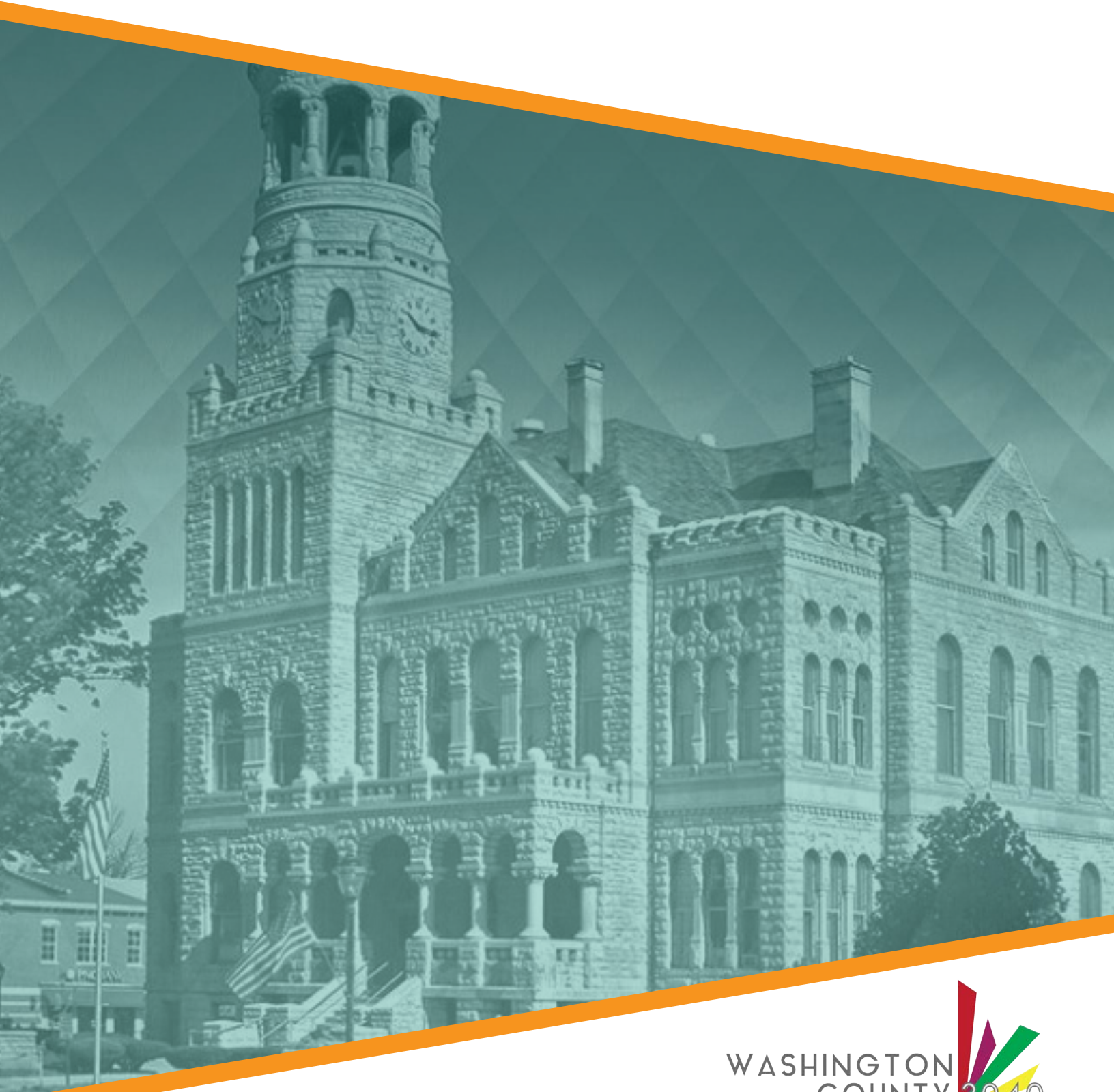


WASHINGTON COUNTY, INDIANA

REGIONAL OPPORTUNITY INITIATIVE PLANNING EFFORT

August 16, 2019



WASHINGTON
COUNTY 2040

Quality of Place &
Workforce Attraction Plan





AMERICAN
STRUCTUREPOINT
INC.

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INTRODUCTION

The following pages are intended to answer the most common questions about the planning process for this project such as what, why, and how. Additionally, information regarding the public engagement efforts are outlined and summarized into several key takeaways.



WHAT IS A QUALITY OF PLACE AND WORKFORCE ATTRACTION PLAN?

The Washington County Quality of Place and Workforce Attraction Plan will provide the county and community leaders the resources necessary to strategically plan for, develop, and implement projects and programs that build quality of place, grow regional capacity for workforce development and attraction, and improve the attributes and amenities that make the Indiana Uplands a desirable place to live, work and play.

This plan was funded by a grant from the Regional Opportunity Initiatives, Inc. (ROI) and was completed as part of an overarching strategy for improving economic and community prosperity in the Indiana Uplands region (Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen, and Washington counties.)

HOW WAS THIS PLAN DEVELOPED?



WHAT IS THE PURPOSE OF THE PLANNING PROCESS?

Washington County completed this planning process with a goal of creating a long-term vision plan that would assist in the development of a strong quality of place and the attraction of a qualified workforce.

After acceptance of the plan by the ROI, Washington County will be able to apply for a competitive implementation grants for projects or programs that align with the strategic priorities identified in this plan. The *Ready Communities Implementation Grant* can be used for projects and programs such as Aesthetics and Beautification Enhancements, Connectivity Infrastructure Development, and/or Community Cohesion and Support initiatives.

Outside of the regional opportunities initiative, Washington County can utilize this plan to obtain various local, state, and federal grants or other resources to complete the recommendations outlined in the plan.



Gateway sign into Salem, Indiana

HOW WAS INPUT COLLECTED?

QPAT Working Sessions

In early January of 2019, the Quality of Place Advisory Team (QPAT) was formed by the Washington County Community Foundation, and was made up of 9 members including:

- Sabrina Burdine, Washington County Economic Growth Partnership
- Judy Johnson, Washington County Community Foundation
- Justin Green, City of Salem
- Cheryl Lee, Washington County Awareness
- Seth Purlee, Washington County Fair Board
- Ryan Buchanan, Skyline Suites
- Tom Hein, Bear Creek Cattle
- Tara Kritzer, Washington County Chamber of Commerce
- Jill Saegesser, River Hills Economic Development.

This group convened three times throughout the planning process to review materials and make decisions that helped guide the process and development of the Quality of Place and Workforce Attraction Plan.

Meeting #1

During this meeting, the project team introduced the planning process and schedule to the QPAT team. Majority of the discussion was focused on the three project themes

including economic and workforce development, quality of life, and health and wellness. Additionally, the team completed a project wishlist exercise and brainstormed ideas for the placemaking community service project.

Meeting #2

Prior to this meeting, the project team sent out an online survey to QPAT. The survey provided an opportunity to review and prioritize the draft big idea statements. Majority of the meeting was spent discussing the results of the survey and addressing any feedback on the big idea statements and/or how they should be prioritized.

Meeting #3

Prior to this meeting, the project team sent out an existing conditions report and draft recommendations that included an implementation matrix. The QPAT team was asked to review the materials ahead of the meeting and come with comments. Majority of the meeting consisted of discussion around the final edits of the existing conditions report, which included refining the sections about agriculture and retail market potential and revising some of the priorities and recommendations.



Washington County Public Open House



Washington County Public Open House

ONLINE SURVEY RESULTS SNAPSHOT

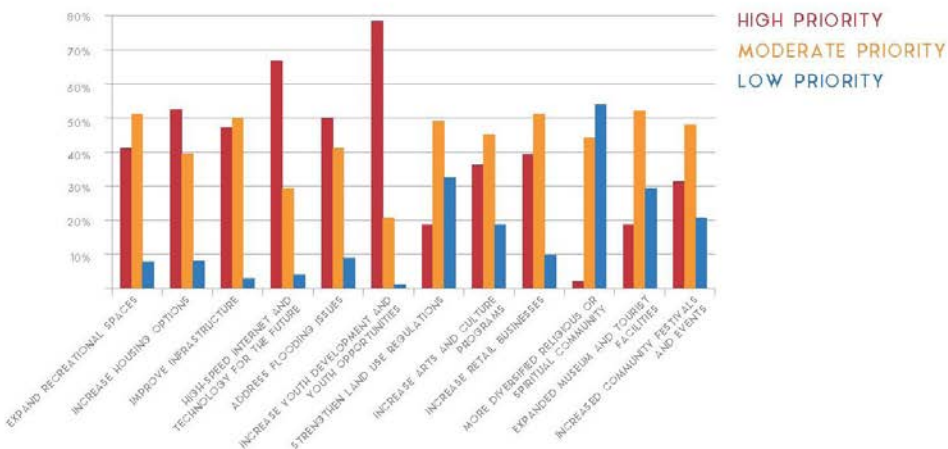
businesses farm family sense community schools feel good beautiful Small
 Good schools living Friendly people people Washington County
 community Small town feel rural close
 Small town atmosphere county beauty work Small town atmosphere
 home country school systems asset caring

WHAT ARE
 WASHINGTON
 COUNTY'S ASSETS?

system local factory work force infrastructure rather work families keep big things high
 outside good paying jobs Affordable housing high paying jobs drug problem
 entertainment closer people think need level good enough
 Drugs Nothing Lack industry jobs options
 opportunities issues county low income work services many
 want business education quality will housing homes schools Addiction
 employment high school live offer Washington County large

WHAT ARE THE
 BIGGEST ISSUES
 WASHINGTON COUNTY
 IS FACING?

WHAT ARE THE IDEAL PRIORITIES TO IMPROVE THE QUALITY OF LIFE FOR WASHINGTON COUNTY RESIDENTS?



WASHINGTON COUNTY WISH-LIST

1. ENTERTAINMENT BUSINESSES
2. MORE RECREATIONAL FACILITIES
3. YOUTH ENGAGEMENT
4. LARGE EMPLOYER ATTRACTION
5. EDUCATIONAL TRAINING FACILITY
6. MORE HOUSING
7. WATER/SEWER INFRASTRUCTURE IMPROVEMENTS
8. ROADWAY IMPROVEMENTS
9. COUNTY-WIDE CLEAN-UP

Public Open House

A public open house was held on April 30, 2019 from 4:00pm to 6:00pm at the Community Learning Center in Salem. Nearly 50 people attended this event. Attendees were asked questions about Washington County's assets and opportunities. The purpose of this event was to gather input from community members about their big ideas for improving economic and workforce development, quality of life, and health and wellness in Washington County.

The following statements offer some of the key takeaways from the public event:

- Bike shops, trails, recovery programs, farm to table, family fun activities were ideas generated for improving health and wellness.
- Agri-tourism, beef cooperative, small business incubators, and collaboration were ideas generated for improving economic and workforce development.
- Broadband accessibility, quality pre-K programs, blight removal, youth centers, and a new water park were ideas generated for improving the quality of life.

Online Survey

In addition to the public open house, community members were provided the opportunity to complete an online survey. There were 139 people who completed the survey which totaled over 700 unique comments collected.

Of the 139 respondents, 78 percent of them were between the ages of 31 to 64 and lived in either the rural part of the Washington County or Salem.

The following statements offer some of the key takeaways from the online survey:

- Washington County's people, small town feel, and rural atmosphere were identified as assets.
- Entertainment businesses, more recreational facilities, and youth engagement are at the top of Washington County's wishlist.
- Some of the ideas for strengthening small and large businesses included collaboration efforts, advertising, and tax breaks.

Public Presentation

The project concluded with a public presentation on July 22, 2019 at the Washington County Government Center. The project team gave a brief presentation over the process, data analysis, public input, and the recommendations for each big idea.

After the presentation, attendees were invited to review a series of boards that outlined the big ideas and recommendations. This exercise provided an opportunity to answer two questions, "Did we miss something?" and "What are your TOP TWO priorities?"

Public Engagement Summary

Public Visioning Workshop

46

People Signed-In

215

Unique Comments were Collected

Online Survey

139

People Took the Survey

763

Unique Comments were Collected

Key Takeaways

- County-wide clean-up & property improvement
- More activities for teens, seniors and families
- Collaboration between county school corporations
- More housing options
- Address drug and alcohol addiction
- More amenities for bicyclists and pedestrians (trails, sidewalks, bike racks)
- More opportunities for exercise & nutrition education
- Improve connectivity to I-65
- Expand and improve existing parks in the County
- Attract and retain talent in the County
- Support agricultural-related businesses and activities
- Grow the industrial base
- Create a workforce pipeline
- Improve access to higher education and trade schools/training
- Increase entrepreneurship in the County
- Attract high-paying jobs

WASHINGTON COUNTY TODAY

The following pages are intended to answer the question, “where are we now?” Starting with a brief outline of the success stories and county’s history, this chapter outlines the current conditions of Washington County ranging from its population and housing options to parks and recreational facilities and community services.



SUCCESS STORIES

Washington County is home to several attractive, rural cities and towns in south-central Indiana that are striving to leverage their assets and opportunities to spur economic development. Recently, several new retail establishments and housing developments have come to Washington County making it known to existing and future residents and businesses that Washington County's has even more potential. With each new development and improvement to Washington County, the quality of life increases.

Already capitalizing on the national trend towards agri-tourism, Washington County's Cornucopia Farms and growing aquaponics practices demonstrate that agricultural tourism is a popular and growing industry. These assets, in combination with the well-known Salem Speedway, form the initial ground work from bringing outside interest and investment into the community.

