturing base. The county benefits from a modern digital infrastructure and high-quality public and private schools, including the 8th oldest private college in the United States and it has an industrial base that includes leading-edge global-scale manufacturing companies. Despite these advantages, Kent County faces challenges in expanding its population, attracting new businesses, providing a workforce trained for the 21st century, and upgrading its infrastructure.

ECONOMIC SUMMARY

Kent County had an economy of \$829.7 million in **Gross Regional Product (GRP)**, \$1.2 billion in **Exports**, and \$1.5 billion in **Imports** in 2016.

The top five industry sectors based on GRP:

- Other Non-Industries 15%
- Manufacturing 12%
- Government 9%
- Health Care and Social Services 7%
- Real Estate and Rental and Leasing 7%

The top five industry sectors based on Imports:

- Government 25.5%
- Manufacturing 17.7%
- Finance and Insurance 6.7%
- Retail Trade 5.8%
- Real Estate and Rental and Leasing 5.2%

The top five industry sectors based on Exports:

- Manufacturing 22.5%
- Government 13.4%
- Real Estate and Rental and Leasing 9.6%
- Crop and Animal Production 7.4%
- Retail Trade 6.2%

The top five industry sectors based on the number of jobs:

- Educational Services 10.8%
- Health Care & Social Services 10.5%
- Retail Trade 9.7%
- Government 8.7%
- Real Estate and Rental and Leasing 8.0%

The top five industry sectors based on wages in 2015:

- Manufacturing 25.8%
- Health Care & Social Assistance 16.6%
- Educational Services 13%
- Retail Trade 8.9%
- Construction 8.4%

Source: Quarterly Census of Employment and Wages (QCEW)

Agriculture accounted for 91.2% of the land use and 13.6% of the real property taxable assessable base in 2016.

According to the Small Business Administration, all Kent County business are classified as small businesses, <https://www.sba.gov/contracting/getting-started-contractor/make-sure-you-meet-sba-size-standards/guide-size-standards>

Gross Regional Product

Measures the final market value of all goods and services produced in a region.

Source: Emsi data based primarily on data from the Bureau of Economic Analysis (BEA) and the Quarterly Census of Employment and Wages (QCEW) from the Bureau of Labor Statistics (BLS).

Exports

Money received in the region through foreign and external domestic sources.

Source: Emsi's model, incorporating data from the Bureau of Economic Analysis (BEA).

Imports

The amount of money leaving the region to foreign and external domestic sources.

Source: Emsi's model, incorporating data from the Bureau of Economic Analysis (BEA).

SWOT ANALYSIS

The county has many **STRENGTHS** that impact the local economy that can be built upon.

- Washington College and its cultural and educational influence.
- World class agricultural land, the best on the eastern seaboard.
- Bordered on three sides by water, 265 miles of tidal shoreline.
- Manufacturing base at 26% of annual wages.
- Quality of life; beautiful, peaceful, rural landscape with highly desirable natural resources, both marine and terrestrial.
- A robust, active, and growing arts community.
- Very high-speed broadband internet infrastructure, available in all corners of the county at a reasonable cost.
- Marinas to attract the boating community and the upgraded Chestertown Marina.
- Strong business ecosystem provides mentoring services to existing and new businesses.
- Convenient location to suburban and urban centers in DE, NJ, PA, and the Western Shore.
- Many historic sites and buildings on a state supported visitor's trail.
- Vineyards on a state supported wine trail.
- Location on the Atlantic Flyway that attracts waterfowl during the hunting season and migrant birds during the spring and fall.
- Regional hospital.
- Recreational charter boat fishing and outfitter hunting.
- Growing influx of retirees that contribute to the economy with retirement incomes and require few social services.
- Availability of low cost loans from the re-established County Revolving Loan Fund.

Like all jurisdictions, the county must deal with several **WEAKNESSES**.

