



Serving Howard, Carroll & Clinton Counties

Compilation of Area Assessments and Comprehensive, Strategic and Community Plans

Howard County

Prepared by: Project Matters, LLC - August 2019

COMMUNITY ASSESSMENT COMPILATION REPORT INTRODUCTION

WELCOME!

This project, as commissioned by The Community Foundation of Howard County, had as its goal to compile the community assessments, and the strategic, comprehensive and community development plans from the Foundation's service area, which includes the counties of Carroll, Clinton, and Howard, Indiana. In cooperation with the Community Foundation staff, we searched out those plans that met the following criteria:

- 1) plans were completed by organizations whose goals are of major impact to our tri-county service area;
- 2) the plans would provide data relevant to the Harwood Community Conversation process; and
- 3) plans that were authored within the last 3 years.

WHAT WILL THIS REPORT ALLOW US TO DO?

As the Community Foundation of Howard County gathers the community aspirations, primary concerns and suggested actions from all their Community Conversations throughout Carroll, Clinton and Howard County; we will be able to look at those top themes and see if anyone is already addressing that issue. If so, we can see what their goals are relevant to that concern or aspiration. We can then assess where the Foundation may plan to best invest its resources or work in a collaborative effort in achieving impactful community goals for the future success of our communities.



METHODOLOGY:

It is important to understand that in compiling the data to be used in this report, we combed through over 40 plans. We sorted out 26 of those, from which we drew relevant data for this document. In some cases, the plans were so detailed and comprehensive, that we condensed action steps or goals, or edited for capturing the essence of those lengthier goals. Often, the organizations had different definitions for goals, objectives and strategic tasks. In this report, we placed the information where it most fit for the purpose of aligning with the Community Conversation process. It is also important to note, that not all entities had their information readily available in a format that fit a goals, objectives, and strategies model, or in some cases, it did not reach us in time for publication. We believe that the 26 reports contained here do provide a broad idea of what our communities and leading partners in healthcare and human services are either currently addressing, or planning to address, in the next few years.

WHAT WE INCLUDED ON THE NEXT FEW PAGES:

You will find in chart form, each of the 11 plans that included Howard County, and the condensed details we assembled to help you easily access the information about what our community partners are planning or have found in their assessments. We have included an index and note page for your convenience at the end of the data report. We trust this information will guide you in your collaborative efforts with your community stakeholders for your own intentional planning.

2019 SUMMARY OF AREA STRATEGIC PLANS/ASSESSMENTS BY THE COMMUNITY FOUNDATION OF HOWARD COUNTY

Name of Plan/Assessment/Survey	Relevant Counties Served	Purpose of the Plan/Assessment/Survey	Top Findings/CONCERNS	Goals Identified in the Report (MAIN ASPIRATIONS)	Identified ACTIONS/Objectives	Key Measures and Strategies to Track Progress
Community Foundation of Howard County 2017 Strategic Planning Report and Recommendations	Howard	To review key policies, procedures, surveys and retreat data to determine what we need to be for the community in the next 10 years to foster transformational change.	<ol style="list-style-type: none"> 1. Lack of community needs assessments; 2. Variety of economic development needs; 3. Quality non-profit partners are needed; 4. Brain drain, retaining graduates; 5. Few funders; 6. Competition for donor dollars 	<p>CFHC is an organization that is central to transforming and improving the communities it serves by:</p> <ol style="list-style-type: none"> 1. Partnering with donors; 2. Supporting a diverse set of organizations and programs that make a measurable difference; 3. Being an initiator and influencer of change. 	<ol style="list-style-type: none"> 1. Identify ideal donors and their advisors and develop plan to contact them 2. Review the outcomes from the Howard County grants process to begin to define how the foundation is making a "measurable difference" through this work. 3. Create a process to determine CFHC involvement in community leadership initiatives. 4. Conduct strategic planning sessions with the Clinton and Carroll County Services Committees. 	<BLANK>
2016 Community Health Needs Assessment St. Vincent Kokomo Hospital	Howard	To identify and prioritize significant health needs in Howard County.	<ol style="list-style-type: none"> 1. Substance abuse 2. Access to health services 3. Mental Health and Mental Disorders 4. Exercise, nutrition and weight 5. Diabetes 	From this process the hospital will outline how they plan to address their prioritized health needs and report feedback into their report.	<BLANK>	<BLANK>
2018 Community Health Needs Assessment (CHNA) Community Health Network	Howard County Region (Zip Codes 46901, 46902, 46936, and 46979)	To fulfill the mission to improve the health and well-being of the communities it serves and meet the federal requirement to complete an assessment every 3 years.	<p><u>Provider Perceptions of Top Community Health Issues:</u></p> <ol style="list-style-type: none"> 1. Insurance Coverage/Enrollment 2. Cost of medication 3. Access to health services 4. Transportation 5. Chronic Disease management <p><u>Community Survey Respondents Identified Top Health Concerns:</u></p> <ol style="list-style-type: none"> 1. Substance use/abuse 2. Obesity 3. Chronic Disease 4. Mental Health 5. Aging 	<p><u>CHN' s most urgent community circumstances on which they should focus:</u></p> <ol style="list-style-type: none"> 1. Cost of medication 2. Lack of insurance or underinsurance 3. Chronic disease management 	<BLANK>	Evaluation of impact of instituted CHN health programs addressing the needs.