Washington County has already started looking ahead and planning for the future. This planning process is just one example of the efforts being taken by the county. This plan is intended to help the local community focus development where it can create the biggest impact, and preserve parts of the community residents would like to protect.



Salem Speedway

WASHINGTON COUNTY HISTORY

Washington County, named after former U.S. President George Washington, is located in south central Indiana less than 25 miles from the Kentucky-Indiana border along the Ohio River. Washington County was officially established in 1814 through legislation that took land from both Clark and Harrison Counties.

Three other counties were subsequently created in whole or in part from Washington County: Orange and Jackson Counties in 1815, and Scott County in 1820; Washington County's boundaries have remained the same since the Scott County severance. The County's population grew rapidly in its early years, increasing from 250 people in 1810 to 9,039 people in 1820. This rapid growth marks the largest population increase during a single decade in the County's history.

The County's early growth was coupled with a rise in the number of local mills, distilleries, factories, general stores and tanneries. One such mill was known as Beck's Mill located in Salem, which is one of only 20 historic mills that remain standing in Indiana. Mills and other manufacturing enterprises also sprung up in Salem later, around the mid-1800s. A more well known development was the introduction of a treadwheel powered cotton mill, erected in 1825. This type of mill is famous throughout the State and region because it was the first mill with the ability to spin cotton yarn in the State of Indiana.

Today, Washington County is ranked as the 7th largest County in Indiana in terms of area, at 510 square miles. The county is divided into 13 townships and has 7 incorporated areas: the City of Salem, and the Towns of Campbellsburg, Hardinsburg, New Pekin, Little York, Livonia, and Saltillo. According to ESRI Business Analyst, Washington County was home to a little over 28,000 residents in 2018.



Downtown Salem Building Facades

REGIONAL CONTEXT

Location Description

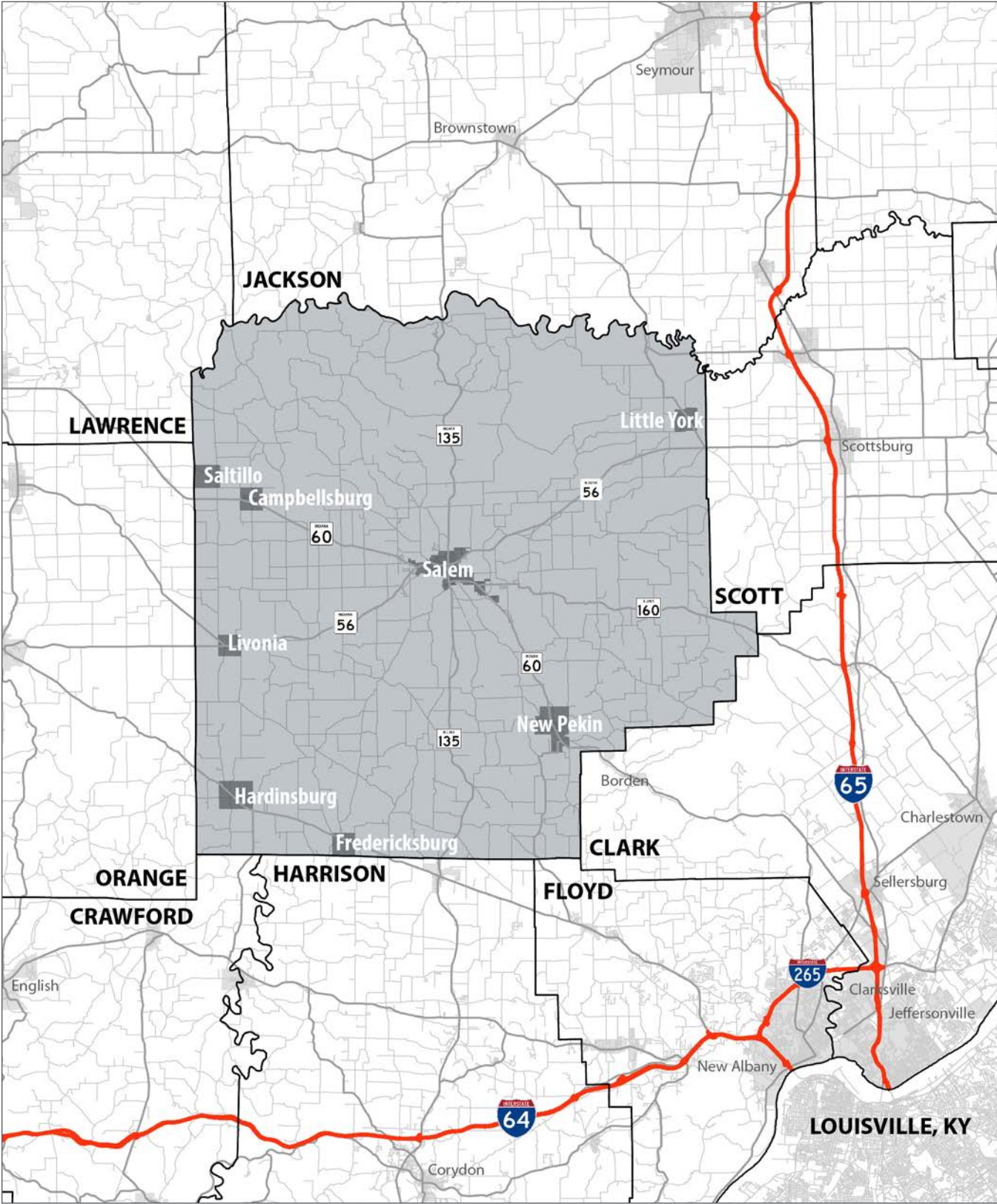
Washington County is located in south central Indiana approximately 100 miles directly south of Indianapolis, 40 miles to the northwest of Louisville, and 45 miles southeast of Bloomington. This puts Washington County in the heart of the Indiana Uplands. This geographic area runs from the northern edge of Martinsville down south to the edge of the Ohio River, and is characterized by rolling hills composed of sandstone, limestone, and siltstone running from West to East. The context map illustrates how Washington County shares a boundary with 8 other counties including Clark, Floyd, Scott, Jackson, Lawrence, Orange, Crawford, and Harrison. Salem, the county seat, is located at the center of the county where Indiana state roads 56, 60, 135, and 160 all converge.

Additionally, because of its proximity to Louisville, Washington County falls within the Louisville-Jefferson County, Kentucky metropolitan statistical area. This proximity to the Louisville, Kentucky impacts the County's population growth, migration, job availability, and commuter patterns. This effect is felt in southern and eastern townships more than the county's central and northern counties, mainly because Washington County is large in geographic area. The context map works to illustrate the county's surroundings and the transportation connections into and out of the area.

Physical Characteristics

As a result of Washington County covering such a large area of land, the character of the county can be much different depending on where you are at in the county. The northern portion of the county is known for its rural character with flat lands, grain farms, and little-to-no development. In this area, agriculture is the primary land use. The southeast quadrant transitions into a bedroom community serving the Louisville Metropolitan area. A bedroom community is defined as a residential suburb populated by people who commute to a nearby city for work. This area is mostly rural residential with small, commercial main streets in cities and towns such as Pekin.

WASHINGTON COUNTY CONTEXT MAP



GOVERNMENT ENTITIES AND TAXING AUTHORITIES

Understanding the various levels of government bodies and tax authorities is a key component to any planning process. It can reveal how money is being generated and by whom. Additionally, there are several different taxes that can be used to fund planning projects or initiatives. Washington County has thirty-two (32) units of local government with property tax authority, including the following:

- Washington County itself;
- Thirteen townships, including Brown, Franklin, Gibson, Howard, Jackson, Jefferson, Madison, Monroe, Pierce, Polk, Posey, Vernon, and Washington;
- The City of Salem;
- Six towns, including Campbellsburg, Hardinsburg, Little York, Livonia, New Pekin, and Saltillo;
- Three school corporations, including Salem Community School Corporation, East Washington School Corporation, and West Washington School Corporation;
- The Salem Public Library;
- The Brown-Vernon Townships Fire District;
- The Washington County Solid Waste Management District;
- The Blue River Fire Protection District; and,
- Four conservancy districts, including Delaney Creek, Twin Rush Creek, Elk Creek, and Muddy Fork.

Summary of Tax Expenditures

The table of the following page provides a high-level summary of certified budgets for 2019 for each of the Washington County units of government.

The main governmental units accounting for the majority (94 percent) of the expenditures are the three school corporations, Washington County, and the City of Salem. Two of the units (the Town of Hardinsburg and the Muddy Fork Conservancy) show no expenditures in 2019, although they are accumulating property tax revenue.

Although challenges presented in a county's fiscal budget are not uncommon, it is important to understand how limitation on an entity's budget can impact the quality of place in an area. When funds are limited, it can be expected that the budget will be provided to and spent on only the necessities of a community. Often times, quality of place enhancements or amenities are overlooked as a necessity. This is a challenge that Washington County has been facing for several years now- which reinforces the need for a quality of place and workforce attraction plan.

Additionally when compared to its neighboring counties, Washington County is ranked fairly low in expenditures per capita. These per capita values are calculated by dividing the estimated population into total expenditures per county, per fiscal year. The table below illustrates that Washington County's expenditures in 2017 was just over \$1,000 while Clark County is approaching \$2,600. This can be tied to income and the willingness to spend money.

2017 County Expenditures Per Capita	
Floyd	\$ 2,578.00
Clark	\$ 2,189.00
Harrison	\$ 2,112.00
Scott	\$ 2,000.00
Crawford	\$ 1,217.00
Orange	\$ 1,123.00
Washington	\$ 1,092.00
Jackson	\$ 1,010.00
Lawrence	\$ 905.00

Source: Indiana Department of Local Government Finance, Washington County (2017)

Revenue Sources

The County has a certified 2018 (payable 2019) assessed value (AV) of \$963,990,536, a slight decline from the prior year's AV of \$1,007,094,437. Property taxes yielded \$6,468,343 for Washington County in 2019; this includes a reduction of \$268,023 (4.0 percent) due to circuit-breaker credits. Other units of local government within Washington County earned \$13,992,865 in combined property taxes; this includes a reduction of \$1,379,596 (9.0 percent) due to circuit-breaker credits. A reduction in revenue could imply a reduced capacity for providing services or to take on new projects if the revenue continues to decrease.

According to the Indiana Department of Local Government Finance, the County levies both the County Adjusted Gross Income Tax (CAGIT) and the County Economic Development Income Tax (CEDIT), with rates of 0.0175% and 0.0025%, respectively. The CAGIT earned the County \$6,597,661 in 2018; of this amount, the County retained \$3,702,872 (56.1%), with the remainder going to the other units of local government. The CEDIT generated \$1,536,551 in revenue, of which the County retained \$1,099,393 (71.5%). Washington County has five tax increment finance districts – three (3) within the City of Salem, and the remaining two (2) directly abutting the city to the west and northeast. The total (2018 net) assessed value for the districts is \$63.9M, of which \$25.0M is increment, generating \$773,110 in 2017. Only two of these districts incurred obligations during 2018, for a total of \$478,057.

2019 Certified Budget for entities within Washington County					
Unit	General	Rainy Day	Roads	Other	Total
Washington County	\$ 9,231,213	\$ 2,700	\$ 4,188,845	\$ 2,797,001	\$ 16,219,759
Brown Township	\$ 25,500	\$ -	\$ -	\$ 13,900	\$ 39,400
Franklin Township	\$ 42,110	\$ -	\$ -	\$ 46,900	\$ 89,010
Gibson Township	\$ 19,349	\$ 3,000	\$ -	\$ 76,305	\$ 98,654
Howard Township	\$ 19,700	\$ -	\$ -	\$ 5,800	\$ 25,500
Jackson Township	\$ 31,400	\$ 800	\$ -	\$ 121,500	\$ 153,700
Jefferson Township	\$ 20,525	\$ 2,000	\$ -	\$ 36,360	\$ 58,885
Madison Township	\$ 30,750	\$ -	\$ -	\$ 26,950	\$ 57,700
Monroe Township	\$ 31,150	\$ 1,000	\$ -	\$ 45,000	\$ 77,150
Pierce Township	\$ 35,100	\$ -	\$ -	\$ 68,400	\$ 103,500
Polk Township	\$ 38,930	\$ 5,000	\$ -	\$ 96,460	\$ 140,390
Posey Township	\$ 23,700	\$ -	\$ -	\$ 70,700	\$ 94,400
Vernon Township	\$ 24,450	\$ -	\$ -	\$ 10,020	\$ 34,470
Washington Township	\$ 51,300	\$ 1,000	\$ -	\$ 197,757	\$ 250,057
City of Salem	\$ 3,578,185	\$ -	\$ 764,707	\$ 1,121,774	\$ 5,464,666
Town of Campbellsburg	\$ 209,902	\$ 25,000	\$ 50,140	\$ 45,450	\$ 330,492
Town of Hardinsburg	\$ -	\$ -	\$ -	\$ -	\$ -
Town of Little York	\$ 4,760	\$ 5,000	\$ 49,000	\$ 6,000	\$ 64,760
Town of Livonia	\$ 9,000	\$ -	\$ 9,500	\$ -	\$ 18,500
Town of New Pekin	\$ 310,238	\$ 100,000	\$ 98,000	\$ 40,000	\$ 548,238
Town of Saltillo	\$ 3,373	\$ -	\$ 11,000	\$ 5,400	\$ 19,773
Salem Community Schools	\$ 16,005,781	\$ 75,000	\$ -	\$ 2,257,421	\$ 18,338,202
East Washington Schools	\$ 12,588,304	\$ 300,000	\$ -	\$ 1,731,894	\$ 14,620,198
West Washington Schools	\$ 8,517,511	\$ 441,858	\$ -	\$ 964,632	\$ 9,924,001
Salem Public Library	\$ 549,000	\$ 20,000	\$ -	\$ 119,000	\$ 688,000
Brown-Vernon Fire Dist.	\$ 99,800	\$ -	\$ -	\$ -	\$ 99,800
Washington Cty Solid Waste Dist.	\$ 1,091,600	\$ -	\$ -	\$ -	\$ 1,091,600
Blue River Fire Protection	\$ 91,950	\$ 7,000	\$ -	\$ 26,000	\$ 124,950
Delaney Creek Conservancy	\$ 23,250	\$ -	\$ -	\$ 46,100	\$ 69,350
Twin Rush Creek Conservancy	\$ 101,250	\$ -	\$ -	\$ 18,324	\$ 119,574
Elk Creek Conservancy	\$ 54,664	\$ -	\$ -	\$ 16,792	\$ 71,456
Muddy Fork Conservancy	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 52,863,745	\$ 989,358	\$ 5,171,192	\$ 10,011,840	\$ 69,036,135