- Lack of public transportation.
- Limited opportunities for business park development.
- Limited availability of affordable housing. The senior population has limited options when they must leave their residence

- Negative perceptions of the public-school system.
- Small size and lack of growth in the number of households that comprise the local market.
- Perceptions of being unfriendly to businesses at the State and local levels
- Limited medical professionals requiring residents to travel outside the area for some services.
- As the result of improving efficiencies in farming, a declining number of agricultural workers.
- Limited work force with the skills required to attract and sustain small to mid-sized businesses reflected by the fact that the county is only one of five counties in the state that has an influx of workers.
- Decreasing number of middle-aged, middle-income families residing in the county resulting in a declining population of school aged children.
- Limited tax resources coupled with the high cost of government services owing to the population density and large amount of land in agriculture.
- As with other counties on the Eastern Shore, limited influence in Annapolis.
- Perception of youth and students that there's nothing to do here (jobs and social life).

The County has many **OPPORTUNITIES** that can contribute to the future enhancement and sustainability of the county's economy.

- Natural gas availability.
- Growth in Middletown, DE extending into MD
- Collaboration with other jurisdictions on mutually beneficial solutions to common problems.
- Increased availability of affordable/workforce housing.
- The recent successes of the public-school system.
- Extending the impact of tourism, hunting, and fishing to year-round activities.
- The county's wildlife management areas for the birding community.
- The development of new businesses that require very high-speed internet infrastructure.
- The relationship with Washington College to encourage entrepreneurship.

- Eastern Shore Entrepreneurship Center's F3 program promoting innovation in the Aquaculture, Agricultural, and Environmental sectors.
- A business park on the 301 corridor.
- Labor pool within a 45 minute from Chestertown (90,000) or Millington (268,000).
- The increase of senior citizens by encouraging 55+ developments.
- The development of a transit system to allow visitors from the Chestertown Marina and others to visit other parts of the county.
- Communicating the county's economy and steps being taken to improve it.
- Water and sewer service to Chesapeake Landing to increase workforce housing.
- Third Chesapeake Bay Bridge into Kent County.

The County must also be prepared to deal with **THREATS** that may arise in the future.

- Federal and State legislative actions.
- The potential for future rising sea levels.
- The loss of a major employer.
- Public opposition or support of projects and development without adequate facts.
- High property taxes.
- Social issues that impact workforce.
- Continued loss of hospital services; in-patient beds, pediatrics, obstetrics, etc.
- Rising healthcare costs.
- Increased business regulations; ACA, minimum wage increase.
- Declining number of boaters.
- Declining volunteers for emergency services.
- Water pollution.
- Volatile global economy and political climate.
- Third Chesapeake Bay Bridge into Kent County.

CRITICAL SECTOR ANALYSIS

Successful economic development depends on the success of several critical sectors and on marketing that increases external and internal awareness of these successes. The critical sectors include:

- **Digital Infrastructure.** Ensure completion of the gigabit fiber buildout and conduct internal/external marketing to build awareness. This is critical to the targeted businesses we seek to retain and attract.
- **Educational Excellence.** Support the continuing progress of the Kent County Public School system and its digital learning platform and conduct internal/external marketing to build awareness. This is critical to attract the new residents we need, especially young families.
- **Workforce Development.** The County has no training facility or service to provide a workforce trained for 21st century jobs, especially those in sectors targeted for economic development. Work with and support the continued excellence of Washington College and Chesapeake College to develop/support skills training and higher education opportunities and conduct internal/external marketing to build awareness. This is critical to provide the quality workforce we need for business retention, expansion and attraction.
- **High Quality Healthcare Services.** Advocate for retention of in-patient services and support upgrading the Chesterton Hospital, as well as support development of additional health and wellness services for the County and conduct internal/external marketing to build awareness. This is critical to attracting new residents, of all ages, and to support our employers.
- **Housing.** Attracting new residents to the County requires the availability of appropriate housing, including apartments or affordable houses for young families. The County is an attractive retirement destination, and would be more so if there were additional retirement/assisted living facilities.

- **Transportation.** The County lacks public or on-call private transportation services (i.e. Lyft and Uber) both within Chestertown and within the County. Transportation enables residents without cars (or who cannot drive) access to external medical or commercial facilities. Consider possible executive limousine or helicopter transport to international airports.
- **Recreation and Leisure.** Despite excellent boating and fishing opportunities and an active arts community, the County lacks a wide variety of recreation and leisure activities, especially for teenagers and young adults.
- **Energy.** A natural gas pipeline would reduce the manufacturing costs and home heating costs; consider incentives to encourage solar homes; explore federal support for creation of a distributed generation smart grid demonstration project. In addition, small-scale solar energy for local use and sharing in the power from off-shore wind generators could play a significant role in the future.
- **Infrastructure.** Expanding water and sewer services, roads, etc. to areas designated for commercial and business development, or to enlarge municipal areas through residential growth is an important factor in retention, expansion, and attraction. In the short-term a feasibility study would allow the County to plan for future desired growth.