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<p>2018 Comprehensive Plan - Howard County, IN</p>	<p>Howard</p>	<p>To create a Comprehensive Plan (based on the State Mandate Title 36, Article 7) that addresses growth, development, economic prosperity, environmental quality, agriculture, government services, and quality of life issues; and to balance the issues in a manner that best serves the whole community.</p>	<p>1. <u>Ag, Builders, Realtors</u>: Greater cooperation needed between city/county agencies; especially in the areas of housing, building and general development. Sewers, land drainage were specifically mentioned; as well as balancing the right to farm vs. encroaching development. 2. <u>Economic Development</u>: Need to expand/strengthen existing businesses and focus efforts on encouraging start-ups/diversifying our industrial base; being prepared for the development along the US 31 bypass, and underutilization of the airport. 3. <u>Education/Library</u>: Need a greater, coordinated planning effort between county schools when addressing needs and must address the growing minority populations' needs, as well. 4. <u>Environmental</u>: Need growth that is planned and directed away from environmentally-sensitive areas and preserves the natural systems in the county and protects/improves the water quality. Develop greenways and encourage public appreciation/use of natural features. 5. <u>Quality of Life</u>: Improving the appearance of communities and lack of cultural activities/opportunities</p>	<p>1. Protect and improve the health, safety and welfare within Howard County. 2. Preserve and enhance the quality of life for the residents of Howard County. 3. Protect and preserve the rural character within Howard County. 4. Strive to diversify employers and reduce the county's risk of economic downturn.</p>	<p>1. Maximize opportunities to provide adequate housing for all income levels within the community. 2. Ensure residential land uses are designed to be safe, accessible, sanitary and aesthetically appealing. 3. Protect prime agricultural land because of its importance to the economy...and ensure land uses are compatible with adjacent environmental features. 4. Plan for development along the US31 Bypass, including utility expansion. 5. Strategically expand and develop sewer systems in fringe areas around municipalities and then focus new development in that area. 6. Adopt and follow a Capital Improvement Plan. 7. Develop and actively encourage the use of the widest possible range of transportation alternatives; including providing and maintaining pedestrian and bicycle access for all citizens of Howard County. 8. Continue to evaluate alternate forms of public transportation to meet current transit needs. 9. Encourage expansion of the municipal airport and maintain rail service connection and at least one linkage to Indianapolis to preserve access to industry agriculture, and future mass transit opportunities. 10. Coordinate with the municipalities in the county jointly provide public parks and recreation facilities. 11. Implement a Long-term Control Plan for water/sewage environmental impacts. 12. Actively promote Howard County as a great place to live, especially to incoming commuters. 13. Encourage the preparation and regular maintenance of a strategic economic development plan; identify quality of life factors and strongly encourage improvement/expansion of those qualities. 14. Develop and utilize a Comprehensive Parks & Recreation Master Plan, approved by the DNR to enable the county to receive grant dollars from the State of Indiana. The park plan should coordinate and assure resources are available to entire county. 15. Work with each community to determine ways to synchronize and improve consistency between regulatory documents, coordinate transportation and other infrastructure efforts.</p>	<p>Use this comprehensive plan to develop an Implementation Plan that outlines the five most important issues to address then devise the means to accomplish those projects. The Implementation Plan should include:</p> <ol style="list-style-type: none"> 1. What needs to be accomplished; 2. How it will be accomplished; 3. Who or what group will be responsible for the implementation; 4. Identify what financial or staff resources will necessary to complete the project, and 5. What is the priority of the projects, programs and policies. <p>Annually review the HC Comprehensive Plan; and Comprehensively review the plan every 5 years; which would include public workshops, interest group interviews and full scrutiny of the content and maps.</p>