Source: Indiana Department of Local Government Finance, Washington County (2019)

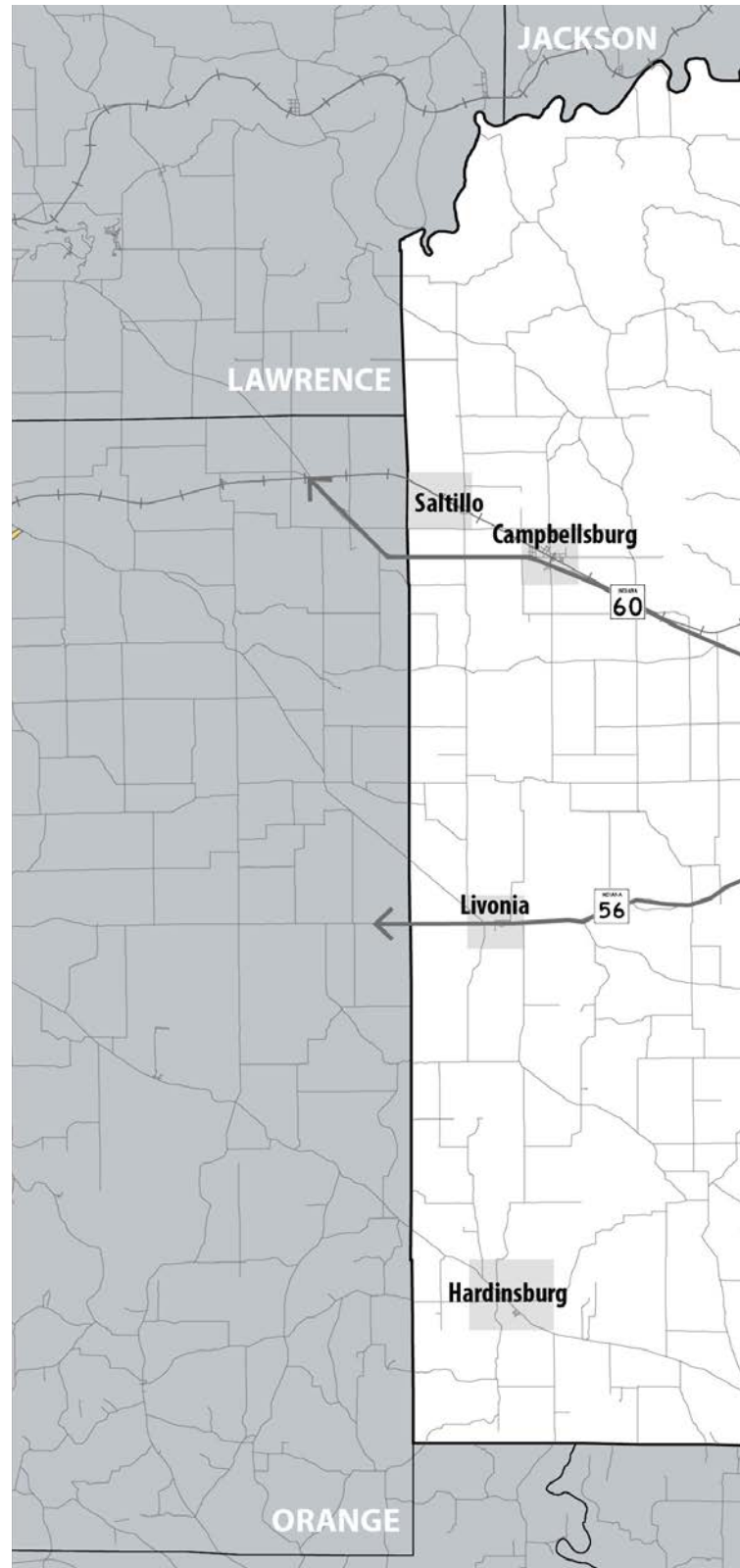
Pooling these findings, the overall tax structure for Washington County is comprised of the following (figures are combined for all units of government within the County):

- Property tax: \$20,461,208 (69.7%)
- Tax-Increment Financing: \$773,110 (2.6%)
- CAGIT: \$6,597,661 (22.5%)
- CEDIT: \$1,536,551 (5.2%)
- Total: \$29,368,530 (100%)

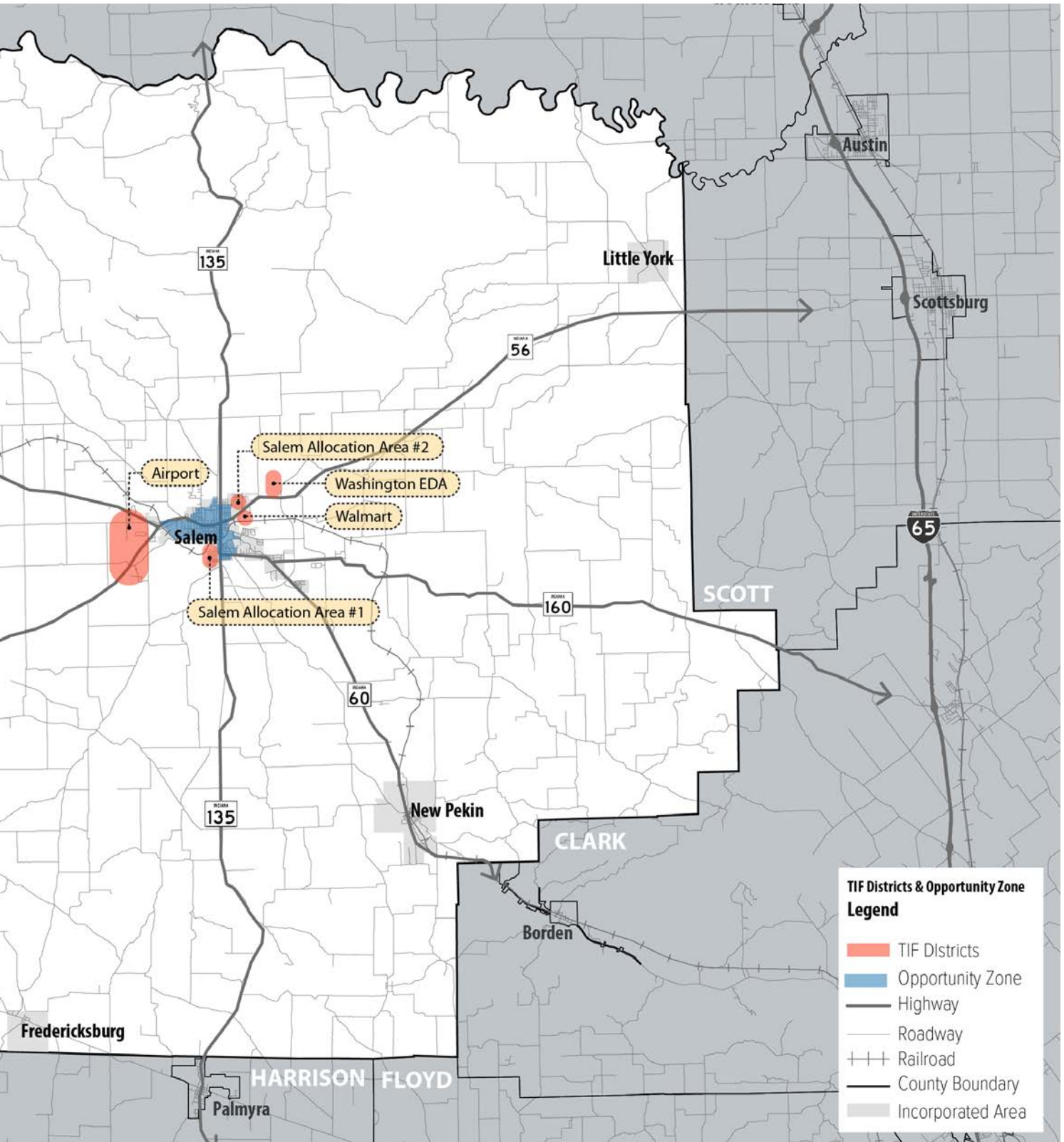
Accordingly, about 72 percent of Washington County's tax revenues derive from property taxes; the property tax circuit breakers reduce overall County revenues (all units combined) by about 5.5 percent.

Opportunity Zone

There is one Census Tract designated as an Opportunity Zone within the County – Tract 18175967500. This Tract includes Downtown Salem and its environs, with a total (2010 Census) population of 2,963, and 1,654 jobs. State unemployment statistics for June 2019 show a low unemployment rate of 3.3 percent. County-wide the unemployment rate is very similar at 3.2 percent.



TIF DISTRICTS AND OPPORTUNITY ZONE MAP



TIF Districts & Opportunity Zone Legend

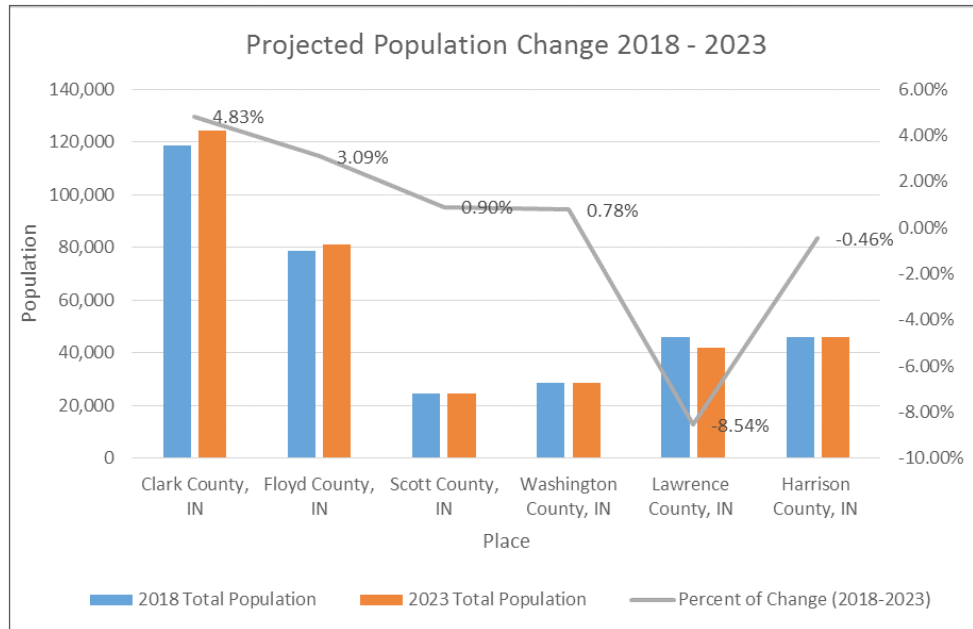
- TIF Districts
- Opportunity Zone
- Highway
- Roadway
- | | | Railroad
- County Boundary
- Incorporated Area

DEMOGRAPHICS AND HOUSING

An analysis of Washington County’s demographic and socio-economics data was completed to establish an understanding of the community characteristics, growth patterns, and economic trends. This analysis will guide the planning process and serve as the foundation for many of the recommendations presented throughout the plan. The analysis focuses on three overarching topics including population, housing market, and employment. All data was obtained from ESRI Business Analyst and the U.S. Census Bureau, unless otherwise noted.

Population Growth & Projections

Washington County is growing as a whole, but some of the incorporated areas within the county are shrinking. In 2018, The county’s total population is 28,415 residents, which makes up only two percent of the Louisville/Jefferson County, Indiana- Kentucky MSA population of 1,314,144. By 2023, Washington County is projected to grow in total population by less than 1 percent, meaning there will be 28,637 residents within the county. Population growth is projected predominately in the City of Salem, the county seat, and in New Pekin, a community in the southeast portion of the county. This growth rate is drastically lower than the projected growth rate for the state of Indiana which is 2.6 percent from 2018 to 2023. While growth is occurring, the communities of Saltillo (-3.49%), Hardinsburg (-1.70%) and Campbellsburg (-2.39%) are projected to shrink in population heading into 2023.



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023. (Age by Sex Profile)

In comparison to nearby counties, Clark and Floyd County are expected to experience a significant rate of growth at 7.4 percent and 4.76 percent respectively. Scott and Washington Counties are holding steady while Lawrence County and Harrison County may experience population decline over the next few years.

Age and Gender

Washington County’s population is aging. Between 2010 and 2018, the median age for residents in Washington County has increased from 39.2 to 41.4. The table below shows that Washington County’s median age falls somewhere in the middle of the comparison communities. Residents in Clark, Floyd, and Scott Counties are younger while residents in Harrison and Lawrence Counties have an older median age.