TARGET INDUSTRIES

Economic development activities are designed to attract businesses and residents to the County while preserving the environmental quality. Kent County will prioritize high paying jobs with low environmental impact.

- Information Technology Enabled Businesses
 - Data Centers
 - Call Centers
 - Cyber Security
- Health Care and Wellness Care
- Training and Education Centers
 - Information Technology
 - Advanced Manufacturing
 - Healthcare
- Artists, Creators, and Graphic Designers
- Environmental Services
- Transportation and Warehousing (301 Corridor)
- Professional Services
 - Engineers
 - Architects
 - GIS & Mapping
 - Home Services
- Retirement and Assisted Living Facilities
- Day Care/Early Childhood Development Centers
- Providers of Youth and Family Entertainment

Based on these analyses and priorities, this report sets forth three broad goals for economic development. Recognizing that there are many ways to achieve these goals, and that given finite resources and staff, not all will be possible to undertake, this report lays out potential organizing themes for economic development, possible strategies aligned with those themes to accomplish the goals, and some tentative metrics that would represent success.

GOALS

#1 ~ **FOCUS ON BUSINESS RETENTION, EXPANSION & ATTRACTION**

#2 ~ **PROMOTE WORKFORCE DEVELOPMENT & EDUCATION**

#3 ~ **ENHANCE INFRASTRUCTURE**

THEMES AND STRATEGIES

NEAR TERM (years 1 and 2)

Themes	Strategies	Metrics
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1. Create a welcoming entrepreneurial environment.

- Market and support business incubators and co-working spaces.
- Encourage the development of remote workers and home-based businesses reliant on a high-speed internet connection.
- Implement tax incentives programs for businesses, start-ups and entrepreneurs.
- Develop, identify, and promote programs to support and encourage business ownership.
- Identify Customer Service training for government employees, like efforts on state level.

2. Promote business retention and expansion.

- Maintain communication with businesses to understand their needs and let them know they are appreciated.
- Streamline the paperwork processes and minimize the time required for gaining approval for development projects and assist businesses navigate government programs and requirements.
- Support local and regional organizations that promote economic development.
- Assist businesses ready to transition from home based business and cottage industries into the larger business community.
- Develop a Business Appreciation Week.

3. Attract businesses in targeted industries.

- Promote the attractiveness of living and working in Kent County, through all available media.

- Promote the availability of the high-speed fiber optic network.
- Emphasize the relatively low cost of leasing or purchasing commercial property.
- Advertise incentives, i.e., tax credits, loan programs.
- Capitalize on the availability of a large regional labor pool.
- Seek out targeted businesses.

2 new major businesses locate facilities – 20+ employees

- Work with and market the Chestertown Business Campus in business attraction, expansion, and job growth.
- Encourage the development of cottage and home-based businesses.

4 new small businesses – up to 5 employees

- Attract agricultural related industries that provide job opportunities for County residents, and support the diversification of the agricultural industry and use raw materials from area farms.
- Identify infrastructure improvements needed for businesses to locate in Kent County.
- Perform analysis to determine the cost/benefits of providing funding for infrastructure (water, sewer, electric supply, etc.) improvements in areas designated for growth.

4. Develop a marketing and communication plan.

- Engage current residents and businesses in conversations about their challenges and successes. Residents are our best ambassadors.
- Familiarize residents on the need to support intelligent, planned economic development in the County.
- Target potential residents and businesses to locate in the County and market to those sectors through multiple media and channels.
- marketing activities.
- Establish communication channels with the towns, business associations, non-profits, and other community organizations.
- Be aggressive in being transparent to improve communication in the community about the ongoing efforts of economic development.
- Understand the community's needs by conducting periodic surveys and community meetings to bring different constituencies together to identify common goals and approaches and communicate the results of the efforts.

5. Ensure adequate staffing and funding for economic development.

- Advocate for increased funding and staffing to support economic development objectives and strategies.