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<p>2019 Howard County Health & Human Resources Needs Assessment (Johns Hopkins Medicine) Howard County General Hospital Strategic Planning and Population Health Departments and the Howard County Health Department's Policy and Planning division.</p>	<p>Howard</p>	<p>To identify the most important health issues in our community.</p>	<ol style="list-style-type: none"> 1. Access to Care 2. Behavioral Health (Mental Health and Addictions) 3. Healthy Aging 4. Healthy Weight 5. Maternal and Infant Health 	<ol style="list-style-type: none"> 1. Increase access to care for Howard County residents. 2. Increase timely access to behavioral health services for residents of all ages. 3. Improve the health of older adults living in Howard County and provide comprehensive care coordination for those with chronic conditions. 4. Enable people of all ages and incomes to achieve and maintain a healthy weight. 5. Improve disparities in prenatal care and birth outcomes for mothers and infants in Howard County 	<p>Through collaborative efforts with partner organizations, Howard County will become a healthier, more prosperous place to live for all of its residents.</p>	<p><BLANK></p>

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2017 Kokomo Comprehensive Plan	Howard	This comprehensive plan is necessary for the community to establish a clear vision, provide a set of strategies to help manage and facilitate stable and desired economic growth to realize that vision, and prepare for the future in the best possible manner.	<ol style="list-style-type: none"> Local Branding and Identity, Digital Branding and Identity, Tourism and Events; Public Transportation, Circulation, Walkability, Alternative Transportation; Government Communication with the Public, Coordination between Government Bodies and Departments, Communication on Project Updates, Coordination with Regional Entities; Housing Stock, Housing Diversity, Rental Diversity, Housing Prices, Neighborhoods, Attracting New Residents; Local Environment, Water Quality, Air Quality, Open Space and Trees; Local Businesses, Workforce Development, Attracting New Businesses, Diversifying Tax Base; Youth Activity Opportunities, Senior Activity Opportunities, Park and Recreation Opportunities, Sports; Community Infrastructure, Utilities, Community Services, Sustainability; Vibrant Downtown, Mixed-Use, High Density, Urban Environment; Zoning, Land Use, Annexation, Planned Growth, Redevelopment, Incentives. 	<ol style="list-style-type: none"> LAND USE: Encourage orderly and responsible development to promote health, safety, and quality of life of residents in the City of Kokomo. UTILITY INFRASTRUCTURE: Ensure high-quality, efficient, and effective utility infrastructure to address the needs of both existing and potential future residents and businesses. GROWTH AND REDEVELOPMENT: Ensure that the strategic and intentional growth and redevelopment of Kokomo maintains the highest quality of life for current and future residents, businesses, and visitors. COMMUNITY SERVICES: Ensure high-quality, efficient, and effective public facilities and services, and emergency response and community support services to address the needs of both existing and future residents and businesses. DOWNTOWN: Create a genuine, urbanized, and unique identity for Downtown Kokomo that attracts visitors and residents with walkability, density, and diversity. ECONOMIC AND WORKFORCE DEVELOPMENT: Support and encourage the success and growth of the existing business base and the attraction of new, high quality business and development opportunities that strengthen and diversify the economy and create jobs and generate wealth for residents of the community. ENVIRONMENT: Promote an ecologically sound community by ensuring protection of the natural environment to keep and maintain natural features and resources. COMMUNITY IDENTITY: Strengthen and expand a community brand and identity for the City of Kokomo to promote a positive and appealing community image for citizens, businesses, and visitors. PARKS AND RECREATION: Ensure year-round recreation and leisure experiences for all members of the community through quality active, passive, and social spaces throughout the community. TOURISM AND EVENTS: Enhance and promote Kokomo's events and attractions as a way to boost tourism and attract new visitors. TRANSPORTATION AND CIRCULATION: Enhance connections throughout the city for improved safety, function, and efficiency for all modes of transportation including vehicular, bicycle, and pedestrian networks. PLAN IMPLEMENTATION: Improve communications between governmental and non-governmental groups both internally and externally to support successful community development, governmental proceedings, communications, and collaboration toward realizing the vision of this plan. 	<ol style="list-style-type: none"> LAND USE: Assigning land use categories for growth and development mapping. Match land use categories assignments based on community context/adjacent land uses; availability of private/public utilities and services; access to the local transportation network; the desired economic impact in terms of identifying the highest and best use for the land; and general health, safety, and well-being of the community. GROWTH & DEVELOPMENT: Well-planned annexation/growth; capital improvement projects; operation and maintenance of public infrastructure; neighborhood revitalization; low-impact greenfield development and an increase in land use diversity and intensity, where appropriate. DOWNTOWN: A successful/vibrant downtown should have walkability and connectivity; have safe & efficient transportation options for all users; provide diverse entertainment, retail, and dining options; strong sense of arts/culture; clean and well-maintained streetscapes and public spaces; and high quality residential options. ENVIRONMENT: remove barriers to the use of alternative energy