



# Jay County 20/20 Vision

A Report of the  
Countywide Visioning and  
Strategic Planning Process  
of Jay County, Indiana

Generated by Citizens of Jay County

Published April 2010

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# Letter from the Co-Chairs

April 15, 2010

Dear Neighbors,

Some communities allow the future to happen to them; others invent it. **Jay County 20/20 Vision** is designed to invent -- to lay out a strategic roadmap for the community for the next ten years and plant guideposts to make the envisioned future a reality.

In a first-of-its-kind effort, all Jay County residents were invited to participate in this visioning and strategic planning process to shape Jay County's future. A group of concerned and dedicated Jay County citizens, as well as business, education, government, and not-for-profit leaders, began that process.

This report – **Jay County 20/20 Vision** – is the result of that process. Over the past year, 210 Jay County citizens were asked to look ten years into the future and create the “ideal Jay County.” Through many meetings and countless hours of discussion, citizens from all walks of life worked collaboratively to create such a place.

*The best way to predict the future is to invent it.*

~~ Alan Kay

While this report reflects the fruit of much time and effort, the real work – implementation – begins now. The strategies contained in the action plans provide a long to-do list, and it will take the entire community's effort to make the implementation successful.

It has been our honor and privilege to serve as Co-Chairs for **Jay County 20/20 Vision**. We are grateful for all Jay County citizens who participated in the process, and are especially grateful for the National Civic League's Derek Okubo, who did an outstanding job of facilitating the process. We look forward to the implementation of **Jay County 20/20 Vision** and its impact on our community's future.

Sincerely,

Stephanie Arnold  
Co-Chair

Douglas L. Inman  
Co-Chair

## Notes from the Facilitator

A year ago I sat down with my youngest son and looked at a map of the United States after he asked me to show him all the communities I had traveled to in my 17 years at the National Civic League. In reviewing all the places, I remembered the faces of the many people I met and came to know well and admire that called that community “home”. These people made the choice to get involved to help make their community an even better place. I have mentioned that I am an optimist and the source of that optimism is having the privilege of working with the very best people this great nation has to offer.



When I come into a community, I will walk around just to get a feel for the place. I will walk the streets, go into stores, libraries and such to see the type of response I get from community members. As an “outsider” coming into Jay County, I was most impressed from day one by the high degree of the welcoming in the community. As a matter of fact, a recent two-year Gallup study funded by the Knight Foundation found that the number one most cherished characteristic of community was the openness of community residents to newcomers. When I read that study, Jay County was the first community that came to my mind. This is a characteristic that cannot be taken lightly and is a strong foundation to build from in all endeavors.

What also impressed me about Jay County was with the stakeholders who dedicated so much to the process. You were problem solvers, not merely problem identifiers. Whether the meetings were held on opposite ends of the county or in wintry conditions, people always showed up to fill the room and contribute their heart and soul for Jay County. You courageously faced the realities at hand and worked incredibly hard across interests to develop a shared plan to drive toward that desired future you identified. YOU did this together and made it happen.

Development of the plan is one step toward that desired future. Now comes putting that plan into action. This is a long term plan and thus some things will happen quickly, others down the road. When unforeseen barriers emerge (and they will emerge), remember those practices that you used in this process to get you over the hump: convening, thinking about desired outcomes, identifying the issues to be addressed and the questions that need to be answered, and working together to come to shared resolutions. The ability and determination you displayed in this process tells me you will set an example for other communities around the nation.

I will be there to help out whenever the need arises. I am only a phone call or email away and will make time for you through the coming weeks, months and years.

When I look at that map years from now I will remember your faces and the shining example of what is possible when people come together to shape their future and I look forward to placing a very special star on Jay County.

Derek Okubo  
Senior Vice President  
National Civic League

# Executive Summary

## Economic Development

**Vision:** *Jay County will be Indiana's model county in economic development and infrastructure using cutting edge technology.*

**Goals:**

- 1 ~~ Ensure that economic development is facilitated by robust information communication technology capacity.
- 2 ~~ Increase the number of "shovel ready" business and housing sites.
- 3 ~~ Use the passion, knowledge and ambition of residents to make Jay County a leader in alternative and renewable energy and demonstrate the resulting economic development opportunities derived from such leadership.
- 4 ~~ Encourage agri-business development so as to address the current needs of both the agricultural and the non-agricultural sectors of Jay County, while maintaining flexibility to the changing face of Jay County agriculture for generations to come.

## Education

**Vision:** *Over the next decade, Jay County will become a leader in the State of Indiana in lifelong learning. In partnership with community members, Jay County will prepare its residents to be successful learners and exceptional contributors, not only in our communities, but also in the world at large.*

**Goals:**

- 1 ~~ Raise awareness of the vitally important partnership all members of the community play in recognizing, encouraging, and promoting the positive effects of education for individual success and community prosperity.
- 2 ~~ Raise the reading and math skills of the youngest learners, so that all Jay County students meet or exceed grade level expectations by the end of third grade.
- 3 ~~ Inspire learners and give each the tools needed to achieve a high school diploma as a basis for lifelong learning and the pursuit of post-secondary education.

- 4 ~~ Increase the number of educational and enrichment opportunities in Jay County, as well as the number of citizens who take advantage of them.

## **Health, Wellness and Recreation**

**Vision:** *The citizens of Jay County will take advantage of a wide array of resources and opportunities to make choices that lead to physical, mental and emotional health.*

**Goals:**

- 1 ~~ Ensure that citizens have the information and support needed to recognize and understand healthy choices.
- 2 ~~ Increase opportunities for citizens to act on healthy choices they make.
- 3 ~~ Ensure that citizens have a safe community and clean environment for living out the healthy choices they make.

## **Quality of Life**

**Vision:** *Jay County will become a community of excellence, creating cultural vitality that will attract professionals and civic-minded individuals of all ages. Jay County will be a clean, attractive and welcoming county with gathering places for social interaction and connected neighborhoods supporting and serving one another.*

**Goals:**

- 1 ~~ Raise the community's expectations and standards for residential and commercial structures, resulting in a population increase, appropriate zoning standards, and an increase in property values.
- 2 ~~ Develop places and programming to encourage social interaction and cultural vitality.
- 3 ~~ Promote outdoor recreation to improve cultural and social interaction along with wellness.
- 4 ~~ Develop better connections across the county, to facilitate neighborhoods serving each other and enjoying more social and recreational interaction.

# Introduction

## History and Purpose

Visioning and planning are not new to the Jay County community. In the throes of double-digit unemployment in the early 1980s an ad hoc group planned for better days. One of the fruits of that labor was the Jay County Development Corporation, which has periodically written and implemented economic development plans for the entire county. Several communities, governmental units, and organizations within the county have individually pondered and published their own, localized blueprints for success.



20/20 Vision, however, is the first project to assess, vision, and plan for improvement in a wide variety of aspects for **all** of Jay County.

Learning that community planning grants were available from the Indiana Association of United Ways, the executive directors of The Portland Foundation and the

Jay County Development Corporation proposed a countywide planning approach in the autumn of 2008. The Foundation Board of Trustees quickly adopted the project, as it had already discussed the usefulness of such a plan in focusing its philanthropic efforts. The Development Corporation's Board followed suit, as did the boards of the Jay County Chamber of Commerce and the United Way of Jay County.