Add an economic development support staff member.

- Actively seek grants to support the economic development objectives strategies.

6. Develop an educated work force with the skills and training required to meet the needs of current and future employers.

- Promote the strength of public and private schools through marketing efforts focusing on the experiences of high school graduates that are academically skilled and successful in being accepted at high quality colleges and universities and/or who work in local businesses.
- Retain young people by making private and public, school students aware of the careers with local employers.
- Foster a cooperative relationship among the Board of Education, private employers, community colleges, and training facilities to nurture vocational training programs.
- Work with Washington College and Chesapeake College to strengthen career opportunities.
- Support the development of marine trade programs.
- Collaborate with regional work-force partners.
- Assist businesses in recruiting talent.
- Ensure the viability of the school system and potential investment in infrastructure by performing financial analysis to evaluate the impact of increasing the tax rate at various levels on agricultural land. Identify a long-term solution to the school system budget challenges. Investigate all options available.

7. Support Kent Forward's initiative to make the Kent County Public School (KCPS) system one of the top five in the State.

- Work with organizations, i.e., KCPS, Kent Forward, Save Our Schools (SOS) to ensure the success of the public-school system.
- Market the accomplishments and awards achieved by KCPS.

LONGER TERM (years 3-5)

Themes	Strategies	Metrics
1. Develop a plan to address housing concerns in the County; i.e. workforce, senior, and market rate; and encourage homeownership.	<ul style="list-style-type: none">• Work with the County and towns on the extension of public water and sewer systems, where service is planned, to developments such as Chesapeake Landing and Still Pond.• Work with developers who specialize in 55+ projects.• Build support systems with lenders and realtors for first time homeowners.• Support Maryland Rural Development Corporation's housing office and programs.• Help develop and support a Smart Growth strategy for affordable and workforce housing that clusters multi-family developments where the necessary infrastructure already exists or is planned.• Seek and support public policies that provide financial incentives for affordable and workforce housing, i.e. Public Private Partnerships and Tax Increment Financing (TIF) for Moderately-Priced Dwelling Units (MPDU).	
2. Utilization of existing infrastructure.	<ul style="list-style-type: none">• Identify and promote the availability of pad sites for small to medium size businesses.• Identify and promote the availability of sites for the development of co-packing centers to leverage the availability of products from Eastern Shore Entrepreneurship Center's F3, Farm-Fish-Food, program.• Advocate for electric and hydrogen charging stations for the convenience of non-resident vehicle owners.	
3. Support tourism development.	<ul style="list-style-type: none">• Promote Kent County as a boating center, relating to marinas, sailmakers, yacht design, yacht building, boat repair, boat sales, and boat charters.• Promote the county as a destination for the arts.• Promote the development of a program focused on the agricultural and maritime heritage with displays, activities and tours on a year-round basis using the Sultana, QA County's Museum of Eastern Shore Life, and the Crow Farm as models.	

- Promote tourism and outdoor activities as economic development assets, by leveraging the quality of the County’s natural resources to attract businesses and residents.
- Collaborate with the tourism development efforts.

4. Support the Chestertown Boulevard/Bypass.

- Research and disseminate information regarding the construction of the Chestertown Boulevard/Bypass.
- Work with the bridge task force, State Highway Administration, and local governments to secure best location.

5. Support the planned development on Maryland Route 291.

- Assist the Town of Chestertown with the annexation of properties on Maryland Route 291 (Clark Farm) and with the expansion of the infrastructure systems.

6. Investigate the viability of a public transportation system.

- Determine the need by developing a community survey to gauge ridership.
- Develop a “pro forma” for cost of a system.
- Ensure the availability of parking areas for self-driving vehicles.

7. Increase population to 25,000 by 2025.

- Expanded and new businesses of a diversified nature.
- Help the county maintain a superior public-school system.
- Support the continuing efforts to maintain, train, and attract a diverse workforce.
- Study the feasibility of incorporating the Queen Anne’s County communities that front the Chester River near Chestertown and the Queen Anne’s County residents in the Town of Millington into Kent County. (Increased tax base, increased student population, and facilitate the creation of the bypass (one county issue))

8. Be proactive in the development of areas designated for growth.

- Mobilize external resources (federal, state, and philanthropic) to support the infrastructure development.
- Identify potential developers and users.