sources, specifically wind and solar energy; PARKS & RECREATION: Ensure that there are recreational opportunities for residents of all ages, abilities, and incomes. and implement the projects outlined in the P & R Master Plan; TRANSPORTATION & CIRCULATION: Continue to develop a transportation network that serves and complement the land uses and growth management goals of the city; make public transportation easier for more choice riders by expanding the service area and hours of the trolley system; UTILITY INFRASTRUCTURE: Require necessary improvements to water, sewer and storm water infrastructure of all new, infill and re- development to maintain a high level of service throughout the community; encouraging growth and development where adequate infrastructure already exists or where the costs to expand are favorable to the city's long-term operation; COMMUNITY SERVICES: Allow for land uses that provide public programs and facilities for at-risk, young adults, and the elderly; assess and if needed, modify city programs aimed at educating and encouraging participation in community volunteerism efforts and those policies that address social issues such as poverty. Maintain and support quality k-12 education opportunities. ECONOMIC & WORKFORCE DEV.: Strengthen & diversify existing business by adapting to demands of the local industries; allow for new businesses and industries that strengthen the local supply chains, promote sites with significant investment and job creation opportunities; remove barriers that impact local businesses; collaborate with local and regional planning organizations to align efforts; support efforts to integrate graduates into the local workforce. COMMUNITY IDENTITY: Strengthen online presence by providing a single source for local news, events, and opportunities to all things Kokomo; expand and enforce local codes to provide a visually appealing community. TOURISM/EVENTS: Make Kokomo a regional tourism destination by offering unique destinations and events not available elsewhere in the region; connect with other local organizations find opportunities to promote and expand tourism within the community; refresh and reimagine outdated attractions by supporting physical and programmatic improvements. PLAN IMPLEMENTATION: Improve inter- and intra- governmental communications and cooperation while respecting diverse objectives of each; establish a schedule to review the progress and keep public informed with status of goals; encourage coordination between major community organizations/leaders. 	<BLANK>

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<p>Kokomo-Howard County Public Library Strategic Plan 2016-2019</p>	<p>Howard</p>	<p>To gather public input on the library's role in the community and identify strategies to make the library successful in that role.</p>	<ol style="list-style-type: none"> 1. Strong and continual learning, both formal and informal; 2. Additional cultural opportunities; 3. Economic health for businesses, families and individuals; 4. Local amenities of all sorts, ranging from athletic facilities to improved technology, a teen hangout space, and more dining options; 5. Physically healthy residents who have access to top-notch healthcare; 6. Collaboration - A unified populace with positive attitudes and perceptions; as well as a willingness to cooperate. 	<ol style="list-style-type: none"> 1. Enrich patrons' lives through diverse materials, convenient services, and quality programs and events. 2. Build community-wide loyalty and aspire to become a local destination. 3. Employ and develop people who are invested in providing positive patron experiences. 	<ol style="list-style-type: none"> 1. Expand our active user base. 2. Create a renewed emphasis on our role as an educational partner in the community. 3. Play a positive role in our community's economic vitality. 4. Focus on improved services to teens. 5. Develop our green spaces as community destination. 6. Become a healthier and more cohesive organization. 7. Align our hiring and training with the library's vision, mission and values. 	<ol style="list-style-type: none"> 1. Increase by 8% the number of cardholders who use their card at least once during a 12-month period. 2. Develop 3 or more ways to communicate the value of the library. 3. Offer new benefits to card-holders and/or library users 4. Invite community members and organizations to become directly involved with us. 5. Identify & institute 3 or more educational initiatives targeting preschool through high school students. 6. Build new collaborations with one or more local colleges or universities. 7. Access community need for skills-based databases. 8. Identify and utilize strategies to raise awareness of specific skills. 9. Expand the number and types of technology-focused learning opportunities we offer. Offer at least one new form of education and/or support to local businesses/employers. 10. Offer new forms of education and/or support to local individuals, including job seekers. 11. Increase the number of formal opportunities for teens to have positive experiences with the library. 12. Make 2 or more changes that align our teen services more closely with teen development and create a plan for a seamless transition between Children's and Teen Services. 13. Find immediate, affordable ways to increase the number of outdoor activities we offer; make progress toward long-term options to offer increased outdoor learning or activity. 14. Introduce new ways to utilize employee expertise and make changes that promote collaboration across departments and/or locations. 15. Review hiring and on-boarding processes, training and ongoing assessment processes. 16. Continue the success of the Communication Plan and add actions that include staff, community partners, marketing campaigns, videos, and technology to further our goals. 17. Continue community collaborations such as working with Greentown Public Library and IUK for the Howard County Reads event.