The United Way grant -- filed by the United Way of Jay County with the support of The Portland Foundation, the Jay County Development Corporation and the Jay County Chamber of Commerce -- was received. Local organizations and units of government provided the monetary match for the generous grant.

Thus, **Jay County 20/20 Vision** was born to help shape the destiny of Jay County over the next ten years.



## **Process Utilized**

**First step:** Secure a facilitator. The executive directors of the four grant partners issued a Request for Proposal to several potential facilitators and selected the National Civic League of Denver, Colorado. Founded in 1894, the League works with communities to create a common vision and establish action plans to attain success. The organization's senior vice president, Derek Okubo, who had facilitated planning projects in more than seventy other communities, was assigned to the Jay County project.

**Second step:** Broaden input during the planning-to-plan activities. The grant partners recruited volunteers from throughout the county to join them on the Initiating Committee. Two co-chairs were identified, and the group scheduled ten public meetings in three geographically diverse areas of the county.

**Third step:** Invite friends and neighbors to join the cause and become stakeholders in the plan. Invitations were mailed to 150 county residents, urging them to participate. In addition, a media campaign emphasized the importance of citizens to be involved in planning for our own future. All were welcome!

**Fourth step:** Kick off. Dream boldly. More than 115 citizens answered the call for the initial meeting. During the nine-month process, a total 210 citizens attended and became stakeholders. Citizens from throughout the county – some initially strangers – met, conversed, planned and became neighbors.

**Fifth step:** Study and reflect. After three large group meetings, stakeholders distilled numerous issues into four Key Performance Areas (KPA). Stakeholders volunteered to serve on KPA study groups, and co-chairs of each group were selected. Some of the ten group meetings allowed time for the KPA groups to work, but it was never quite enough. As study groups delved deeper into their areas, additional work sessions were held to glean information from experts, discuss goals, and refine strategies.

**Sixth step:** Review and refine. KPA study groups 'reported out' their work to the entire group of stakeholders. Questions were answered or prompted more study, and the process was repeated at subsequent meetings.

*Make not little plans; they have no magic to stir men's blood and probably will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone will be a living thing, asserting itself with ever-growing insistency.*

*- Daniel H. Burnham, architect (1846-1912).*

## **Milestones**

- July 21, 2009 – Kickoff Meeting – Stakeholders identified issues and impediments and thought in terms of a community vision.
- August 11, 2009 – Stakeholders assessed the infrastructure, government and non-government organizations, the media, and working relationships currently used to solve problems within the county.
- September 1, 2009 – Stakeholders reviewed relevant trends and data, as well as reviewed the first draft of vision statement.
- September 22, 2009 – Based on work in the prior three sessions, stakeholders selected four Key Performance Areas (KPA) – Economic Development; Education; Health, Wellness and Recreation; and Quality of Life. KPA work groups were formed.
- October 13, 2009 – Stakeholders met in KPA work groups, developing mini-visions and assessing the situation in their topic areas.
- November 3, 2009 – KPA groups reported their progress to the stakeholder group, and feedback was received.
- December 1, 2009 – KPA groups developed goals and strategies.
- January 5, 2010 – KPA groups reported their goals and strategies to the stakeholder group, and feedback was received. Revisions were crafted on the spot. By consensus the stakeholders approved the KPA groups' goals, rationales, strategies, and action steps.
- January 26, 2010 – KPA groups met to fine tune their work.
- February 16, 2010 – KPA groups gave final reports to the stakeholders.
- April 15, 2010 – Celebration. 20/20 Focus Report is released, and the real work begins.

# Stakeholders' Vision Statement

The Jay County community is committed to becoming a model community within the State of Indiana by being on the leading edge of societal shifts.

The Jay County community envisions a thriving environment for:

- individual fulfillment, family enrichment, and social advancement;
- aesthetically appealing homes, villages, and countryside;
- educational curiosity, creativity, and leadership at all levels;
- cultural and religious diversity, appreciation, and celebration;
- the arts and creative expression;
- recreational and wellness opportunities;
- tourism, destination, relocation, and welcome/hospitality;
- economic vitality county-wide, including cutting-edge collaboration among the entrepreneurial, manufacturing, agricultural, technological, commercial, alternative energy, and renewable fuel sectors;

By dreaming together, cooperating with one another, and investing their hearts and souls in the well-being of all residents – beginning with the most vulnerable and overlooking none – the citizens of Jay County are committed to creating and sustaining a quality of life that will draw entrepreneurs, industries, and tourists alike to enjoy its fruits, learn from its efforts, and invest in its economy.

*To accomplish great things, we must not only act but also dream. Not only plan but also believe.*

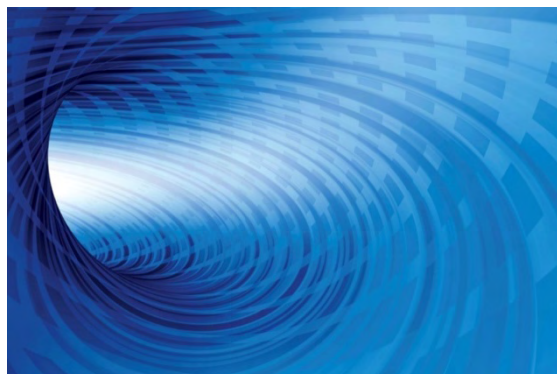
*-- Anatole France (1844-1924),  
French critic and writer*

# Action Plans

## Economic Development

**Vision:** *Jay County will be Indiana's model county in economic development and infrastructure using cutting edge technology.*

**Goal #1 -- Ensure that economic development is facilitated by robust information communication technology capacity.**



**Rationale:** High capacity internet service is Jay County's strategic link to the future. High performance Internet is an essential enabler for business, education, health care, and government services to operate efficiently and effectively. Jay County's Internet volume capability could be increased at least 1,000 fold.

**Strategy #1 -- Document the technical and economic feasibility of bringing high speed, high capacity Internet infrastructure to Jay County.**

Action Step	Parties Involved	Timeline	Resource Options
1. Organize a project team of 3-5 volunteers with appropriate business and technical experience, including an experienced project manager to coordinate the team's efforts.	Implementation Committee	By March 15, 2010	Volunteer time
2. Start work on the technical and cost estimate portions of the feasibility study. Obtain a successfully proven outline for a community Internet infrastructure feasibility study.	Implementation Committee and project team members	By April 1, 2010	Volunteer time
3. Craft a public outreach program to transparently inform Jay County stakeholders and individual citizens about the activities and accomplishments of the initiative. Elements may include regular status updates, press releases, face-to-face public meetings,	Implementation Committee and project team members	By April 30, 2010	Volunteer time

and/or a web-log (blog).			
4. Meet with county stakeholder enterprises to discuss the feasibility and benefits of world class information communication technology for the economic development of Jay County.	Implementation Committee	By May 31, 2010	Volunteer time
5. Complete the technical and economic portions of the feasibility study and deliver to designated recipients.	Implementation Committee and project team members	By June 30, 2010	Volunteer time

**Measures of Success:** 1. Monthly feasibility study percent completion. 2. Number of outreach products completed and issued. 3. Number of outreach encounters completed. 4. Degree of satisfaction and consensus of the Implementation Committee members as expressed on a monthly 1-5 scale.