9. Support the health care industry.

- Support existing health care businesses and encourage the development of new health-related businesses.
- Coordinate with Queen Anne’s County for service to the northern areas of the county.

10. Identify the town growth areas for economic development.

- Use the growth area maps to promote commercial and manufacturing development using “Smart Growth” around the towns.

11. Support development on US Route 301 Corridor and the Worton Industrial Area.

- Assist the Town of Millington with the annexation of properties on US Route 301 and with the expansion of the Millington sewer and water systems.
- Investigate other potential sites for business parks and assess the options available to provide funding for infrastructure improvements.

Economy Overview



Population (2016)	19,737
Jobs (2016)	12,800
Average Earnings (2016)	\$37.9K
COL Adjusted Average Earnings (2016)	\$31.0K
Unemployed (1/2017)	442
Completions (2016)	381
GRP (2016)	\$829.7M
Exports (2016)	\$1.2B
Imports (2016)	\$1.5B

2016 Age Cohort Demographics



Age Cohort	2016 Population	2016 Percent
Under 20 years	4,082	20.7%
20 to 39 years	4,430	22.4%
40 to 59 years	4,701	23.8%
60 to 79 years	5,183	26.3%
80 years and over	1,341	6.8%

2016 Educational Attainment





















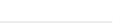


Education Level	2016 Population	2016 Percent
Less Than 9th Grade	494	3.5%
9th Grade to 12th Grade	1,423	10.0%
High School Diploma	4,578	32.3%
Some College	2,523	17.8%
Associate's Degree	808	5.7%
Bachelor's Degree	2,461	17.4%
Graduate Degree and Higher	1,882	13.3%

Jobs by Industry

12,800
Total Jobs (2016)

52.0%
Male
(National: 52.9%)

48.0%
Female
(National: 47.1%)

NAICS	Industry	2016 Jobs
11	Crop and Animal Production	800 
21	Mining, Quarrying, and Oil and Gas Extraction	46 
22	Utilities	20 
23	Construction	870 
31	Manufacturing	853 
42	Wholesale Trade	325 
44	Retail Trade	1,240 
48	Transportation and Warehousing	136 
51	Information	90 
52	Finance and Insurance	401 
53	Real Estate and Rental and Leasing	1,024 
54	Professional, Scientific, and Technical Services	581 
55	Management of Companies and Enterprises	65 
56	Administrative and Support and Waste Management and Remediation Services	464 
61	Educational Services	1,382 
62	Health Care and Social Assistance	1,339 
71	Arts, Entertainment, and Recreation	490 
72	Accommodation and Food Services	897 
81	Other Services (except Public Administration)	659 
90	Government	1,119 
99	Unclassified Industry	0 

Average Earnings by Industry

\$37.9K






















Avg. Earnings (2016)

68% of Nation Avg.

NAICS	Industry	Avg. Earnings (2016)
11	Crop and Animal Production	\$31,856
21	Mining, Quarrying, and Oil and Gas Extraction	\$4,595
22	Utilities	\$91,401
23	Construction	\$43,604
31	Manufacturing	\$60,138
42	Wholesale Trade	\$63,373
44	Retail Trade	\$26,158
48	Transportation and Warehousing	\$42,034
51	Information	\$36,034
52	Finance and Insurance	\$43,950
53	Real Estate and Rental and Leasing	\$27,221
54	Professional, Scientific, and Technical Services	\$46,046
55	Management of Companies and Enterprises	\$172,687
56	Administrative and Support and Waste Management and Remediation Services	\$27,817
61	Educational Services	\$32,571
62	Health Care and Social Assistance	\$40,866
71	Arts, Entertainment, and Recreation	\$25,854
72	Accommodation and Food Services	\$19,813
81	Other Services (except Public Administration)	\$23,200
90	Government	\$57,246
99	Unclassified Industry	\$0

Gross Regional Product (GRP)