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2018 Kokomo School Corporation Proposal for Transformation Zone	Howard	To develop a plan to achieve their goal that their 3 lowest performing schools will become a zone of high-performing schools.	KSC has 3 schools not performing optimal levels: Bon Air Elementary, Pettit Park Elementary and Bon Air Middle School. This causes a negative impact on students, staff and the community.	Create a cluster of high-performing schools through a transformation zone; affording ALL students opportunities to prepare for college and career with the capacity to identify, grow and apply their unique skill sets in an optimal learning environment that addresses any barriers for student learning.	1. School leaders focus on talent development and maximize a culture of collaboration; 2. Then quality teachers will be retained, empowered through a shared leadership model and will be able to provide differentiated and innovative teaching and learning opportunities; 3. So that ALL students will be prepared for college and career with the capacity to identify, grow and apply their unique skill sets in an optimal and innovative learning environment.	<BLANK>
NCIRCP Clinton County Housing Assessment 2018	Cass, Clinton , Fulton, Howard , Miami & Tipton	To provide a general overview of trends and current conditions to stimulate community-wide conversations in the development of short and long-term housing strategies.	<ol style="list-style-type: none"> 1. Clinton Co. population has declined 3.5% since 2000. Frankfort population decline 1.3% and rural communities Colfax, Kirkland, Michigantown, & Rossville have grown by 5.6%. 2. 22.5% decrease in Adults ages 35-44. 3. Primary and Secondary enrollment has decreased by 3.4% since 2000. 4. City Occupancy Rate 88.3% is below County (88.7%), State (88.8%) and National (87.8%). 5. Vacant Units have increased by 108% since 2000. 6. Average Household size is 2.7. 7. 71% of all occupied units have 2-3 bedrooms. 8. 61% of structures will be 50 years old or older by 2019. 9. (49%) Owner-occupied units valued above \$100,000. 10. 50% of all Households have incomes of \$50,000 or greater. 11. 44% of units sold in 2017 were valued \$100,000 or greater 12. 38% of Renter-occupied Households spend 30% or more of income on rent. 	<BLANK>	<BLANK>	<BLANK>