**Strategy #2 --** Work out details of funding, governance, implementation, and management of high speed, high capacity Internet infrastructure in Jay County.

Action Step	Parties Involved	Timeline	Resource Options
1. Establish a small volunteer task force to focus on working out the business details of the Internet infrastructure initiative.	Implementation Committee	By May 1, 2010	Volunteer time
2. Develop fiscal strategy, including identification of potential funding sources to provide a fiscal catalyst, for the initiative.	Task Force and Implementation Committee	By July 1, 2010	Volunteer time
3. Develop a business model framework for the initiative [e.g., for profit, not for profit, public-private-partnership (PPP), management approach, revenue targets, extensibility, value added services, marketing and branding plan].	Task Force and Implementation Committee	By August 1, 2010	Volunteer time
4. Develop a proposed charter, including defined roles and responsibilities, for the legal entity that will oversee the new Internet facility.	Task Force and Implementation Committee	By September 1, 2010	Volunteer time

5. Define and resolve any remaining legal and/or financial issues for the initiative.	Task Force and Implementation Committee	By October 1, 2010	Volunteer time, including <i>pro bono</i> legal review
6. Finalize the project plan for implementing the first phase of the initiative.	Task Force and Implementation Committee	By October 31, 2010	Volunteer time

**Measures of Success:** 1. Publish monthly status reports. 2. Weekly scorecard of milestones completed. 3. Issues list: Report number of issues identified and percent of issues resolved.

**Strategy #3 -- Implement the initial phase of the Jay County high speed, high capacity Internet infrastructure.**

Action Step	Parties Involved	Timeline	Resource Options
1. Begin to carry out the project plan for implementation of high speed, high capacity Internet infrastructure.	Implementation Committee	By November 1, 2010	Volunteer time
2. Hold a ceremony to install the officers of the legal entity (e.g., corporation, cooperative) that will oversee the Jay County high speed, high capacity Internet infrastructure.	Implementation Committee and Corporate Officers	By November 15, 2010	Volunteer time
3. The new officers sign contracts and other documents for contractors, surveyors, inspectors, and other essential participants to start actual implementation work.	Corporate Officers	By November 30, 2010	Volunteer time
4. Hold a kick-off event (e.g., ground breaking, press conference) to publicly start actual implementation of Jay County high speed, high capacity Internet infrastructure.	Implementation Committee and Corporate Officers	By December 1, 2010	Volunteer time
5. Accept contract deliverables as they are inspected and approved.	Corporate Officers	By December 31, 2010	Volunteer time, technical advisor(s) as needed
6. Transition to operations and maintenance (e.g., hire staff, initiate the network operations center (NOC), provide customer support, etc.), including gradual, routine, evolutionary build-out to new customers and new neighborhood service areas.	Corporate Officers and Staff	By April 30, 2011	Volunteer time and compensated staff

**Measures of Success:** 1. Publish monthly status reports, including milestones completed. 2. Publish weekly key-indicator scorecard. 3. Issues list: Report number of issues identified and percent of issues resolved and not resolved.

**Goal #2 -- Increase the number of “shovel ready” business and housing sites.**

**Rationale:** Ready-to-build sites are needed for Jay County to be competitive. Companies will want to start building “yesterday” and their employees will want a variety of attractive, high quality existing and new housing choices.



**Strategy #1 -- Have “shovel-ready” (ready-to-build) sites available for marketing to businesses looking for such sites.**

Action Step	Parties Involved	Timeline	Resource Options
1. Jay County Development Corporation (JCDC) creates a subcommittee from its board members to carry out following steps. <ul style="list-style-type: none"> <li>A. Review the county inventory of current industrial sites as well as desired future sites, if any, determining what each one needs to meet the “shovel-ready” criteria (see <a href="http://www.in.gov/iedc/ShovelReady.htm">http://www.in.gov/iedc/ShovelReady.htm</a>)</li> <li>B. Decide which current and/or future sites can most cost effectively meet the definition of “shovel ready,” and choose the sites to be made “shovel ready.”</li> <li>C. Hire an environmental firm to do the time-consuming studies necessary to make the chosen sites “shovel ready.”</li> </ul>	1. Executive Director, JCDC 2. Members of the JCDC’s board of directors who form the subcommittee. 3. Environmental firm.	1. Two months to form the subcommittee and review potential sites. 2. An additional month to choose an environmental firm. 3. Six months for the environmental firm to perform the studies.	1. No cost to form the subcommittee and to do its preliminary evaluation. 2. Economic Development Income Tax (EDIT) funds may be available for the environmental firm to perform studies.

<p>D. Report to JCDC as sites become "shovel ready" so they may be marketed as such.</p>			
<p>E. As market and economic conditions change, reevaluate additional county industrial sites to be made "shovel ready" and repeat the process.</p>			

**Measures of Success:** 1. Establishment of subcommittee. 2. Obtaining funding. 3. Progress on completing study deliverables.

**Strategy #2** -- Have desirable single-unit and multi-unit housing choices available in the county for both current and (most especially) potential employees/residents.

<b>Action Step</b>	<b>Parties Involved</b>	<b>Timeline</b>	<b>Resource Options</b>
<p>1. Create a committee chaired by Barry Hudson, who has developed subdivisions in the past. The committee would include county-wide members and would be responsible for:</p> <p>A. Review current availability by community of single-unit and multi-unit housing, including houses, condominiums, and market-rate apartments, using county real estate professionals and/or by hiring a consultant. Determine which housing types and their locations are in greatest need.</p> <p>B. Visit other cities to see how they have encouraged and accomplished well balanced housing strategies (St. Henry, St. Marys, etc.).</p>	<p>1. Barry Hudson and other committee members.</p> <p>2. Local real estate professionals and possibly a housing consultant.</p> <p>3. Leaders of nearby model communities, who will be interviewed.</p> <p>4. Potential housing developers, who will be interviewed.</p> <p>5. County and municipal leaders who have potential resources for infrastructure improvements needed to encourage housing developers.</p>	<p>1. One month to form the committee.</p> <p>2. One month for the committee to form a plan to evaluate current and needed housing (whether by local real estate professionals and/or by a hired consultant).</p> <p>3. One month to evaluate current and needed housing.</p> <p>4. One month to visit other nearby cities.</p>	<p>1. No cost to form the committee.</p> <p>2. Potential cost for hiring consultant.</p> <p>3. Travel and incidental expenses for model community visits and developer visits.</p> <p>4. Funding source(s) to be determined.</p>



<p>C. Interview developers to formulate a strategy to attract them to build housing in Jay County and implement that strategy.</p> <p>D. Develop county, municipal, and public support of infrastructure improvements needed to encourage housing development.</p>		<p>5. One month to interview potential housing developers.</p> <p>6. Six months to develop support and get approval of cost sharing of infra-structure improvements.</p> <p>7. Two months to implement strategy to finalize developer involvement</p>	
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**Measures of Success:** 1. Establishment of committee. 2. Identification of funding source(s). 3. Progress on completion of timeline milestones.

**Goal #3 -- Use the passion, knowledge, and ambition of residents to make Jay County a leader in alternative and renewable energy and demonstrate the resulting economic development opportunities**

**Rationale:** In attracting entrepreneurial and governmental capital for “green technologies” to Jay County, the county will realize the economic benefits of increased numbers of higher paying jobs associated with the implementation of these technologies and their supporting industries.