\$492.8M Earnings (2016)	\$278.4M Property Income (2016)	\$58.6M Taxes on Production (2016)	\$829.7M Total GRP (2016)
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NAICS	Industry	GRP (2016)	% of Total
11	Crop and Animal Production	\$35,303,258.50	4% 
21	Mining, Quarrying, and Oil and Gas Extraction	\$486,604.68	0% 
22	Utilities	\$5,759,960.33	1% 
23	Construction	\$53,745,183.16	6% 
31	Manufacturing	\$99,358,935.56	12% 
42	Wholesale Trade	\$44,814,483.10	5% 
44	Retail Trade	\$49,159,262.11	6% 
48	Transportation and Warehousing	\$7,636,941.92	1% 
51	Information	\$9,969,655.60	1% 
52	Finance and Insurance	\$30,137,419.13	4% 
53	Real Estate and Rental and Leasing	\$58,317,596.40	7% 
54	Professional, Scientific, and Technical Services	\$33,304,653.88	4% 
55	Management of Companies and Enterprises	\$13,260,422.52	2% 
56	Administrative and Support and Waste Management and Remediation Services	\$17,489,708.13	2% 
61	Educational Services	\$50,717,061.52	6% 
62	Health Care and Social Assistance	\$60,179,597.00	7% 
71	Arts, Entertainment, and Recreation	\$16,987,270.83	2% 
72	Accommodation and Food Services	\$25,972,234.14	3% 
81	Other Services (except Public Administration)	\$17,103,407.16	2% 
90	Government	\$73,759,391.35	9% 
	Other Non-Industries	\$126,269,874.82	15% 

Region Exports

\$1.2B
Exports (2016)
77% of Supply

NAICS	Industry	Exports (2016)	
11	Crop and Animal Production	\$86,780,827	
21	Mining, Quarrying, and Oil and Gas Extraction	\$316,393	
22	Utilities	\$1,549,334	
23	Construction	\$68,366,393	
31	Manufacturing	\$264,486,717	
42	Wholesale Trade	\$53,365,991	
44	Retail Trade	\$72,461,893	
48	Transportation and Warehousing	\$8,033,889	
51	Information	\$15,931,703	
52	Finance and Insurance	\$43,186,864	
53	Real Estate and Rental and Leasing	\$112,795,537	
54	Professional, Scientific, and Technical Services	\$33,723,661	
55	Management of Companies and Enterprises	\$22,931,701	
56	Administrative and Support and Waste Management and Remediation Services	\$20,072,027	
61	Educational Services	\$67,500,245	
62	Health Care and Social Assistance	\$56,992,209	
71	Arts, Entertainment, and Recreation	\$24,988,746	
72	Accommodation and Food Services	\$49,708,194	
81	Other Services (except Public Administration)	\$13,531,645	
90	Government	\$157,442,013	