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Russiaville Comprehensive Plan 2017	Howard	To reflect the vision and goals of the community and comply with Indiana Planning laws for the promotion of public health, safety, morals, convenience, order, or the general welfare and for the sake of efficiency and economy in the process of development.	<p><u>According to citizen responses these were the top concerns:</u></p> <ol style="list-style-type: none"> 1. Clean-up/renovate buildings/businesses; 2. Sidewalks/streets repaired; 3. General clean-up; 4. Street lighting. <p><u>The Town identified these top areas:</u></p> <ol style="list-style-type: none"> 1. Need to provide for effective planning, development and management of the community. 2. Need to provide for high quality development and redevelopment of new and existing housing and encourage a variety of housing opportunities. 3. Need to provide a wide range of recreational opportunities throughout the community. 4. Improve public safety to ensure the health and welfare of the citizens. 5. Encourage the development of adequate community facilities and programming to fulfill the social needs of the Town 6. Maintain and upgrade existing community facilities. 7. Encourage continued economic development and maintain a vibrant downtown. 	<ol style="list-style-type: none"> 1. Encourage a business climate that attracts new and maintains existing industry and jobs. 2. Promote existing and new community attractions to build and complement regional tourism. 3. Create transportation infrastructure to connect community facilities and attractions. 4. Maximize entertainment options and community facilities for all residents. 5. Provide quality housing that meets the range of needs in the community. 6. Encourage land uses that serve the community. 7. Preserve the historic sites and buildings that form the community's identity and character. 8. Continue to build an education system that promotes life-long learning. 9. Ensure utilities meet current and future growth needs. 	<ol style="list-style-type: none"> 1. Adopt Comprehensive Plan 2. Develop committee to study annexation possibilities. 3. Develop ordinances to follow objectives set in Comprehensive Plan. 4. The Town will investigate the possibility to deal with properties which have been foreclosed leaving properties vacant for years at a time and select Town representative to investigate foreclosure issues. 5. The Town will encourage the development of both active and passive recreational activities and work with school system to foster recreational opportunities. 6. The Russiaville Police Department will continue to expand community policing and its presence in the community. The Town will continue to work with the Russiaville Volunteer Fire Department to ensure future funding and staffing. 7. The Town, in cooperation with the schools and churches in the area, will encourage cooperative programs, including day care, which will involve all youth from Russiaville; and it will support the formation of civic organizations in the Town in order to promote improved community interaction and volunteerism. 8. The Town will investigate the feasibility of a storm water system for the community; it will continue to develop and improve upon the community center building and the Interurban building facilities; and the tow will implement a sidewalk improvement plan. 9. The Town will work with local businesses to foster downtown business development and the promotion of its local businesses; and it will make improvements to and maintain downtown infrastructure as well as work to address the rental apartments in the downtown area. 	The plan will be reviewed annually and revised as needed by the Plan Commission every five years.

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<p>September 2017 Regional Economic Development Plan North Central Indiana Regional Planning Council</p>	<p>Cass, Clinton, Fulton, Howard, Miami & Tipton</p>	<p>To serve as the new 5-year strategic plan for the region; identifying the key focus areas to grow, diversify and strengthen the region.</p>	<ol style="list-style-type: none"> 1. Lack of work ethic 2. Regional collaboration and local public policy division 3. Drug Abuse 4. Declining/aging population 5. Attracting/expanding industry 6. Educational attainment 	<ol style="list-style-type: none"> 1. Create a more focused and collaborative agricultural strategy 2. Support key manufacturers while bolstering and diversifying suppliers 3. Create a culture of excellence 4. Establish a cultural foundation and network of regionalism 5. Leverage existing assets by developing infrastructure/broadband connectivity 6. Enhance quality of place to promote talent attraction and retention 	<p>It is to be noted that this was a large plan which created many detailed objectives with timelines and accountabilities. They were much too in-depth for this report's overview, so only the ones which correlated to what we heard as needed actions in community conversations are reported here.</p> <ol style="list-style-type: none"> 1. Increase opportunities for ag education by connecting industry demands and needs with local educational institutions by 3rd quarter 2019 (this included marketing/reaching urban schools, etc.) 2. Accelerate the growth, placement, connectivity, and innovation of potential new businesses to the region by increasing business survival rates to 50% by 2023 - this included start-up, attraction, resource development and other key actions. 3. Develop a regional promotional campaign to showcase advanced manufacturing by 2018. 4. Ensure our infrastructure assets are upgraded, maintained, and available to provide the highest level of service to our communities in the region by 2022. 5. Ensure our public transportation assets (buses, trains, trolleys) are upgraded, maintained, and available to provide the highest level of service to our communities in the region by 2022. 6. Promote a well-balanced utilization of the region's natural, historic, physical resources and community attractions by 2022. 	<ol style="list-style-type: none"> 1. Gross Assessed Valuation - target is 12% increase from 2015's regional GVA. 2. Average Wage/Worker - increase the region's average wage per worker by 3%. 3. Seek to increase the total number of establishments by 1.5%. 4. Reverse the population decline and grow by 1%. 5. Increase the region's educational attainment level by 2.5%.

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COMMUNITY ASSESSMENT COMPILATION REPORT NOTE PAGE

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