**Strategy #1 -- Build public support of efforts by the Jay County Development Corporation and other agencies to attract green-energy businesses to Jay County.**



Action Step	Parties Involved	Timeline	Resource Options
<p>1. Establish alliances with local, state, and federal agencies.</p>	<p>County Commission County Planning Commission State Senator and Representative Mayors</p>	<p>18 to 36 months</p>	<p>County – participate thru taxes and services.</p> <p>State &amp; Federal – funding, grants, tax incentive.</p>

	JCDC Executive Director Jay County Chamber of Commerce (Chamber) Other counties that have successfully transitioned to Green Technologies		
2. Complete all applicable studies and surveys.	Consultants Government agencies	18 to 36 months	Department of Natural Resources (DNR) and Indiana Department of Environmental Management (IDEM), Universities, etc.
3. Organize Renewable Energy Team	JCDC Renewable Energy Task Force	Completed	
4. Launch Renewable Energy Campaign.	Renewable Energy Task Force Marketing Professional	3-6 months prior to project implementation	Local newspaper, radio spots Speaking circuit: Service groups Schools
5. Recruit supporting industries.	JCDC	Dynamic	To be determined

**Measures of Success:** 1. Establishment of task force. 2. Identification of funding source(s). 3. Progress on completion of action milestones.

**Goal #4 -- Encourage agri-business development so as to address the current needs of both the agricultural and the non-agriculture sectors of Jay County, while maintaining flexibility to the changing face of Jay County agriculture for generations to come.**

**Rationale:** The County should take advantage of its rich agricultural heritage and support the industry that makes up a large portion of the county's business sector. Agriculture is becoming increasingly more "high tech" and Jay County should be a leader in supporting this type of business development.



**Strategy #1 -- Address the rich agricultural heritage by making an inventory of assets and analyzing the county's strengths and challenges.**

Action Step	Parties Involved	Timeline	Resource Options
1. Convene evaluation committee	Variety of agricultural producers and businesses, Purdue Extension Office, and interested non-agricultural community members.	0-6 months	Purdue statistics, No funds needed
2. Promote/educate list of strengths	Same as above and Jay County Agriculture Week Committee	6-18 months	Promotional funding: Individuals, businesses
3. Evaluate/develop plan to resolve challenges and research alternatives (i.e. methane digesters, wind, solar, water quality).	Same as above with creation of Implementation Committee	12 months and beyond	Individuals, businesses Friends of Jay County Agriculture Endowment at The Portland Foundation

**Measures of Success:** 1. Monthly meeting evaluation reports. 2. Outline and timeline of promotion/education plan. 3. Monthly report of plan to improve upon challenges faced by Agricultural community, action plan for implementation, and percent of issues resolved.

**Strategy #2 – Perform research to determine direction agricultural technology is moving and encourage companies providing that technology to expand in Jay County.**

Action Step	Parties Involved	Timeline	Resource Options
1. Establish a shared technology team to research agricultural technology needs.	Experienced tech-based agricultural and non-agricultural entrepreneurs, marketing professionals, and computer programmers	0-18 months (stay engaged and flexible)	Individuals, Grants, Tax Incentives
2. Implementation plan to identify businesses to target for expansion in Jay County.	Same as above with addition of business and community leaders.	12-24 months and beyond	Same as above

**Measures of Success:** 1. Monthly status reports. 2. List of key potential businesses, contacts made, visits planned, etc. showing progress of possible expansion in Jay County.

**Strategy #3** – Utilize Jay County’s existing water and other resources to encourage more food processing companies.

Action Step	Parties Involved	Timeline	Resource Options
1. Establish task force to analyze data already available (seismic studies, Teays River Valley, etc.)	DNR, IDEM, Field Service Agency (FSA), Red Gold, Meshberger Bros, Poet Bio-Refining, Purdue University, Expert Guest Speakers, JCDC, business and community leaders	0-12 months	Volunteer time
2. Determine water sources available for food processing and identify the best industries with most economic advantage (that also leave a good foot-print) and introduce them to Jay County.	Same as above	0-24 months and beyond	Volunteer time Experts, as needed
3. Establish research team to evaluate the possibility of capturing carbon dioxide for use in greenhouses to grow fresh fruits and vegetables for community and school system, as well as algae for chicken feed.	Same as above	Years 2-3	Individuals, Grants, Tax Incentives, Friends of Jay County Agriculture Endowment at The Portland Foundation
4. Become a test site for use of carbon dioxide, build greenhouses, evaluate validity of project.	Same as above	Years 3-6	Same as #3
5. Implement the final plan, train Jay County High School (JCHS) horticulture students and interested community members, determine market for algae feed, and ship fresh fruits/vegetables to Jay School Corporation, Helping Hand Food Pantry, Farmer’s Market, etc.	Same as above plus JCHS agriculture teachers, staff, and students; community members	Years 7-10	Same as #3 plus volunteer time

**Measures of Success:** 1. Monthly status reports, including natural resources potential. 2. Quarterly progress list of key potential businesses, contacts made, visits planned, etc. 3. Monthly progress report of potential food growth/harvest results for community and livestock consumption. 4. Quarterly progress report of feasibility of carbon dioxide use; review design plans for greenhouses; evaluation financial project reports. 5. Horticulture training plan in place; establishment of algae feed market; distribution of fresh fruits and vegetables to local markets.

**Strategy #4** – Launch a Web 2.0 social media platform designed to help farmers leverage 21st Century Precision Agriculture Technology more effectively.

Action Step	Parties Involved	Timeline	Resource Options
1. Secure federal and private funding	Hosier, Bradley, Fennig, Hourigan, Peet	0-3 months	City of Portland, Jay County, Friends of Jay County Agriculture Endowment, 21st Century Fund, United States Department of Agriculture (USDA), Organic Agriculture Research Initiative (OREI), Agricultural Food Research Initiative (AFRI), and Specialty Crop Research Initiative (SCRI)
2. Recruit technology team	Fennig	3-6 months	Same as above
3. Build solution mockup	Fennig, Kelvie, Marentis, Craton, Nurkalla	6-12 months	Same as above
4. Run pilot program	Same as above	12-18 months	Same as above
5. Launch commercial service	Same as above	18-24 months	Same as above

**Measures of Success:** 1. Success in fundraising attempts. 2. Technical people hired and on project. 3. Project physical development. 4. Successful launch on the web. 5. Enough activity to produce ongoing income stream.

# Action Plans

## Education

**Vision:** *Over the next decade, Jay County will become a leader in the State of Indiana in lifelong learning. In partnership with community members, Jay County will prepare its residents to be successful learners and exceptional contributors, not only in our communities, but also in the world at large.*



**Goal #1 -- Raise awareness of the vitally important partnership all members of our community play in recognizing, encouraging, and promoting the positive effects of education for individual success and community prosperity.**

**Rationale:** The cycle of learning begins at birth, develops through the teen years, and is defined and redefined through adulthood. All members of the community -- the learners themselves, relatives, educators, business people, neighbors -- impact a learner's progress through their attitudes about learning. The community, recognizing the values of excellence in education, will raise the level of support, encouragement, and expectations, thereby boosting learners' achievements.