Region Imports

\$1.5B
Imports (2016)
82% of Demand

\$351.5M
Locally Produced & Consumed (2016)
18% of Demand

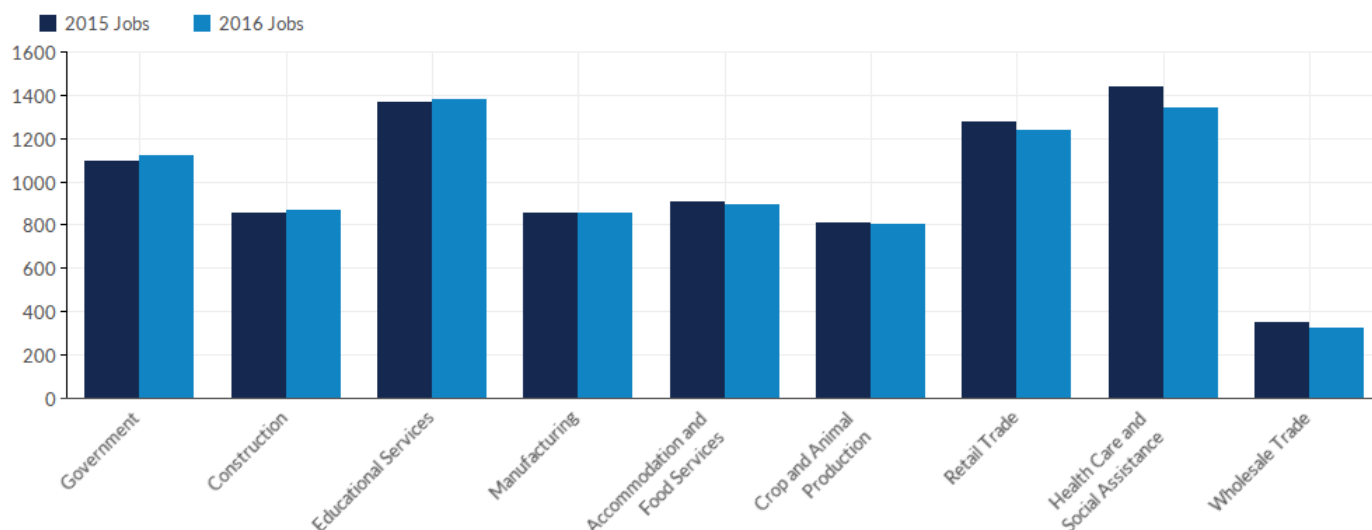
NAICS	Industry	Imports (2016)	
11	Crop and Animal Production	\$12,798,830	■
21	Mining, Quarrying, and Oil and Gas Extraction	\$14,624,101	■
22	Utilities	\$24,568,509	■
23	Construction	\$58,138,742	■
31	Manufacturing	\$273,475,484	■
42	Wholesale Trade	\$70,741,682	■
44	Retail Trade	\$89,151,255	■
48	Transportation and Warehousing	\$40,524,911	■
51	Information	\$66,350,852	■
52	Finance and Insurance	\$104,000,047	■
53	Real Estate and Rental and Leasing	\$80,657,042	■
54	Professional, Scientific, and Technical Services	\$63,956,725	■
55	Management of Companies and Enterprises	\$31,811,573	■
56	Administrative and Support and Waste Management and Remediation Services	\$40,092,934	■
61	Educational Services	\$5,592,657	■
62	Health Care and Social Assistance	\$94,703,742	■
71	Arts, Entertainment, and Recreation	\$10,616,796	■
72	Accommodation and Food Services	\$53,614,785	■
81	Other Services (except Public Administration)	\$19,415,015	■
90	Government	\$394,533,441	■

Industry Group Jobs and Earnings Comparison



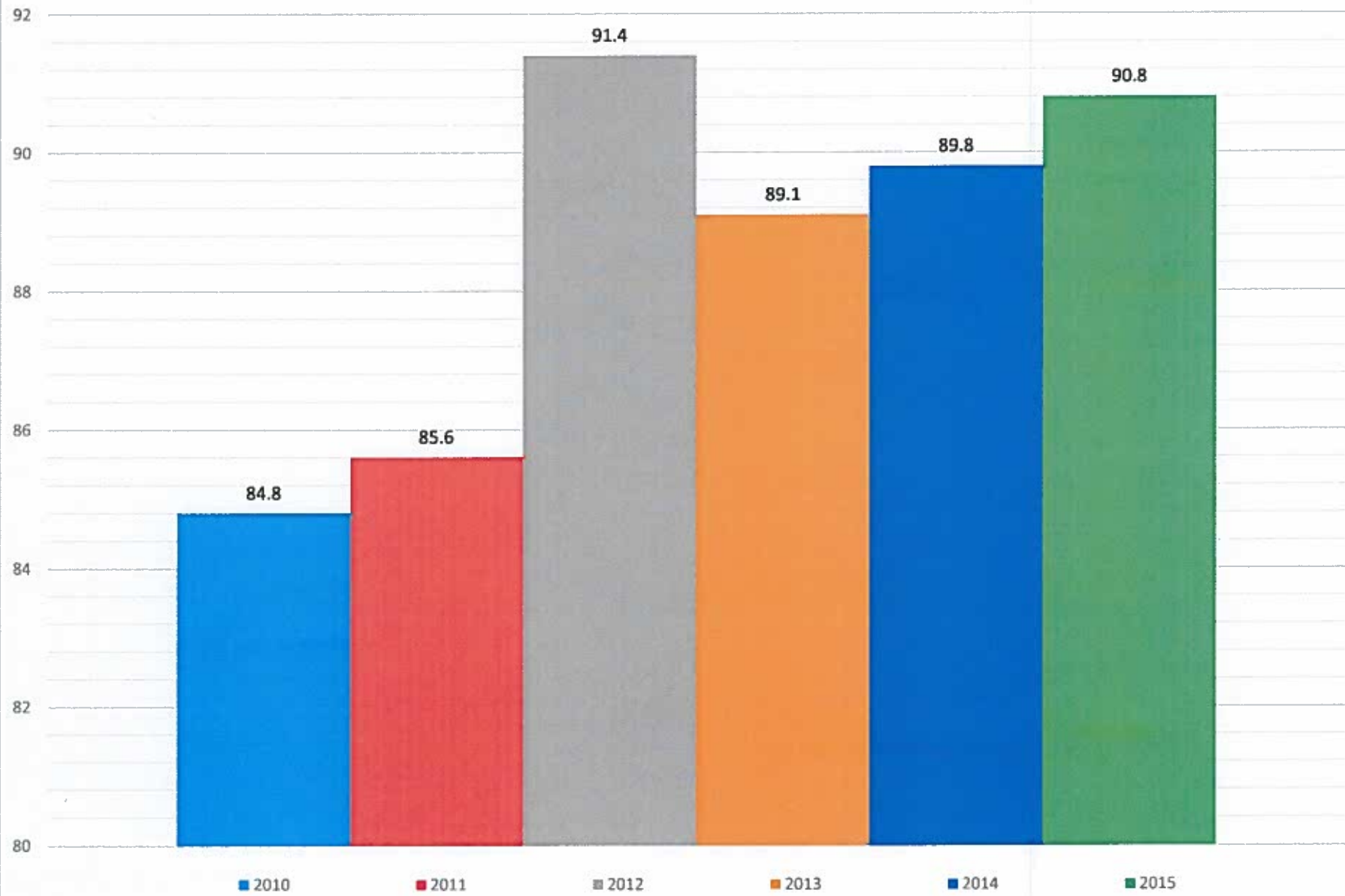
Group	2015 Jobs	2016 Jobs	Earnings Per Worker	Payrolled Business Locations
Health Care and Social Assistance	1,437	1,339	\$40,866	79
Educational Services	1,368	1,382	\$32,571	14
Retail Trade	1,279	1,240	\$26,158	85
Government	1,093	1,119	\$57,246	37
Accommodation and Food Services	905	897	\$19,813	72
Manufacturing	857	853	\$60,138	24
Construction	857	870	\$43,604	76
Crop and Animal Production	808	800	\$31,856	32
Wholesale Trade	351	325	\$63,373	37