2018 Median Age	
Place	Age
Lawrence County	43.8
Harrison County	42.2
Washington County	41.1
Scott County	40.1
Floyd County	39.9
Clark County	39.0
United States	38.2
Indiana	37.9

Additionally, Washington County is nearly split in terms of sex. The population is made up of 49.9 percent male and 50.1 percent female. This distribution of sex is similar to Indiana’s at 49.2 percent male and 50.8 percent female.

The age distribution for Washington County reveals the largest age group being between the ages of 55-59. This is generally the age group when workers begin considering retirement and possibly down-sizing their homes. Washington County

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

does have an aging population. Of particular importance to the age structure of Washington County’s residents are the baby boomers and millennials. Today, baby boomers are people between the ages of 55-75. This age group makes up nearly 50 percent of Washington County’s total population. Millennials are individuals who are currently between the ages of 23 and 37. This age group makes up about roughly 35 percent of the total population. As a result, the data shows that Washington County’s population is aging. This could evolve into labor shortages with incoming younger age groups being smaller than older groups leaving the workforce.

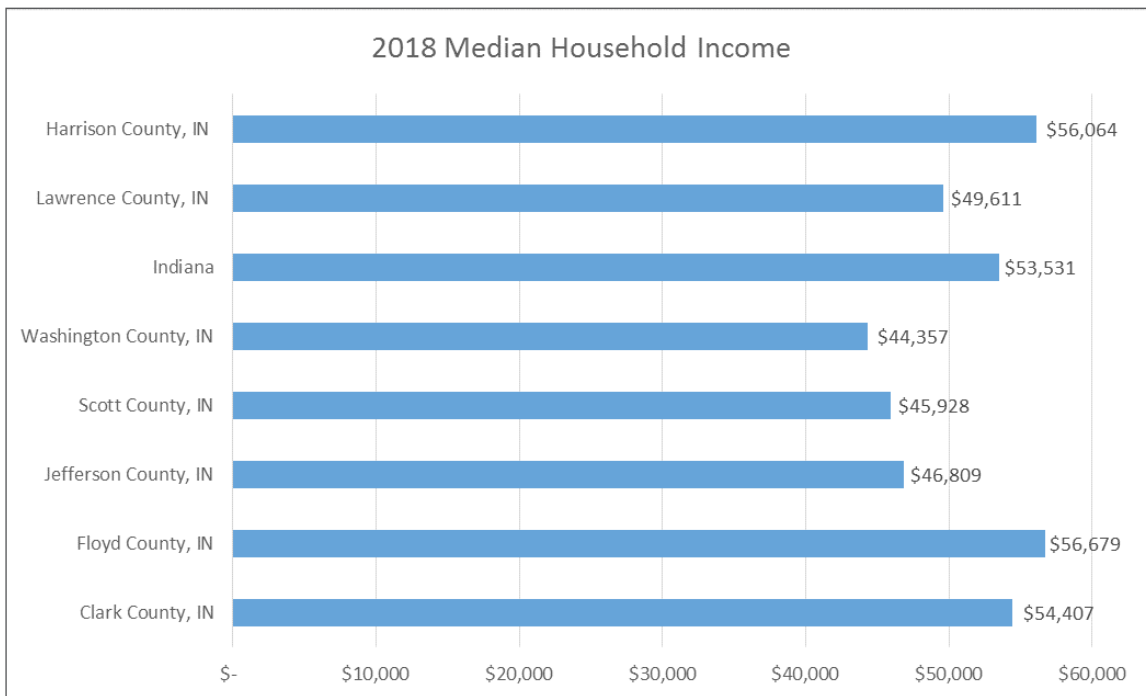
Veterans

The number of veterans in Washington County is comparable to the state of Indiana. There are a total of 2,195 military veterans living in Washington County. According to the 2017 American Community Survey, roughly 7.8 percent of all residents (20.3 percent of all men) are veterans, comparable to the statewide figure of 7.9 percent. The County has a particularly large population of older veterans; or men over the age of 75 (Vietnam War era). For comparison, this means roughly 3 out of 5 of Washington County’s older residents are veterans of one of the service branches.

Race and Ethnicity

The majority (97 percent) of the county’s population identifies as Caucasian. This is 15 percent higher than the Indiana state average (82 percent). The remaining 3 percent of the population identifies as Black/African American (0.5 percent), American Indian/Alaska Native (0.25 percent), Asian (0.26 percent), Pacific Islander (0.01 percent), other (0.04 percent), and two or more races (1.2 percent).

Of this total population, 1.4 percent identified as being ethnically Hispanic, with the remainder being non-Hispanic (98.6 percent). Ethnicity and race are two separate tools of reference. Where ethnicity refers to a person’s nationality, language, and culture, race refers to the physical genetics of a person, including such things like bone structure, and eye, skin, and hair color.



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023. (Community Profile)

Income and Poverty

As of 2018, the median household income for Washington County (\$44,357) was \$9,174 dollars less than Indiana (\$53,531).

Compared to the other surrounding counties, Washington County has the lowest median household income. Clark, Floyd, and Harrison County all have a median household income greater than Indiana's, standing at of \$54,000 or more.

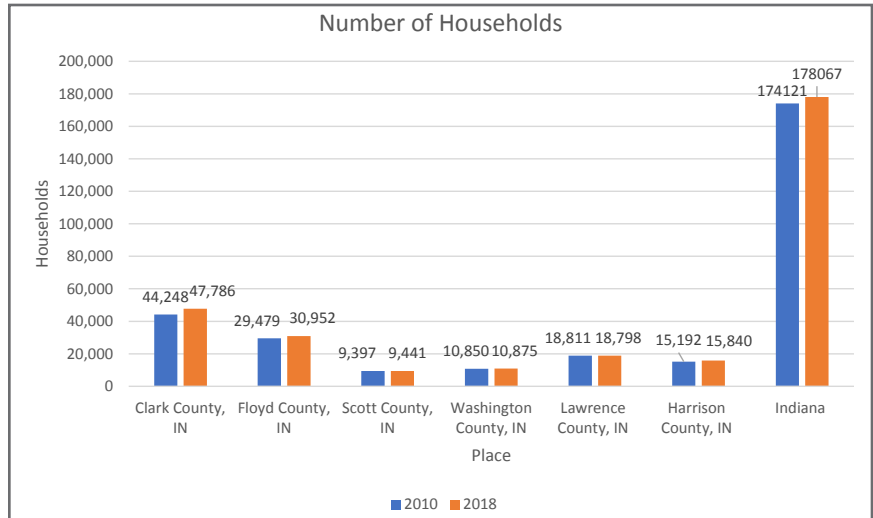
In terms of poverty, the 2012-2016 American Community Survey revealed that 14.7 percent of households in Washington County were below poverty level. This falls in line closely with the state average of 14 percent. The communities of Saltillo, New Pekin, Little York, Hardinsburg, Campbellsburg and Salem all have significantly higher poverty rates, with Hardinsburg and Salem having a rate of over 25 percent. This means that the incorporated areas of Washington County have twice the average number of residents living in poverty when compared to the rest of the nation.

At 14.7 percent, Washington County has the highest poverty rate when compared to surrounding counties, followed by Lawrence County at 13.3 percent. Other surrounding counties include Clark County (10.3 percent), Floyd County (12.1 percent), Scott County (12.4 percent), and Harrison County (9.4 percent.)

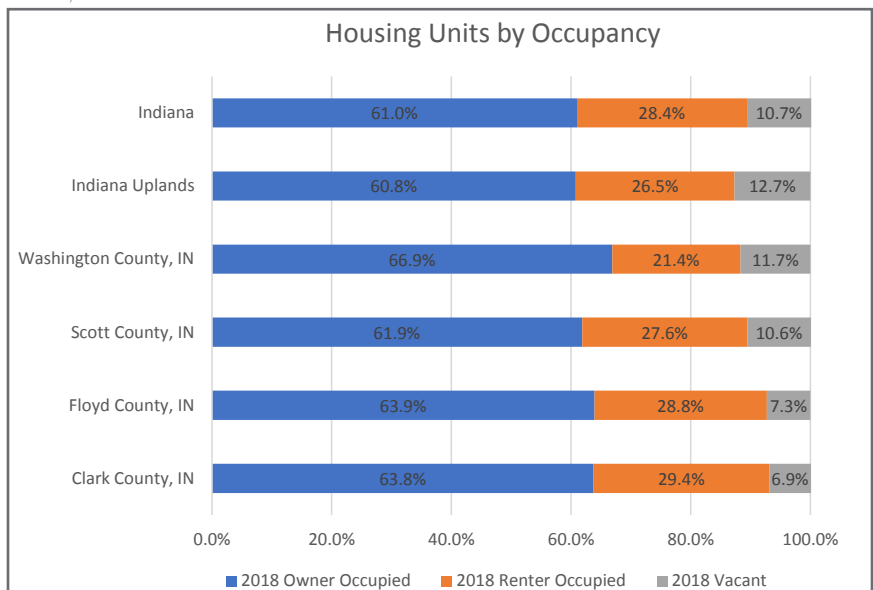
Households

The number of households within Washington County has plateaued.

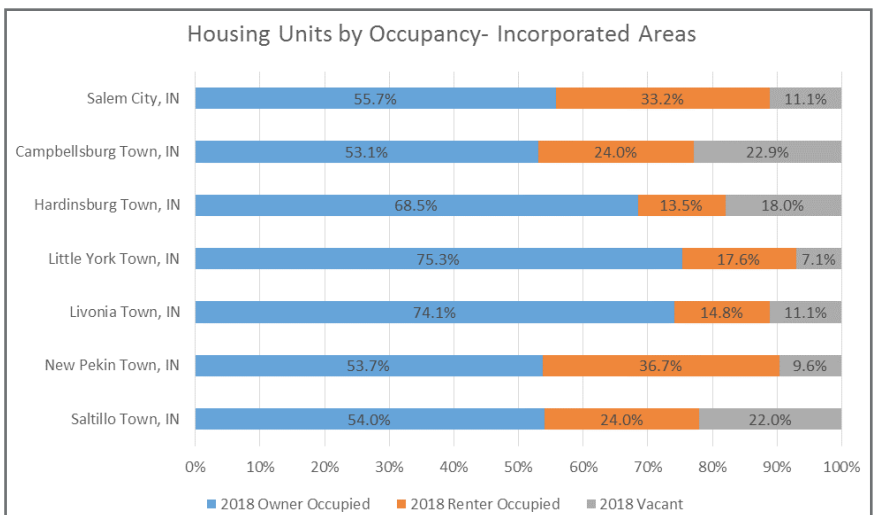
Between 2010 and 2018, the number of households in Washington County increase by less than 1 percent. As Indiana's growth has remained steady at 4.2 percent, Washington County is struggling to attract new residents. Looking to the future, Washington County's growth is projected to remain slow with a 0.7 percent population increase by 2023. While low, this slow growth does mark some level of stability over the previously shrinking population (-1.6 percent), as identified in the 2014 Purdue Housing Survey.



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023. (Community Profile)



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023. (Housing Profile)



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023. (Housing Profile)

The bar graph on the previous page indicates that Washington County and Scott County experienced very little growth in the number of households in their county between 2010 and 2018. Clark County saw the most growth with an 8 percent increase in households.

Housing Units by Occupancy

Renter Occupied Units are increasing. Washington County has over 12,000 housing units, of which 88 percent are occupied units¹. When compared to Indiana (89 percent), the county is just slightly lower in its occupancy rate, but is close enough for them to be considered equivalent.

Of the 12,313 housing units in Washington County, 67 percent are owner-occupied, 22 percent are renter-occupied, and 11 percent are vacant². This is an improvement since the 2014 Purdue Housing Survey, with vacancy falling by 2%. These numbers are in line with the national averages.

Compared to 2010 data, the county's occupancy type has slightly shifted. The percentage of renter-occupied units has increased by two percent³. Even with this slight increase in renter-occupied units, the county still has a higher percentage of owner-occupied units when compared to Clark, Floyd, and Scott County. The Housing Units by Occupancy bar graphic illustrates the percentage breakdown of each comparison community.

Age of Housing

The housing stock is aging. The 2012-2016 American Community Survey revealed that 40 percent of the existing housing stock was built before 1970. This is lower than Indiana at 46 percent but still a significant portion of the housing stock. This year is important because modern housing code did not go into effect until the 1970s.

About 200 housing units or 2.5 percent of the total housing stock were built between 2010 and 2016. Compared to the state at 2.1 percent, the percentage of relatively newer housing units in Washington County is slightly higher.

Home Values

The median home value is lower than the State of Indiana and the surrounding counties of Clark and Floyd. The 2018 median home value in Washington County was \$126,870. This is \$16,500 less than Indiana's median home value of \$143,367⁴. Incorporated areas within Washington County have varying ranges in median home values, with the lowest being in the Town of Saltillo (\$88,889), and the highest being the Town of Little York (\$144,444). Over 3,000 units or 38 percent of the existing housing stock are valued at \$99,999 or less.

1 U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023. (Housing Profile)

2 U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023. (Housing Profile)

3 U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023. (Housing Profile)

4 U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023. (Housing Profile)

ECONOMIC CONDITIONS & INDUSTRY BASE

Washington County has an active workforce of 12,869 residents (as of 2018), including both those currently employed, and those unemployed but actively looking for work. This is out of a total population 21,964 residents who are at or above the age of 16, resulting in a labor force participation rate of 58.6%. Of these, 906 residents (4.1%) are currently unemployed in the county; compare this to the Indiana average of 6.1%. Reasons for unemployment can range anywhere from a lack of opportunities, a mismatch of skill sets to job requirements, transitioning between jobs, or any number of other reasons.