**Strategy #1 -- Adopt an ongoing awareness campaign that emphasizes the importance of learning.**

Action Step	Parties Involved	Timeline	Resource Options
1. Mount an informational campaign via print, electronic, and broadcast media, providing parents with tips for helping children with school.	Commercial Review, WPGW, and volunteer educators to research and coordinate project.	Start 2010 school year	
2. Adopt slogans to promote education (Ex. Have you read to your child today? School's Cool !)	All schools in Jay County through student councils and principals.		
3. Incorporate slogans in a "Community Spirit 101" campaign to raise awareness of the value of education. (Examples: Banners across streets or on sides of buildings; encourage wearing education-promoting tee-shirts on certain days; plan "focus weeks" (units of study).	All schools in Jay County, community members, business, clubs and organizations.		

4. Encourage community members to share their "career stories" through a Speaker's Bureau or entrepreneur classes.	Chamber, all schools in Jay County, business, industry, JJCL, and others listed above.		
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**Measures of success:** Record the number of media events in the first year. Survey communities as to their awareness of the campaign.

**Goal #2 -- Raise the reading and math skills of the youngest learners, so that all Jay County third graders meet or exceed grade level expectations by the end of third grade.**



**Rationale:** Studies prove children are born ready to learn and the early years of life can set their course for academic success or failure. Reading and performing math skills at or above grade level by the end of third grade is essential. Efforts are needed

to raise the awareness of these fundamental building blocks and encourage and enable parents and the community to be actively involved in childhood development.

**Strategy #1** – Support new programs and expand existing ones that benefit and help families as the “first teachers” during the early childhood years.

Action Step	Parties Involved	Timeline	Resource Options
1. Support “Born to Learn”, a research-based, outcome-oriented, voluntary educational program based on the needs of parents of newborns to children 3 years of age. Available in Spanish and English	Rotary, Rotary International, YSB, groups such as the Pregnancy Care Center, Head Start, Hospital, physicians and TPF	Summer 2010	Rotary, Rotary International
2. Double the number of families participating in the JC Public Library’s “1000 Books Before Kindergarten” program. Institute an additional incentive program for the next level of learners, kindergarten to third grade.	Jay County Public Library (JCPL)	Ongoing	JCPL, TPF, clubs and organizations

3. Encourage Day Care providers to connect with community resources to utilize programs such as those offered by the Jay County Library.	Day care providers		Private funding
4. Boost the funding for pre-school scholarships for families in need.	Pre-school centers, clubs and organizations		
5. Support all Jay County educators in their efforts to strive for excellence in their classrooms and attain these goals. Encourage continuing education and professional development.	All Jay County educators		

**Measures of Success:** State accepted standardized testing.

**Goal #3 -- Inspire learners and give each the tools needed to achieve a high school diploma as a basis for lifelong learning and the pursuit of post-secondary education.**

**Rationale:** High school graduation is an important -- but not final -- learning accomplishment, and a 100% graduation rate is a worthy goal.



Preparing graduates to meet the challenges of a changing world and make educational and vocational decisions is the responsibility of all partners in the community. All learners need support and encouragement to strive for excellence as they work toward their educational pursuits.

**Strategy #1 -- Expand the base of volunteers in our schools and in programs outside the school setting.**

Action Step	Parties Involved	Timeline	Resource Options
1. Provide information about volunteer opportunities within the school setting.	All schools in Jay County, Jay Community Center (JCC)	Start of 2010 school year.	
2. Encourage mentoring programs for our youth.	Community members, all schools in Jay County, Kids Hope Program, Youth Services Bureau (YSB), (continued)		



<p>3. Promote partnerships and internships between business/industry in order to prepare students for employment opportunities.</p> <p>4. Institute short term "Classes for Success" which teach skills such as those needed for test taking, SAT preparation, or interviewing for a job.</p>	<p>local clubs and organizations, JCC, and The Portland Foundation (TPF).</p> <p>Jay County High School (JCHS), business/industry, Chamber, John Jay Center for Learning (JJCL), and Work One</p> <p>Work One, JJCL</p>		
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**Strategy #2** – Provide an academic and financial aid advisor to assist high school students in achieving graduation and exploring potential post-secondary academic pursuits, developing appropriate courses of study to prepare for those pursuits, discovering institutions for post-secondary education, and investigating sources of financial aid. The advisor would also serve adult students.

Action Step	Parties Involved	Timeline	Resource Options
1. Add full-time staff member based at JJCL.	JJCL, JCHS	Start of 2010 school year.	Grants, private funding
2. Provide opportunities for advisor to schedule programs throughout Jay County.	JJCL, JCHS, Jay County Chamber of Commerce (Chamber)		
3. Set a pro-active agenda for outreach to students beginning in the middle school years	JJCL, colleges, universities, West Jay Middle School, East Jay Middle School, JCHS, Work One, various websites and organizations.		

**Measures of Success:** High school graduation rates, percentage of students pursuing post-secondary education, etc.

**Goal #4 -- Increase the number of educational and enrichment opportunities in Jay County, as well as the number of citizens who take advantage of them.**

**Rationale:** There is no substitute for lifelong learning. It feeds intellectual curiosity, stimulates the social conscience, and provides information for decision making to all citizens, as well as providing the labor force with flexibility in workplaces with ever-changing demands.



**Strategy #1 --** Develop additional academic and workforce education classes through the John Jay Center for Learning.

Action Step	Parties Involved	Timeline	Resource Options
1. Add academic offerings at JJCL through its current educational partners.	JJCL, Indiana Wesleyan University, Ivy Tech	Ongoing	
2. Diversify offerings at JJCL by recruiting complementary educational partners.	JJCL	Ongoing	
3. Coordinate with Jay Co. businesses and industries to assess specific training needs to improve the quality of our workforce.	Chamber Business Education Partnership Committee, Work One, Jay County Development Corporation (JCDC)		

**Measures of Success:** Annual report of classes and the number of students attending those classes.

**Strategy #2 –** Create a comprehensive listing of educational, training, and enrichment opportunities available within the county, using established websites.

Action Step	Parties Involved	Timeline	Resource Options
1. Use existing county websites to provide links to Jay County groups that conduct classes and programs for educational and enrichment purposes.	Websites of the JJCL, Chamber, JCDC, JCC, Jay County, Arts Place, Jay County Historical Society, JCPL and others.	Summer 2010	

# Action Plans

## Health, Wellness and Recreation

**Vision:** *The citizens of Jay County will take advantage of a wide array of resources and opportunities to make choices that lead to physical, mental and emotional health.*



**Goal #1 – Ensure that citizens have the information and support needed to recognize and understand healthy choices.**

### **Rationale:**

- Top causes of death involve many choice-related factors, in contrast to 100 years ago when more deaths came from infectious diseases.
- Making healthier choices can reduce both illness and costs, as many health insurance companies have found when implementing wellness programs.
- Understanding the choices and being able to make them is a proactive rather than reactive approach with potential to avoid suffering and other problems.
- A healthy workforce is important for the community to thrive economically.
- Healthy students are better able to achieve

**Strategy #1--** Educate the public on the importance of a healthy lifestyle.

<b>Action Step</b>	<b>Parties Involved</b>	<b>Timeline</b>	<b>Resource Options</b>
1. Using the WINS (Wellness IN Schools) program as a model, develop similar programs for all age groups, school aged and adults.	Jay County Hospital (Hospital), Jay School Corporation, Jay Community Center (JCC), interested community members.	Phase into schools and community over a 5-year period	Grants, school curriculum, budget item of participating groups

**Strategy #2** -- Educate the public on the need for making healthy snacks and meals available in the schools.

Action Step	Parties Involved	Timeline	Resource Options
1. Leadership of 20/20 Implementation Plan to form a group to present to the school board the need for healthier meals/choices in the schools	School board, parents, school dietitian (or person responsible for meal planning) and hospital dietitian.	1 -2 years	
2. Identify a healthy meal choice each day on the menu with nutritional information.			