Industry Group Growth Comparison



Group	2015 Jobs	2016 Jobs	Change	% Change
Government	1,093	1,119	25	2%
Construction	857	870	13	1%
Educational Services	1,368	1,382	13	1%
Manufacturing	857	853	-5	-1%
Accommodation and Food Services	905	897	-8	-1%
Crop and Animal Production	808	800	-8	-1%
Retail Trade	1,279	1,240	-39	-3%
Health Care and Social Assistance	1,437	1,339	-98	-7%
Wholesale Trade	351	325	-26	-7%

KCHS Graduation Rate



Kent County Post Graduation Decisions

Year	4 year college, community college or technical school (%)	Military (%)	Workforce (%)
2016	81	11	8
2015	78	2	20
2014	71	5	24
2013	74	7	19
2012	77	6	17
2011	73	10	17

College Selections in the Past 3 years

1. University of Pennsylvania
2. University of Maryland
3. University of Maryland School of Medicine
4. NYU
5. Howard University College of Dentistry
6. Belmont University Pharmacy School
7. Salisbury University
8. Washington College
9. Columbia University
10. University of Florida
11. Penn State University
12. University of Delaware
13. University of North Carolina, Chapel Hill
14. University of Rhode Island
15. Frostburg University
16. UNOH
17. Virginia Tech
18. Randolph Macon
19. McDaniel College
20. Morgan State University
21. University of Maryland Baltimore County (UMBC)
22. University of Maryland Eastern Shore (UMES)
23. Towson University
24. Hofstra University
25. Ithaca College
26. Delaware Valley College
27. St. Mary's College of Md.
28. Roanoke College
29. Lebanon Valley College
30. York College
31. Widener University
32. Stevenson University
33. George Mason University
34. Wheeling Jesuit University
35. Nova Southeastern University
36. Susquehanna University
37. University of Colorado
38. Shepherd University
39. Delaware State University
40. Wesley College
41. SUNY Oswego
42. University of New Haven
43. Arcadia University
44. Lafayette College