Residents choosing not to participate in the workforce often can have any number of reasons for not doing so, and are often due to lifestyle choices or elements beyond their control. Examples of groups within this category include retirees, stay-at-home parents, family care givers, and students. Depending on their individual circumstances, these residents may later choose to re-enter the work force.

There are currently 6,168 non-construction jobs in the County. The Long Term Employment chart shows how this has changed over time; note the dip in employment that corresponds to the 2008-2009 recession, and the slow recovery that has been evident since that time.

Industries and major employers

The largest industries in Washington County are manufacturing (24 percent), education and healthcare services (21 percent), retail (11 percent), and construction (10 percent). Washington County's manufacturing and healthcare services are of particular importance, as noted below:

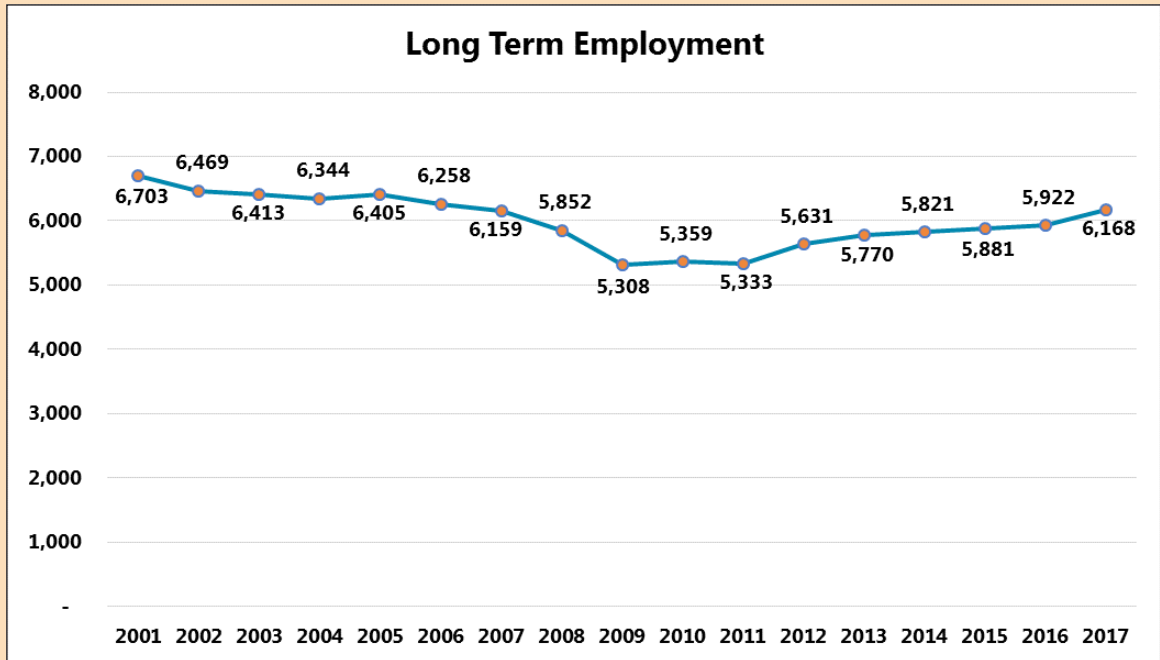
- A strong manufacturing presence ensures a healthy economy, as exported goods constantly bring in more money to support local businesses. However, there has been a large-scale national shift in manufacturing methods as traditional factories are geared toward technology and automation. Future competition and growth in the industry will continue to see increasing demand for quality personnel trained in emerging technology and mechanical engineering. Washington County should focus on this to continue to have a strong manufacturing base. Additionally, Washington school corporations should participate in the pathway development work that ROI is supporting across the region.
- Healthcare has and will continue to grow as one of the largest industries in the United States. Driven forward by technology and an aging population, the industry faces constant demand for more highly trained and skilled personnel. In Washington County alone, 21 percent of local jobs can be found within the healthcare industry. These are both in primary care facilities, and the smaller but more specialized private practices.

While Washington County has a long, rich history in agriculture, the industry is one of the smallest in the county. According to the 2013-2017 American Community Survey, less than 4 percent of workers are in the agriculture industry. This does not suggest that it isn't a key component to Washington County identity. Often times, the number of employees are limited due to family-owned businesses which could result in a small percentage when looking at the industry breakdown for the county.

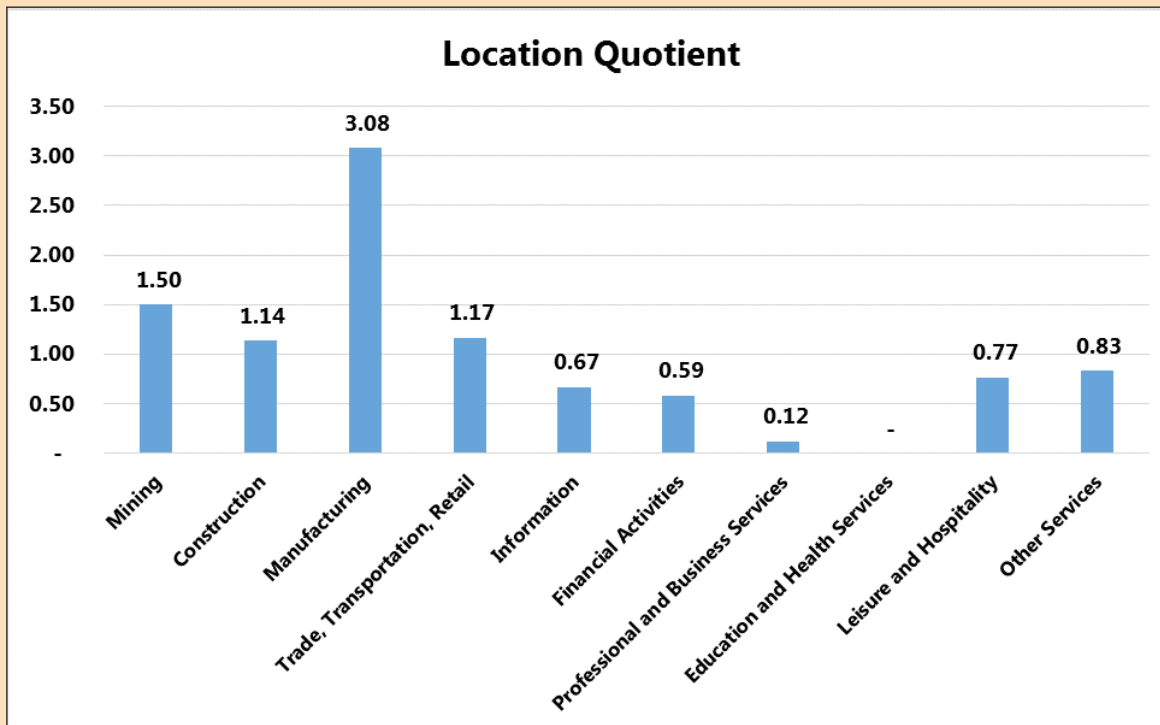
Industry Concentration

The Location Quotient graph shows the location quotient for various industry sectors of Washington County. The location quotient (LQ) is a measurement of the relative concentration of an industry within a community in comparison to the overall nation. A LQ greater than (>) 1.00 indicates that the community has a higher concentration of employment than the overall nation, and one below (<) 1.00 indicates the converse.

This data reveals that Washington County has a LQ of 3.08 in manufacturing, meaning that the County's concentration of manufacturing employment is more than three times that of the country as a whole. There is also a greater than average concentration in mining, construction, and retail. In contrast, the County shows smaller LQ's in the information, finance, and professional service sectors. Professional and business services in particular are absent, with the industry concentration in Washington County being almost 1/10th the national average. While the second largest industry, information regarding healthcare employment in Washington County is unavailable due to discretion in the data.



Source: U.S. Census Bureau (Washington County Quarterly Workforce Indicators 2018)



Source: Bureau of Labor Statistics; Washington County QCEW 2018

Major Employers

The following bullets provide a listing of the top employers (not including education) in Washington County including the number of employees. Most of the largest employers are concentrated in the City of Salem with the exception of two establishments. Metal Powder Products f/k/a NetShape is located in Campbellsburg and United Producers is located in Little York.

- GKN Sinter Metals, Inc. - 462 employees
- Flexcell d/b/a Kimball Office - 357 employees
- Walmart SuperCenter - 300 employees
- Metal Powder Products f/k/a NetShape - 283 employees
- St. Vincent Salem Hospital - 129 employees
- Kroger dba JayC Food Stores - 120 employees
- Jeans Extrusions - 119 employees
- John Jones Auto Group - 112 employees
- Tecumseh/ Peerless Gear - 89 employees
- Eddie Gilstrap Motors, Inc. - 76 employees
- International Wood, Inc - 39 employees
- Globe Industries - 38 employees
- Hoosier Precast - 30 employees
- Frank Miller Lumber Company, Inc - 28 employees
- ACE Hardware - 27 employees
- Salem Hardwood Lumber Company - 23 employees
- Leader Publishing Company - 21 employees
- United Producers, Inc. - 20 employees



Walmart Superstore- Salem, Indiana

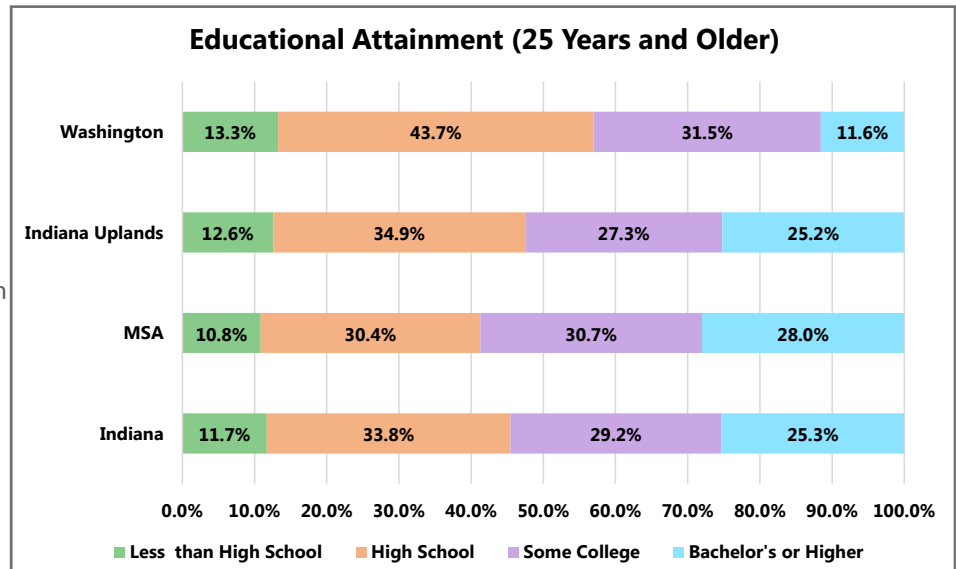


St. Vincent Hospital- Salem, Indiana

Education attainment

In comparison to Indiana and the greater Louisville metropolitan statistical area (MSA), also known as Kentuckiana, Washington County is currently falling behind in terms of higher educational attainment. While proportionally close to Indiana and the MSA in regards to those with less than a high school degree or some college, Washington County drastically falls short in residents with a bachelor's degree or higher. Much of this missing educated population remains at the High School attainment level. Washington County's education attainment can be directly tied to the challenges the county is facing with qualified workforce. If existing jobs within the county require a higher educational level, it is likely the employer will have to look outside of the county for qualified workers.

- Washington County has a higher than average population with less than a high school degree at 13.3 percent. This is in comparison to the Louisville MSA (10.8 percent) and state of Indiana (11.7).
- The largest level of education attainment, holders of a high school degree (43.7 percent) make up the largest group in Washington County by a significant margin.
- The number of residents with a bachelor's degree or higher for Washington County (11.6 percent) is less than half of that of Indiana (25.3 percent) or the MSA (28.0 percent).
- Given Washington County's geographic location and the presence of multiple education facilities, it is probable that most graduates leave once they attain their degrees to pursue better opportunities. This is commonly referred to as "brain drain." This concept is characterized by highly educated or skilled people leaving a community consistently.



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023. (Community Profile)

Field of Study

In 2017, there were over 2,500 residents in Washington County that held a bachelor degree. Majority of residents are trained for education and business professions. If Washington County hopes to branch out its economy away from manufacturing toward technology, degrees in computers and communications should be encouraged. If manufacturing is to be maintained or even expanded, emphasis on science and engineering will be required to follow shifts in production methods. Additionally, it is important to consider that some of these fields of study offer both 2 and 4 year degrees making the fields even more appealing to some.

Graduation Rates

Graduate rates for high schools in Washington County have closely matched or exceeded the state average in recent years. In 2018 the average graduation rate for the county was 92.6 percent, with the state average falling behind at 88.1 percent. Washington County schools have followed the trend of consistent incremental increases to their number of graduates each year as more and more emphasis is put on education by the public. The state of Indiana adopted federal graduation requirements in 2018.

Earnings

Average earnings for Washington County residents (that is, by place of residence) fall behind the state average in almost every industry, with the exception of farming. Earnings gaps typically exceed 30%, indicating that Washington residents are making much less than their State-wide counterparts. This situation can be attributed to two main factors: education and location, both of which will be outlined in more detail below.