**Strategy #3** -- Give attention to the advantages of home gardening, farmer's markets, and buying locally produced food.

Action Step	Parties Involved	Timeline	Resource Options
1. Encourage home gardens or the use of the community garden.	Hospital, Purdue Extension, Community & Family Services, the media	Immediate	Part of WINS curriculum, information available/distributed through parties involved
2. As part of #1, provide education on the health advantages and cost savings in growing own produce and buying locally.			
3. Work with local retailers to encourage them to make more fresh produce readily and affordably available.	Local grocers and Jay County Chamber of Commerce (Chamber)		

**Strategy #4** -- Support measures to curb illegal drug activities (methamphetamine labs, prescription drug abuse, etc.).

Action Step	Parties Involved	Timeline	Resource Options
1. Identify existing anti-drug programs and include them in planning and implementing this emphasis.	Police, parents, schools, churches & church youth groups, entire community	Immediate	Part of WINS curriculum, medical community, community support, grants
2. Provide drug education at all age levels.			

<p>3. Educational seminars for parents/community on the signs of drug abuse and options for family members suspected of drug abuse.</p> <p>4. Evaluate the present use of random drug testing in the schools as a tool for curbing illegal drug use.</p> <p>5. Support &amp; enhance law enforcement in dealing with problems like abuse of prescription drugs and abuse and production of methamphetamine</p> <p>6. Where needed, begin support groups for families dealing with drug abuse issues.</p>			
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**Goal #2 – Increase opportunities for citizens to act on the healthy choices they make.**

**Rationale:** Citizens must have opportunities to put their choices into action. With more variety of opportunities participation is more likely. There is now a perceived lack of opportunities.



**Strategy #1 -- Encourage businesses, employers, organizations and individuals to implement wellness programs.**

Action Step	Parties Involved	Timeline	Resource Options
<p>1. Form a group of key leaders from business and healthcare, preferably from around the county, with the mission to promote wellness programs in the workplace.</p>	<p>Employers, individuals and health care providers passionate about the project.</p>	<p>One to two months for step one with further steps to be determined.</p>	<p>Time volunteered by individuals or their organization</p>
<p>2. This group educates businesses &amp; organizations about the advantages and possibilities of wellness programs.</p>	<p>The group formed in #1 along with others with experience willing to "testify."</p>		

<p>3. The group develops information and support (perhaps in the form of model programs and partnerships) for those who wish to implement wellness programs.</p> <p>4. The group (with the growing number of those interested as a result of #2 and #3 and other education about healthy lifestyle choices such as Wellness in Schools) explores expansion of like programs to individuals and groups countywide.</p> <p>5. The group reviews results to evaluate effectiveness in terms of participation and health improvement shown.</p>			
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**Measures of Success:** Are there more wellness programs available? Is there improvement in basic health measures (blood pressure, cholesterol, blood glucose, and body fat) among Jay County citizens?

**Strategy #2 --** Create safe routes for walking, bicycling and other activities across the county.

<b>Action Step</b>	<b>Parties Involved</b>	<b>Timeline</b>	<b>Resource Options</b>
1. Create a group of interested individuals and organizations.	Recreation groups, bike manufacturers and vendors	One to two months	
2. Research successful projects in other communities including those which devote attention to the issue of accessibility.	Contacts among elected officials, recreation leaders, property owners	Two to three months	
3. Create a plan incorporating any existing facilities and successful elements discovered in #2.		Two to three months	
4. Promote the plan among community members.			
5. Find funding.			
6. Implement the plan.			

**Strategy #3 -- Enhance recruitment and retention of healthcare professionals for the county.**

Action Step	Parties Involved	Timeline	Resource Options
1. Hospital administration along with other health care providers to create a "Friends of Healthcare" group of citizen volunteers who would provide information and contact on a one-on-one basis with prospective medical professionals and their families.	Members of this group to include: Hospital administration, representatives of other health care organizations, and a diverse group of citizens passionate and knowledgeable about what the community has to offer.	Group formed and matching volunteers to prospects by end of 2010	
2. As a community, become informed about how the medical community operates in order to support what is good at present and advocate for excellence and continual improvement. Topics to include: how the referral process works, privacy issues, records, etc. Opportunities for sharing information could include speakers, club meetings, classes, workshops or other gatherings.		By June 2010	
3. Create an annually updated video available online and in other useful formats to introduce our community to prospective professionals and their families.	Chamber and Jay County Visitors and Tourism Bureau (JCVTB)	By September 2010 and ongoing	
4. Support efforts to enhance the Jay County Chamber of Commerce website to include user friendly access to information about our hospital and our medical community. Suggest "healthcare" be referenced in the website masthead and picture Jay County Hospital on the home page.	Chamber and JCVTB	By June 2010 and ongoing	

**Goal #3 – Ensure that citizens have a safe community and environment for living out healthy choices.**



**Rationale:**

- Some health issues may require legislation or regulatory action or law enforcement (i.e. substance abuse, air and water quality, crime control) in addition to individuals’ decisions or efforts.
- Health, wellness, and recreation infrastructure investment may be needed beyond the ability of individuals to accomplish.
- Current local discussion on issues like air and water quality, smoking, and traffic patterns indicate community concern for safety.

**Strategy #1 -- Advocate the banning of smoking in public places. Discourage the use of all tobacco products.**

Action Step	Parties Involved	Timeline	Resource Options
1. Educate all citizens to the dangers of smoking and use of other tobacco products.	Hospital Jay School Corporation Jay County Tobacco Coalition or another concerned citizens group Community Centers County government Fire departments	3 to 5 years?	Hospital, Jay County Schools, community centers, concerned citizens committee, fire departments, and anti-smoking campaigns and organizations. Any needed funds for points #1-6 to be raised by concerned citizens group.
2. Study other communities to see how they implemented a smoking ban.	Businesses that have chosen to ban smoking and can share their experiences.		County health department
3. Support ordinance to ban smoking in the workplace.	County health department and local physicians		Local physicians
4. Support ordinance that implements a total smoking ban in all public places.	County health department and local physicians.		