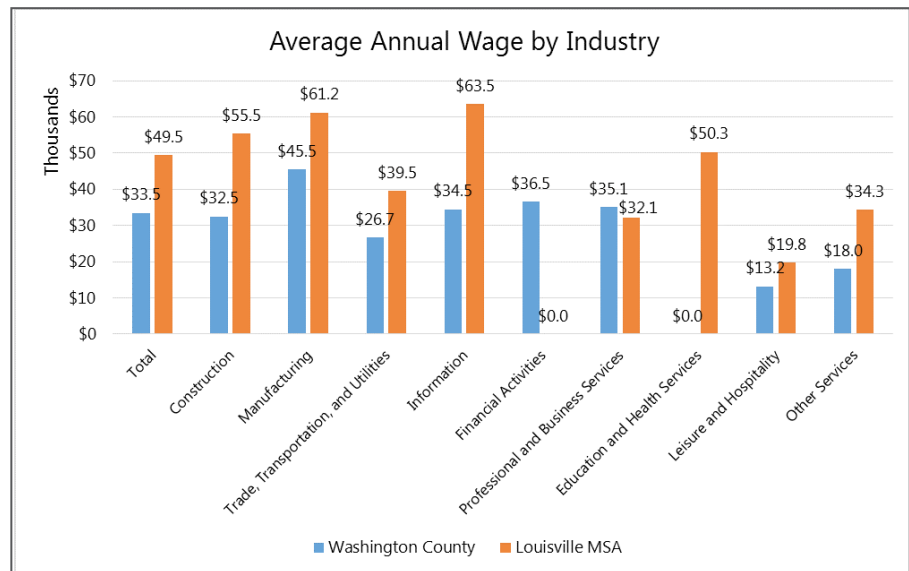
Wages

The income of a household is directly tied to the education/training of an individual, their geographic location, and the industry they work in. A trained mechanical engineer will make more than an operator due to his skill set, while both may make more than a waitress due to them producing a physical product, rather than a service. The wage of all three may then shift with the location of their community. In an urban setting where cost of living is much higher, businesses will pay more to attract workers; by contrast, in rural settings like Washington County, the cheaper cost of living will result in businesses paying less. This cheaper cost of living can be turned into a community asset, if marketed correctly, to attract professionals who are willing to commute.

As can be seen in the graph to the right, Washington County wages (that is, by place of work) are trailing behind the Louisville MSA in every category of industry by almost 1/3rd, except in professional and business services. Washington County being mostly rural drives down the cost of living for locals, and by extension the wages businesses are willing to pay. The flight of educated professionals mentioned earlier also prevents higher paying businesses from operating in Washington. With the remaining workers generally having lower skill sets, there is lower pay on average, and less opportunity for businesses to expand due to a lack of personnel.

Employment and Earnings by Industry, 2017				
Industry	Employment	Earnings	Avg. Earnings Per Job	Avg. Earnings (state)
Farm	801	\$13,065	\$16,311	\$14,656
Private	7,913	\$286,150	\$36,162	\$55,297
Accommodation, Food Serv.	528	\$8,619	\$16,324	\$22,333
Arts, Ent., Recreation	82	\$1,612	\$19,659	\$27,850
Construction	891	\$37,116	\$41,657	\$64,020
Health Care, Social Serv.	Data not available due to BEA non-disclosure requirements.			
Information	95	\$4,632	\$48,758	\$68,026
Manufacturing	1,639	\$94,370	\$57,578	\$79,107
Professional, Tech. Serv.	261	\$7,143	\$27,368	\$70,902
Retail Trade	1,385	\$36,250	\$26,173	\$32,793
Trans., Warehousing	186	\$9,270	\$49,839	\$55,363
Wholesale Trade	172	\$8,174	\$47,523	\$81,315
Other Private (not above)	1,381*	31,499*	\$22,809.00	\$50,459
Government	1,299	\$58,968	\$45,395	\$57,569

Source: U.S. Bureau of Economic Analysis 2017



Source: Bureau of Labor Statistics; Washington County QCEW 2018

While still below the average wage of the MSA, the Washington manufacturing industry remains the highest paying sector for local residents.

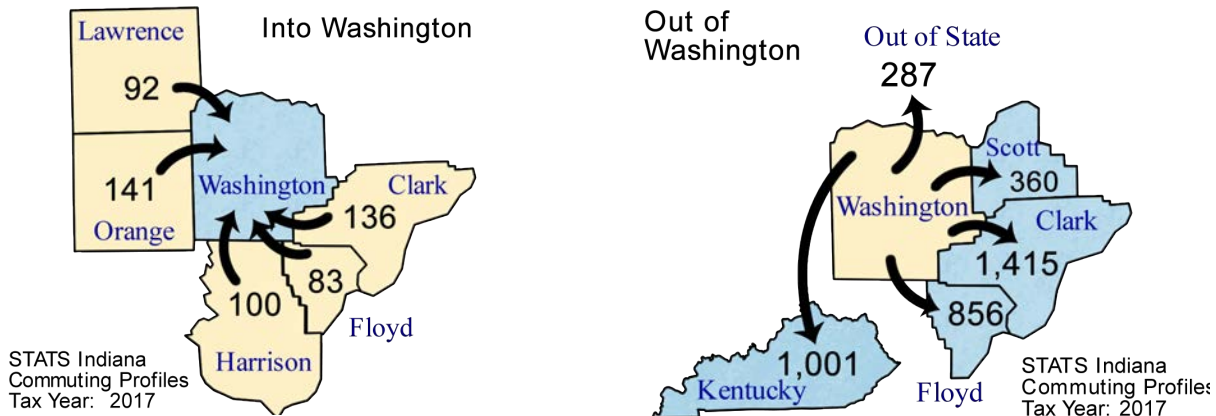
Commuting Trends

Washington County has some geographic advantages pertaining to both its relative proximity to the Louisville metropolitan statistical area, and its well-preserved rural character. Commute times from the Washington County's southeast communities to Louisville run between 30-40 minutes, depending on location, and within under an hour from the county seat of Salem. This has led to several small, but still developing, bedroom communities to the southeast.

With its close proximity to the Louisville MSA, nearly 4,000 members of Washington County's workforce commute out of the County to work. This means that nearly 30 percent of the county total resident labor force is leaving the county each workday. While focused towards Clark and Floyd Counties and Louisville, a few of Washington County residents do travel to some of the other surrounding counties for employment, though to a considerably less degree.

In-commuters are fewer in number and are spread out much more evenly over the surrounding counties, totaling roughly 550 commuters in 2017. The largest number of in-commuters come from Lawrence, Orange, Scott, Clark, and Harrison Counties.

Below are illustrations of the top 5 Counties with workers coming into, or going out of Washington County:



Agriculture / Agribusiness

Washington County is home to over 865 individual farms, spread over 212,000 acres of farmland. With an average farm size of around 245 acres, farms make an average profit of just over \$50,000 from agricultural products sold. Most Washington County farms are of moderate size, ranging between 10 to 500 acres. While nearly 70 percent of land used by farms is cropland, 57 percent of their sales are made up of livestock, poultry, and other products.

In 2017, the main crop for Washington County was soybeans, most of which are exported out of the community to the international market. This exporting behavior can also be seen in the market for livestock, as Washington County currently has over 2.5 million chickens being raised for meat, with another half a million turkeys being raised for the same purpose.

The recent national trend towards agri-tourism has not gone unanswered in Washington County, as Cornucopia Farm has consistently added new programs and events every year to capitalize on this growing interest. Located in the county's northeast, Cornucopia Farm is a family friendly destination that focuses on seasonal attractions, and providing an education experience to all visitors. Additionally, Washington County has started exploring other trending types of farming including aquaponics and animal processing. According to a report conducted by Indiana Business Research Center, Washington County's greatest value of sales is in poultry and egg production.

Industrial & Office Markets

Industrial markets are notoriously difficult to forecast, owing to major changes taking place in the industry. Transportation and logistics are becoming increasingly important; here, the County can take advantage of the State's relative centrality to markets in the Midwest and on the East Coast. Washington County's geographic position allows commuters to access interstate 65 and 265 within 30 minutes from Salem. Additionally, the Salem Bypass enhances mobility throughout the county making it easier to capitalize on the transportation and logistics industry. The Washington County's Comprehensive

Plan recommendation to focus development along SR 56 from Salem eastward seems quite sound in this regard. Currently, the County is working with Scott County and the Indiana Department of Transportation to facilitate improvements along SR 56 that will enhance the attractiveness of this area.

Similar conclusions can be drawn regarding the placement of business and personal services; most of these types of enterprises will be attracted to areas accessible to more people. The Salem bypass was opened in October of 2012, circling around the city's east and southern border. Intended as a means of relieving congestion within the City of Salem, the project has since evolved into an economic driver for the community, enabling cheaper development along the city's spacious outer edges. The bypass is seen as the preliminary groundwork for the city's future expansion, and an effort to financially capitalize on the community's strategic location both within Washington County, and the region as a whole.

Retail markets

Given Washington County's population base, the County's retail prospects are primarily neighborhood services, such as small grocery stores, pharmacies, and discount department stores. Market potential indices published by ESRI (via GfK MRI) for 2018 indicates that retail demand is higher for a few categories including motor oil, convenience store expenditures, and pets.

Often times, rural communities face many challenges regarding the attractive and retention of retail establishments. This doesn't seem to be the case for Washington County. With the last 5 years or so, the county has gained several new establishments that are essential to the community. In 2017, the Salem Walmart opened, covering 150,000 square feet. This same establishment won the Walton Award one year after opening. This award is based on community service, both what the store does to support the local area and how much employees volunteer on their own time with community organizations. Additionally, Walmart employs over 300 people, making it a key component to Washington County's economy. Since then other popular retail chains have moved into the County, including Maurices and Gordmans. While Salem might seem like a small town, residents and visitors have access to all of the popular pharmacy chains too. The county is fortunate to have these retail establishments and should continue building the momentum for new development.



Rite Aid Pharmacy



Compounding Pharmacy

LAND USE AND ZONING

While this planning process did not explore the inventory and analysis of land use and zoning, it is important to recognize these key components to growth and development. Land use is a term used to describe the type of activity that occurs on a parcel or in a structure located on a parcel of land. On the other hand, zoning is a regulatory tool used to determine the appropriate type of development, lot sizes, building areas, setbacks, and much more.

In 2010, Washington County completed the planning process for a comprehensive plan. Land Use and Zoning are predominate topics of this guidance document. The plan outlines two key findings related to land use including:

- The county's rural heritage is still intact and most land is not intensely developed.
- One factor in why the county is relatively undeveloped is its rough terrain, which includes ridges, sinkholes, floodplains and other limitations to land use. Because of these conditions, care must be given to development of the land.

One of the recommendations in the comprehensive plan was for the County to institute planning and zoning regulations. In 2014, Washington County developed an ordinance to amend their previous zoning ordinance for the purpose of updating the administrative provisions to align with the provisions of Indiana state law. As of July 2019, Washington County Planning Commission has started another planning process update the zoning regulations again.

For more information, refer to the 2010 Washington County Comprehensive Plan and the Washington County Zoning Ordinance found on the county website.

TRANSPORTATION AND MOBILITY

Convenient accessibility and connectivity play major roles in the success of a community. The following sections describe the existing modes of transportation within the county.

Connectivity and Character

Salem, located in the center of Washington County is located 20 miles west of I-65. State Routes 56, and 160 provide direct access into the county from the interstate, with SR 56 providing connectivity to Little York located in the northeast corner of the county.

Traveling north, from Clark County, SR 60 provides connectivity to New Pekin and Salem before the corridor turns west towards Campbellsburg and Saltillo. The incorporated communities of Fredricksburg, Hardinsburg, and Livonia are the least connected to the Interstate corridor and are accessible via SR 150 through either Harrison or Orange counties.

While state routes, these corridors leading into and out of Washington County are predominately rural in nature and vary from two to four lanes in width with stone or grass shoulders.

Airports

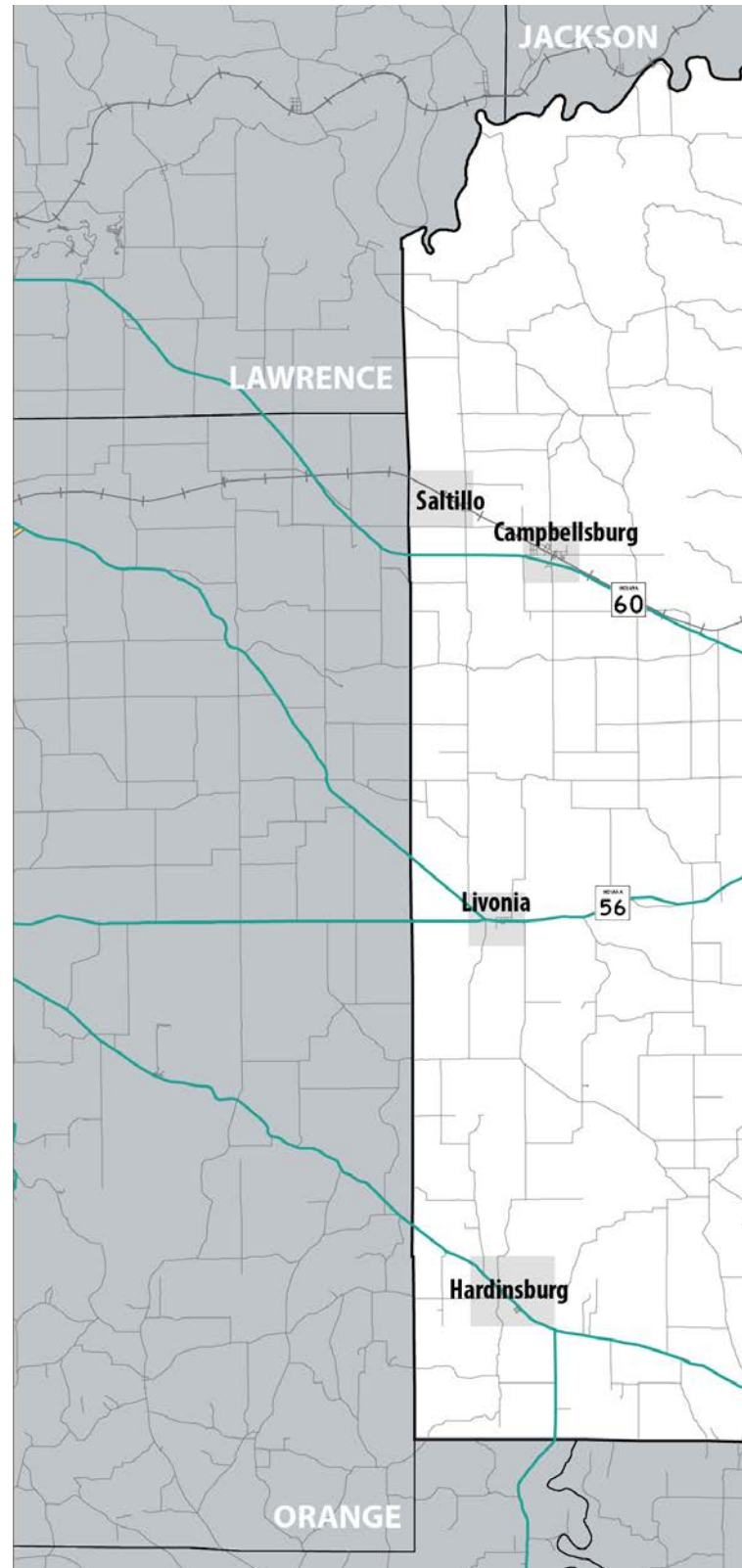
There are multiple air service options providing access both in and out of Washington County. Providing public service, the Salem Municipal Airport has one runway (2,700 x 50 feet) and provides general and military aviation services. The City of Salem recognizes that the airport is a critical factor in driving investment and activity to the County and has proactively planned for a phased improvement/ renovation project to expand the runway length to approximately 5,000 LF.

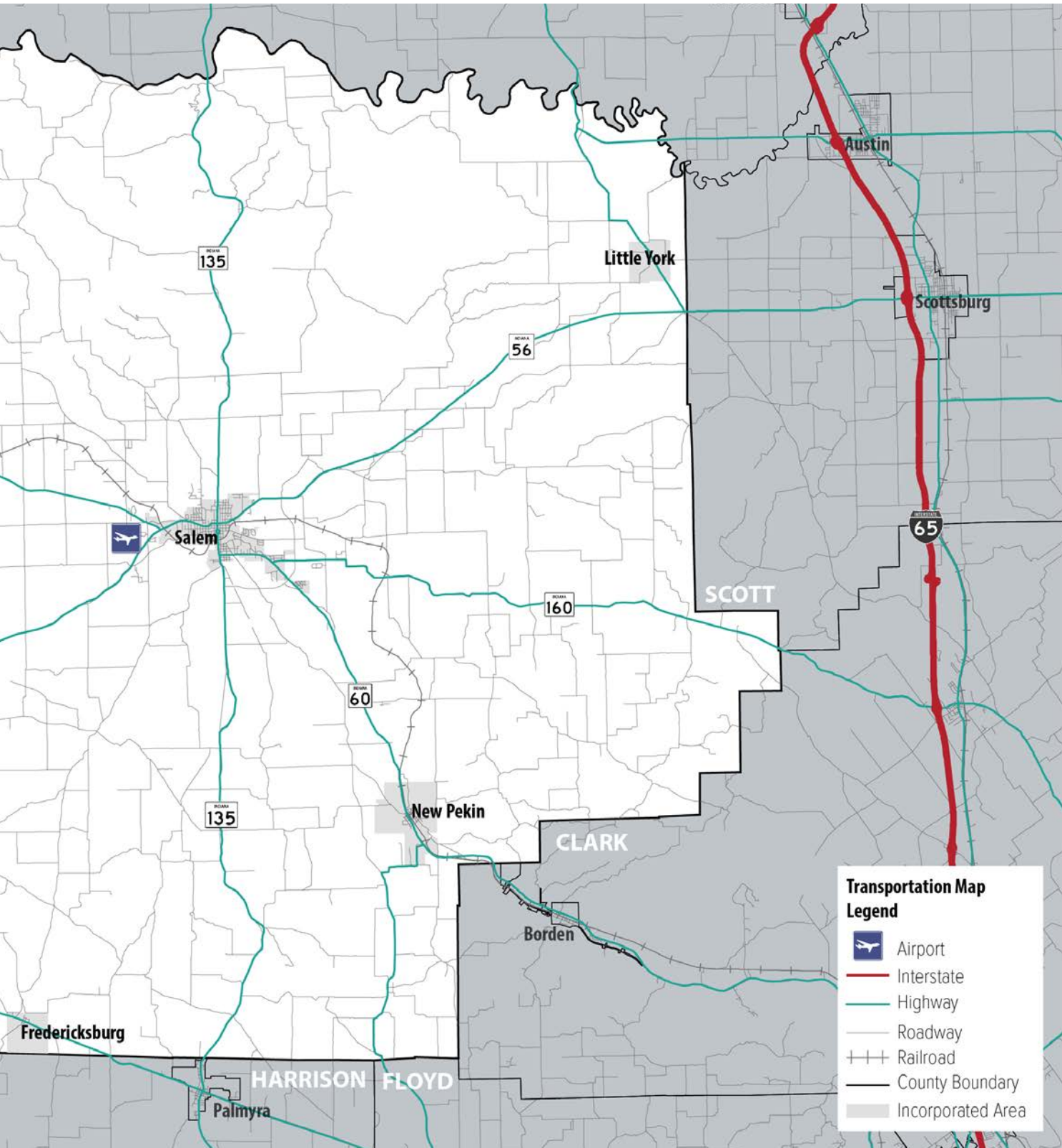
The additional runway length will allow for light to medium sized aircraft and specifically corporate aircraft to land at the City of Salem Municipal Airport. The enhanced airport will be a key factor in facilitating corporate and industrial relocation to the Salem area. The enhanced airport will also allow the City of Salem to take advantage of the overcrowding at the Metropolitan Louisville area airports by providing an alternative to corporate air traffic.

In addition to the Salem Municipal Airport, there are several private facilities located throughout the county including Morgan Airfield, Hardin Airport, Spring Lake Airport, Lowells Landing Airport and the Washington County Hospital heliport.

Rail

Washington County has one predominate rail corridor that provides access from Clark County and connects to the communities of New Pekin, Salem, Campbellsburg and Saltillo. Outside of Washington County the rail corridor extends west to Bedford and extends southeast, paralleling US 60 and connects Washington County directly to New Albany, Indiana. This rail corridor is currently inactive but could present recreational opportunities in the future.

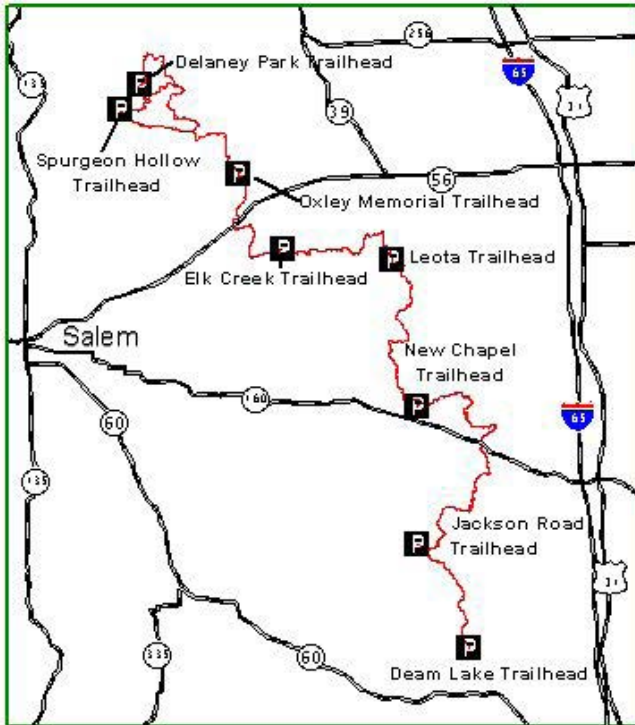




Trails

Currently there are limited pedestrian, bicycle, and public transportation opportunities in Washington County. The 2010 County Comprehensive Plan identifies the greater need to both encourage and expand non-vehicular transportation alternatives to both businesses and residents.

In limited locations, downtown Salem and Campbellsburg being examples, there are sidewalks that connect some local destinations, but do not extend into areas outside of the downtown core. Additionally, city facilities almost always end at the City boundary and do not provide connectivity to other parts of the County. The sole exception to this being the Salem Walking Trail leading to the Salem YMCA on the city's northern outskirts, and even then it does not directly to the residential neighborhoods. While local options are limited, the County does have a regional hiking trail that connects northeast Washington County to both Scott and Clark counties. The Knobstone Trail is a 58-mile hiking trail that passes through Jackson-Washington State Forest in Washington County, Elk Creek Public Fishing Area in Scott County and Clark State Forest in Clark County. The trail is ranked as Indiana's longest footpath.



Knobstone Trail. Source: Indiana Department of Natural Resources

Public Transportation

Washington County is served by the Southern Indiana Transit System (SITS), provided by Blue River Services. While open to the public, the service is tailored to older residents that may face problems with mobility and access. Services are on call, charging per person for both the initial and return trips. Costs are calculated based on distance from the starting destination.

SITS also serves the surrounding counties of Crawford, Harrison, and Scott. Any trips planned outside these service areas will incur an additional cost. Vehicle options include mini-vans, fourteen-passenger vans, and wheelchair accessible vans.

Known or Planned Projects

Within Washington County the following transportation improvements have been identified (as per the draft Indiana Transportation Improvement Program 2020-2024.)

- Bridge rehabilitation of Becks Mill Road over Mill Creek (\$254,100).
- Small structure replacement over a tributary of Springle Creek, 8 miles west of US 31 (\$159,374).
- Pavement replacement and bridge reconstruction along SR 56 from SR 60 to SR 135, totaling 1.45 miles (\$9,167,865).
- Bridge painting on SR 135 3.75 miles south of SR 235 (\$962,294).
- Small structure replacement on SR 56 5.5 miles east of SR 135 (\$1,398,334).
- Bridge reconstruction on SR 60 over the South Fork of the Blue River (west of SR 335) (\$3,769,689).
- Intersection improvement (installation of a roundabout) on SR 60 as part of a Salem Bypass (\$1,694,366).
- Road rehabilitation on ST 1011 in Salem, near the North Main Street/SR 56 intersection (\$2,338,963).
- New bridge deck overlay on SR 135 over the South Fork of the Blue River (5.6 miles north of US 150) (\$458,926).

These projects total \$21,523,203 during the 2020-2024 time period.



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UTILITIES AND INFRASTRUCTURE

The following sections provide an overview of the existing utilities services and providers along with the necessarily infrastructure needed to service Washington County residents and businesses.

Public Water Utilities

Both surface water and ground water supplies are available in Washington County. The groundwater supplies are generally poor in water quality, and are vulnerable. Most of the County is served through surface water supply. Fortunately, the surface water is a good supply of quality surface water that are available and reliable.

There are five main public water utilities located within Washington County that are rated as small or larger by the USEPA. They are Campbellsburg Water Works, East Washington Rural Water (buys from Salem), New Pekin Water Utility (buys from Salem), Salem Water Works, and Posey Township Water Corp. Additionally, Jackson Township is served by Borden-Tri-County Water District.

There are two main sources of water for Washington County. The Patoka Lake Regional Water District has wholesale customer agreements with several of the small public water supplies on the western part of the county to supplement the existing supply or as full supply. Salem Water Works also has available surface water supply that it provides on a wholesale basis to surrounding public water supplies. Smaller utilities use full wholesale supply for resale or as major supplemental supply to existing ground water supplies during periods when there is high demand. Borden-Tri-County services the southeast portion of the county with its surface water supply and supplemented with water purchased from Indiana Cities groundwater wells in Clark County.

The projected water demand table shows that public water usage for fiscal year 2015 was 3.64 MGD (million gallons per day) for Washington County with a population of 29,258. The date reveals that while population may change slightly, demand stays relatively the same.

Overall, Washington County has taken strides to address the water challenges that the rest of the region is and will be facing in the future. With the new water treatment plant at John Hay and the raising of the dam, the county is in a good position for water because quality, quantity and longevity have been addressed.

Wastewater Utilities

The Salem Waste Water operations consist of the treatment plant and the sewer collection system. The waste water plant is located at the end of Joseph Street in Salem with a yearly average flow of 1.2 million gallons per day. Heavy rains during the wet seasons can increase the waste flow to as much as 2.5 million gallons per day.

The plant is equipped with 3 equalization ponds to deal with increased flows. Oxygen is mechanically introduced to the ponds for partial treatment, then the contents of the ponds are pumped back to the plant and fully treated as the wet weather subsides. The pond area serves host to a vibrant wildlife population and is a compliment to the urban environment.

The sewer collection system consists of 75 miles of pipe and 27 pumping lift stations. The past 2 years has seen numerous pipe repairs to help prevent sewer overflows. Wastewater employees assumes responsibility of the 23 pumping stations. Preventative maintenance of these stations is one of many efforts to help the city and waste water department stay in compliance with IDEM.