5. Lobby state legislators to vote for a smoking ban that is statewide.			
6. Support enforcement of the ordinance(s) including penalties for violators.	County health department and local physicians		

**Strategy #2 -- Actively seek enough high quality housing and programming for the elderly in our area.**

Action Step	Parties Involved	Timeline	Resource Options
1. Leadership of 20/20 continuity plan to study other successful facilities in other communities.	Local management/owners of local facilities	7 to 8 years	Study committee State and local governments
2. Learn what specifically is needed and what we're lacking.	Study committee including representation from current elderly, caregivers, and those planning for future to be appointed by the Commissioners		Private investment, grant funds, nonprofit foundations, tax funds
3. Communicate with local management of our local facilities to inform them of our needs and encourage them and other providers to establish new facilities.	State and local governments		
4. Work with state and local governments for assistance (i.e. EDIT funds)			

**Strategy #3 -- Assure high standards for air and water quality**

Action Step	Parties Involved	Timeline	Resource Options
1. Form a study committee that includes a representation of concerned citizens. Suggested members include Chamber, representation from health and recreation groups, and business interests.	Study committee of volunteers for monitoring State and local government Hospital, Jay County Schools, John Jay Center for Learning (JJCL).	2 to 3 years	Same as "Parties Involved"

2. Study other state and county laws/ordinances pertaining to air/water quality for the most appropriate models for ensuring safe resources in our area.	Recreation/nature groups, property owners, regulatory agencies, local businesses and industries		State training for monitoring air & water
3. Seek volunteers (via state training) working with state/local government to monitor the air/water quality in our county.	Agricultural groups, economic development groups and agencies		
4. Continue to keep the issue of clean air/water quality before state and local government officials and representatives.			
5. Cooperate with the local hospital and schools to educate the public about air/water quality issues.			
6. Advocate for fair but strict fines for those in violation.			

**Strategy #4 -- Provide for safe traffic patterns throughout the county.**

Action Step	Parties Involved	Timeline	Resource Options
1. Leadership of continuity plan to form a group to study hazards and traffic violations on all roads. This group to notify city, local and state law enforcement of traffic violations or road hazards. (i.e. thru trucks, narrow county roads, weight & speeding problems, lack of safe pedestrian walkways, dangerous intersections as examples)	Law enforcement; city, county and state governments; concerned citizens; local schools	Present time/now	Same as "parties involved"
2. This group to study possible solutions which may include improvements or changes in infrastructure, ordinances and enforcement. Especially useful will be successful examples from other communities.	Businesses and industries, property owners who use streets and roads		
3. Inform public of hazards/issues.	Economic development groups		

**Strategy #5** -- Provide for high quality recreation programs and facilities with access throughout the community.

Action Step	Parties Involved	Timeline	Resource Options
<ol style="list-style-type: none"> <li>1. Identify existing recreational facilities and programs -- both public and private -- and the populations they serve in order to inform the public of opportunities.</li>   <li>2. Improve and expand the existing activities and programs -- mental and physical -- discovered to be lacking in step one.</li>   <li>3. Utilize the facilities we have in the public and private sectors (i.e. community centers, private businesses.)</li>   <li>4. Develop a cooperative and centralized community calendar of events and programs to reference in both print and electronic forms. (Priority for success)</li>   <li>5. Work with public and private entities to expand, improve, or replace the existing recreational facilities, including parks, community centers, swimming pools, and trails. Support municipalities in the county in their efforts to achieve these goals.</li>   <li>6. Cooperate with local businesses to help sponsor events.</li> </ol>	<p>Hospital, Jay County Schools, community centers, parks departments (state &amp; local), private business sector, state &amp; local governments.</p>	<p>1 – 10 years</p>	<p>Same as "Parties Involved"</p>

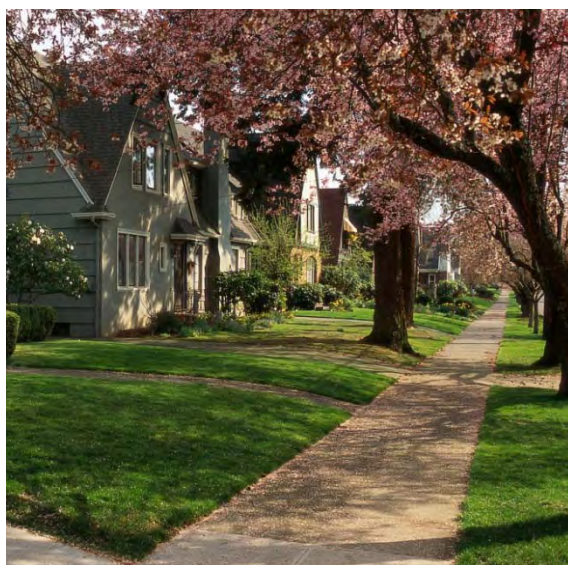
# Action Plans

## Quality of Life

**Vision:** *Jay County is committed to being a community of excellence creating cultural vitality that will attract professionals and civic-minded individuals of all ages. We resolve to become a clean, attractive and welcoming county with gathering places for social interaction and connected neighborhoods supporting and serving one another.*

**Goal #1 -- Raise the community's expectations and standards for residential and commercial structures, resulting in a population increase, appropriate zoning standards, and an increase in property values.**

**Rationale:** If individuals have pride in their own property and business, the entire community will be more attractive and there will be a greater sense of pride. This will result in people wanting to live in the community and to move into the community.



**Strategy#1--** Raise expectations that reflect community pride (including homes and commercial buildings.)

Action Step	Parties Involved	Timeline	Resource Options
1. Study communities that have established standards.	New "Pride" group	Years 1 thru 3	Jay County Building & Planning Department, Jay County Chamber of Commerce (Chamber)
2. Survey community members regarding pride in the community and individual attitudes related to pride.	New "Pride" group, Chamber		Survey
3. Identify and involve the gatekeepers in community planning.	New "Pride" group		
4. Enroll support of groups such as Landlord Associations, realtors, and Jay County personnel.	New "Pride" group		

5. Create programs and contests among students for home improvements.	Jay School Corporation		
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**Strategy #2 -- Review and enhance ordinances and zoning standards**

Action Step	Parties Involved	Timeline	Resource Options
1. Understand & quantify current resistance to planning and regulations.	New "Zoning" group & Local governments	Years 1 thru 3	Zoning boards in the county and separate communities
2. Organize grassroots advocacy and governmental buy-in on ordinance updates.	New "Zoning" group & Local governments		
3. Identify and gain support of government officials regarding ordinance and enforcement	New "Zoning" group & Local governments		

**Strategy #3 -- Identify funding and programs that are available at a local, state and national level that facilitate improvement**

Action Step	Parties Involved	Timeline	Resource Options
1. Find resources available	Jay County Community Development (JCCD), New "Pride" group		
2. Encourage local government coordination of property owner-funded infrastructure improvements (Barrett Law)			
3. Apply for residential property tax abatement opportunities	Jay County Development Corporation (JCDC)		

**Strategy #4 -- Create and maintain an ongoing publicity campaign selling the vision of pride to community members**

Action Step	Parties Involved	Timeline	Resource Options
1. Engage all media to publish Jay county successes – existing and newly created	New "Pride" group	Begin immediately – process must be ongoing	All local media

2. Consider a local mission project where local citizens are helped with property improvements and clean up.	Churches; 4-H; Scouts		
3. Identify mechanisms to increase pride (neighborhood associations, pride awards, block parties; bring back community events, etc.).	New "Pride" group		Find successful communities and determine best practices

**Goal #2 -- Develop places and programming to encourage social interaction and cultural vitality.**

**Rationale:** *Connect people in the community and create a sense of community across all neighborhoods by having safe and diverse gathering places (both formal and informal). This will lead to people staying in the community and bringing others to the community.*



**Strategy #1** -- Promote existing and create new places for all people to gather that encourages varying groups coming together.

<b>Action Step</b>	<b>Parties Involved</b>	<b>Timeline</b>	<b>Resource Options</b>
1. Promote and utilize a central web calendar for all events.	Jay County Visitor and Tourism Bureau (JCVTB); existing event providers	Years 1-5	Grants. Arts Place web calendar Features (ACE)
2. Conduct an inventory of the gathering places that already exist.	Jay County Chamber of Commerce (Chamber)		
3. Identify and convene the different groups that want events	Collaboration of existing event providers		
4. Identify best practices of events and communities with excellence in gathering places and activities	Collaboration of existing event providers		
5. Encourage the collaboration of organizations to engage young adults.	New "Gathering Places" group		

**Goal #3 -- Promote outdoor recreation to improve cultural and social interaction, along with wellness.**

**Rationale:** Maximize current and create new opportunities for social interaction between individuals and neighborhoods while encouraging physical fitness and wellness practices.



**Strategy #1 -- Increase opportunities for outdoor recreation throughout the county.**

Action Step	Parties Involved	Timeline	Resource Options
1. Study the feasibility of creating a man-made lake.	New "Lake" group	Start work in first year and work thru 10 <sup>th</sup> year	Engineers, consultants & county government
2. Create and expand public trails for outdoor activities including wildlife preserves.	JCCD		Indiana Department of Natural Resources (DNR), Energize East Central Indiana, Grants Indianatrails.org Railtotrails.org DNR
3. Encourage further development of natural areas.	Friends of the Limberlost, DNR & Acres, Inc.		
4. Sponsor state and national events at local facilities.	Jay Schools and community centers		

**Goal #4 -- Develop better connections across the county, to facilitate neighborhoods serving each other and enjoying more social and recreational interaction.**

**Rationale:** It would be both socially and economically beneficial for the county community, both as a whole and as individual neighborhoods to be more interconnected socially.



**Strategy #1 -- Maximize the vitality of Jay County by connecting the neighborhoods for a greater sense of community and social interaction.**

Action Step	Parties Involved	Timeline	Resource Options
<ol style="list-style-type: none"> <li>1. Evaluate and improve community events.</li> <li>2. Increase participation of people from the neighborhoods in Jay County planning events.</li> <li>3. Create a website for organizational communication in the total community with a single working schedule.</li> </ol>	<p>Event providers</p> <p>Event providers</p> <p>Tourism</p>	<p>Years 1 thru 5</p>	<p>Grants. Arts Place web calendar</p>

**Strategy #2 -- Develop a sense of unity in the county while celebrating the uniqueness and identity of individual neighborhoods while creating reasons to connect**

Action Step	Parties Involved	Timeline	Resource Options
<ol style="list-style-type: none"> <li>1. Find ways to connect special groups into the community such as the Hispanic community, Japanese, retired citizens, such as culinary classes &amp; cultural events.</li> <li>2. Create new and different ways of using EDIT resources in encouraging Public/Private partnership.</li> <li>3. Economic gardening, working more closely with small entities to foster growth thru private investment.</li> </ol>	<p>Arts Place, Casa de Portland</p> <p>JCDC, JCCD &amp; the Chamber</p> <p>JCDC</p>	<p>Years 1-5</p>	<p>Economic Development Income Tax (EDIT) funds &amp; grants</p>



## Next Steps

One of the last questions the group of stakeholders resolved was “Where do we go from here?”

An Implementation Committee, comprised of volunteers, has been charged with putting the plan into action. The Committee will review the plan; set priorities; work with sub-groups of implementers; record and report successes; re-convene citizens when needed; and keep the momentum moving forward. The committee consists of stakeholders from the private, public and non-profit sectors who have professed a genuine interest in the county’s future.

*If you have built castles in the air, your work need not be lost; that is where they should be. Now put the foundations under them.*

- Henry David Thoreau (1817-62),  
American writer

*It's a bad plan that admits of no modification.*

- Publilius Syrus, Roman slave and poet  
(circa 100 BC)

It is expected the Plan will change between now and the year 2020. Goals will be accomplished, and new ones may take their place. Strategies may prove unworkable, and different approaches will be tried. Such flexibility will make the overall plan stronger.

The Implementation Committee will work in an *ad hoc* manner, being answerable to the citizens of Jay County and no specific entity. The Portland Foundation, however, will serve as the Committee’s ‘front door.’

Public participation is crucial to the Plan’s success. The Stakeholders, who spent hundreds of hours in discussion, dreaming and deliberation to write a plan to make Jay County a more vibrant, welcoming and warm place to live, encourage all Jay County citizens to

- Be aware of the issues
- Participate in discussions
- Look for ways to volunteer
- Support neighbors in their efforts
- Take pride in Jay County

*A community is like a ship: everyone ought to be prepared to take the helm.*

- Henrik Ibsen, writer

# Acknowledgments

## Financial Sponsors

Indiana Association of United Ways  
The Portland Foundation  
Jay County  
City of Portland  
City of Dunkirk  
Town of Bryant  
Town of Pennville  
Town of Redkey

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Kyle Teeter, art work and website  
Jay County High School, meeting site  
Holy Trinity Catholic Church, meeting site  
West Jay Middle School, meeting site  
Jay County Development Corporation,  
office support  
The Portland Foundation, office support

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Gary Theurer  
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Jack Houck  
Hannah Hughes  
Terri Inman  
Roger Inman  
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Roger Locker  
Larry Lykins  
Ralph May  
Milo Miller  
Dawn Milligan  
John Moore  
Kent Muhlenkamp  
Faron Parr  
Vickie Reitz  
Cletes Rines  
Carl Ronald  
Wes Schemenaur  
Mary Simmons  
Jane Spencer  
Barb Street  
Deb Tipton  
Dan Watson  
Tom Young

Regina Dunlavy  
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Charlie Freel  
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Dru Hall  
Joe Hibbard  
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Penny Hunt  
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Patty Johnston  
Mike Keller  
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Jane Martin  
Kent McClung  
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Dave Minch  
Linda Moore  
Elizabeth Nesbitt  
Jane Prescott  
Connie Retter  
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### **Implementation Committee**

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### **Special Appreciation to**

Derek Okubo of the National Civic League.  
He said we could do it, and we did.

# Acronyms and Abbreviations

AFRI	Agricultural Food Research Initiative (USDA)
Chamber	Jay County Chamber of Commerce
DNR	Department of Natural Resources, State of Indiana
EDIT	Economic Development Income Tax
FSA	Field Services Agency (USDA)
Hospital	Jay County Hospital
IDEM	Indiana Department of Environmental Management
JCC	Jay County Community Center
JCCD	Jay County Community Development
JCDC	Jay County Development Corporation
JCHS	Jay County High School
JCPL	Jay County Public Library
JCVTB	Jay County Visitors and Tourism Bureau
JJCL	John Jay Center for Learning
OREI	Organic Agriculture Research Initiative (USDA)
SCRI	Specialty Crop Research Initiative (USDA)
TPF	The Portland Foundation
USDA	United States Department of Agriculture
WINS	Wellness IN Schools program
YSB	Youth Service Bureau