Additionally, there are other wastewater treatment plants in Pekin and Campbellsburg. All other residents are on septic.

Year	Population	Avg. Day (MGD)	Peak Month (MGD)	Peak Day (MGD)
2015	27,827	3.64	4.34	5.05
2020	28,169	3.59	4.30	5.00
2025	28,470	3.63	4.34	5.05
2030	28,699	3.66	4.38	5.09
2035	28,791	3.67	4.39	5.11
2040	28,795	3.67	4.39	5.11
2045	28,753	3.66	4.39	5.10
2050	28,727	3.66	4.38	5.10
2055	28,701	3.66	4.38	5.09
2060	28,675	3.65	4.38	5.09

Source: 2018 Southeastern Indiana Regional Water Supply Report

Solid Waste Management District

Washington County has one single Solid Waste Management District (SWMD). It is run by the Washington County public works department located in Salem, Indiana. The landfill is located at 2682 North Highland Road in Salem and is open Monday thru Friday 7:00am to 1:30pm. The Washington County Landfill is open only to refuse generated in Washington County.

Additionally there are 5 various recycling locations throughout the county including:

- Little York – Located at the Fire Station
- Pekin – Located at the Old Pekin Garage
- Campbellsburg - Located across from the Town Hall
- Salem - Joseph Street next to the Animal Shelter
- Washington County Landfill Recycling Center - Located at the entrance to landfill

Electric Utilities

There are several private electric providers for Washington County, including:

- Clark County REMC
- Duke Energy
- Harrison County REMC
- Hoosier Energy Rural Electric Cooperative
- Jackson County REMC
- Orange County REMC

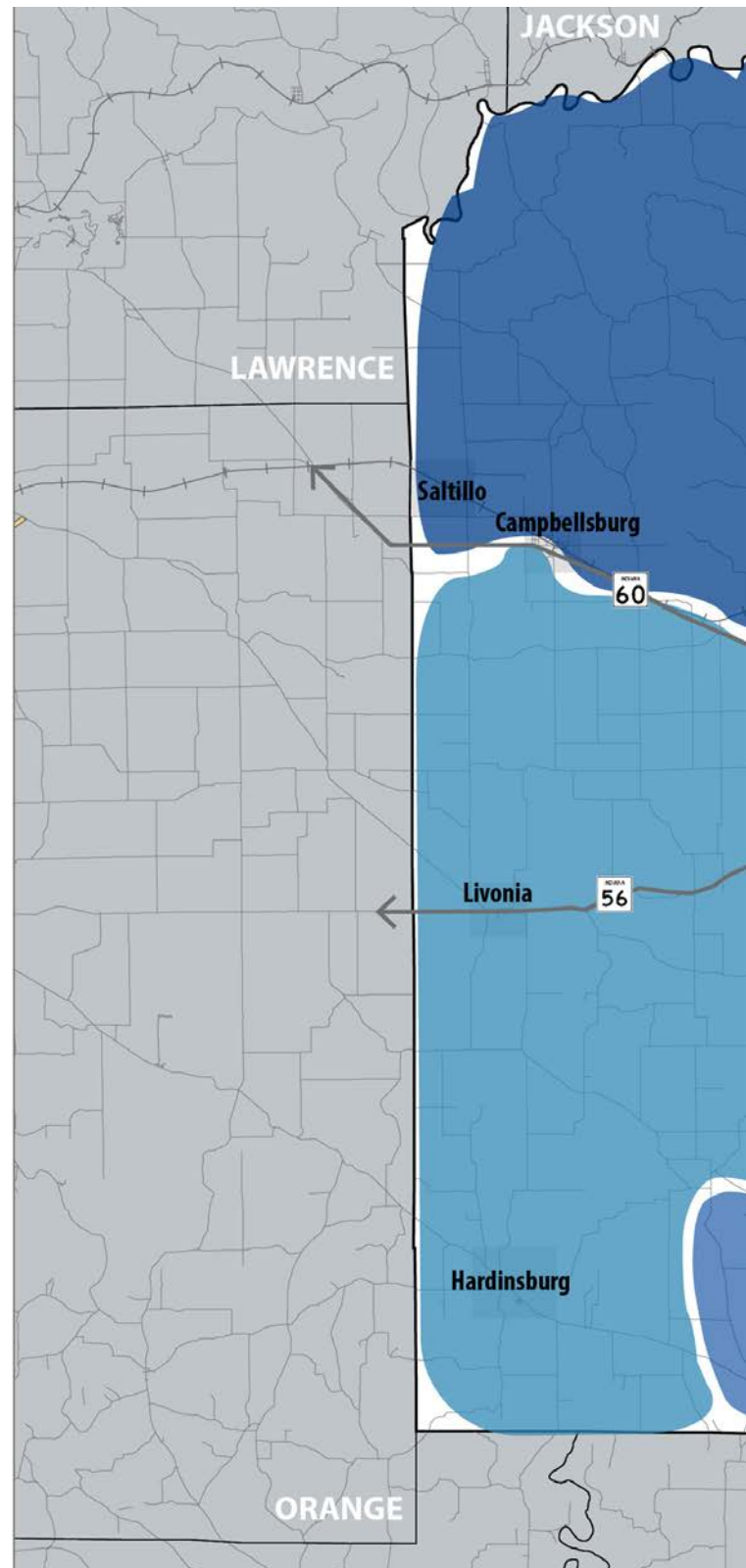
Broadband/Internet Utilities & Access

As defined by the Federal Communications Commission's 2018 Broadband Deployment Report, broadband service can include any number of technologies but must provide a service benchmark of at least 25 Megabytes per second (Mbps) upload and 3 Mbps download. When mapped, the average service speeds for the County are slightly over 116Mbps download and only 13Mbps upload. Based on the FCC data the speeds throughout the County are being provided by a number of providers which offer infrastructure ranging from digital subscriber lines (DSL), fiber-optics, and fixed wireless and satellite services. Even with service being advertised in all areas of the County the FCC and the 2013-2017 American Community Survey have documented that 9 percent of the population do not have access to fixed broadband of at least 25 Mbps/3Mbps.

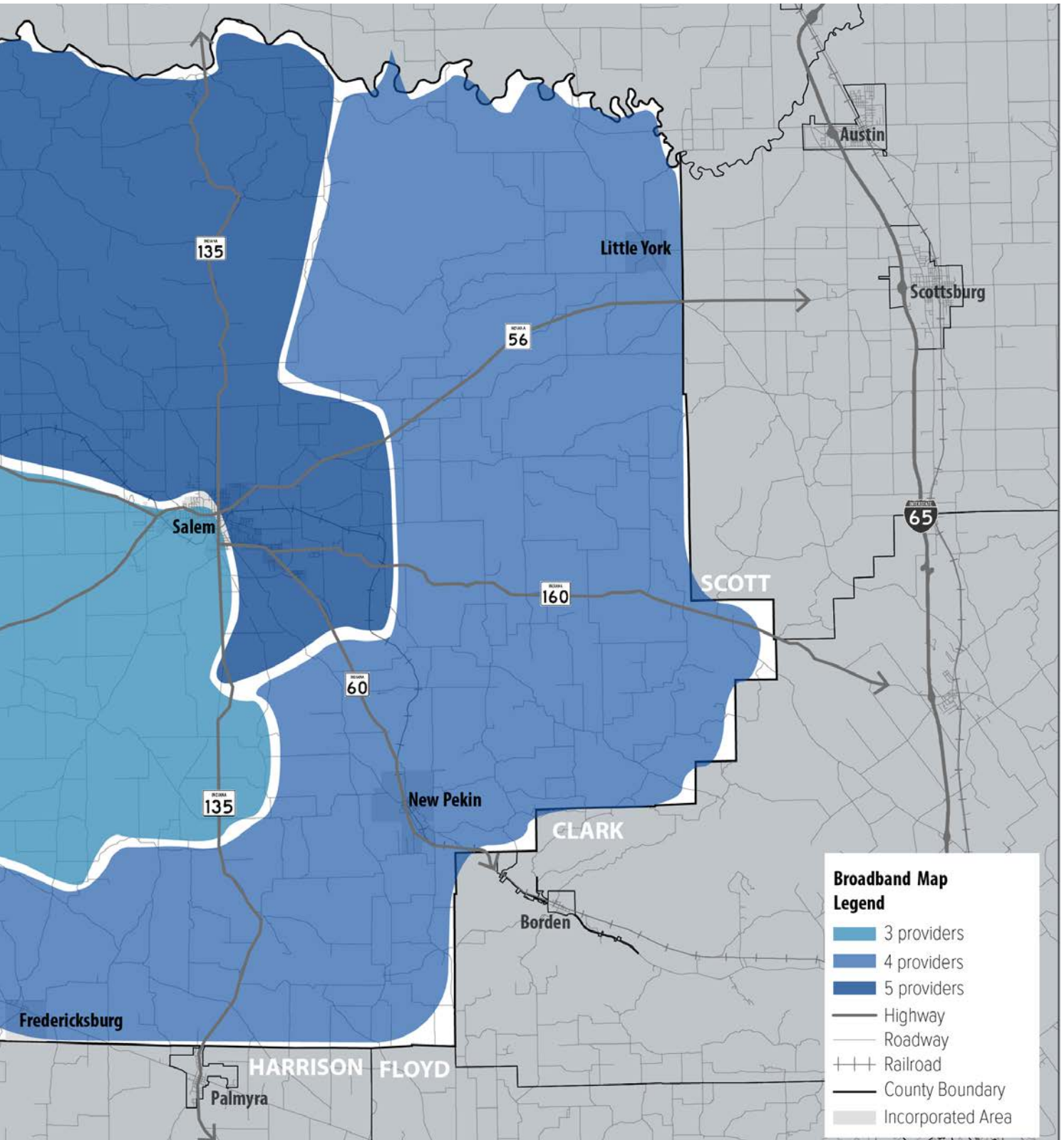
While the majority of the county is reported to have access to high speed internet services, 32 percent of the county's population is reportedly not subscribing to the internet, and nearly 24 percent of household's report that they do not own a computing device. While the data comes with a margin of error, fundamentally the providers are reporting that the service and infrastructure exist, but it's possible that it is not being used by everyone.

Available infrastructure and service is only one side of the digital infrastructure network. Having subscribers that are able to use the services and technologies is a critical piece. Washington County's demographic and socioeconomic conditions leave the residents vulnerable to digital illiteracy, which could be contributing to the number of households reporting they do not subscribe to the internet. Residents within the county could be at a disadvantage when it comes to accessing broadband infrastructure because 16 percent of the population is over 65 years of age. While age is not a limiting factor for everyone, income and educational attainment pose additional challenges for others. Nearly 13 percent of the county's residents are living in poverty and almost 15 percent of the residents aged 25 and older have less than a high school degree. The reduction in disposable income and education could be contributing to the reported lack of access within the county.

The broadband map is an illustrative summary of data gathered by the FCC. It shows the number of providers reporting service to Washington County as of December 2017. During this time, the southwest portion of the county had the fewest number of providers. The northwest quadrant of the county, shown in the darker blue, had the most providers with about 5 companies to choose from.



BROADBAND PROVIDERS



COMMUNITY SERVICES

The term community services can mean a variety of things. For the purpose of this plan, services are grouped into several categories including education, emergency services, healthcare, and civic groups.

Educational Institutions

There are three school systems in Washington County, including Salem Community Schools, East Washington School Corporation, and West Washington School Corporation. Salem Community Schools includes the townships of Gibson, Jefferson, Monroe, and Washington. This school system is made up of 3 schools that are located on one campus on the northwest edge of Salem. Approximately 2,200 students attend Salem High School, Salem Middle School, and Bradie Shrum Elementary School. East Washington School Corporation consists of four townships near the Town of Pekin including Franklin, Pierce, Polk, and Jackson. This school corporation is made up of one elementary school, one middle, and one high school serving about 1,400 students.

West Washington School Corporation is located in the rural portion of the county comprised of several townships including Brown, Howard, Madison, Posey, and Vernon. This school system is made up on one elementary school and one junior/high school. Additionally, as of January 2019, West Washington was in the top 10 for graduation rate in the state of Indiana.

In terms of higher education, Washington County possess a unique geographic advantage in accessing higher education institutions, being in close proximity to several specialized and prestigious education facilities. Washington is surrounded by four separate Ivy Tech facilities just outside its borders, and one facility located within the Community Learning Center. The southeast campus of Indiana University and the University of Louisville are both within an hour commute just south of the county, with the University of Louisville accepting Washington County applicants with in-state tuition rates. There is also the Prosser Career Education Center south of the county, providing technical skills and transferable college credits while still in high school. Schools throughout the region participate in the program, with Salem Community Schools being a notable local participant.

Additionally there are a variety in pre-school and daycare options based primarily in the City of Salem. These range from basic child care to fully-certified education facilities.

Libraries

As for public libraries, Washington County has one located in Salem, Indiana. The Salem-Washington Township Public Library is open 7 days a week for the residents of the county. The facility hosts a variety of events each month that can appeal to many demographics including a tablet and smartphone workshop, book bingo, book club, toddler time, and preschool story time. Additionally, the library offers adult literacy which is a service devoted to improving reading skills for adults in Washington County

Police/Fire/EMS

Washington County is serviced by two separate policing forces, the Washington sheriff's department, and the City of Salem Police Department. While the Salem Police Department covers the City of Salem, the sheriff's department provides service to the surrounding county. There are several different fire departments spread throughout Washington County, each with its own area of jurisdiction. These stations are maned by with full-time and part-time staff, and some volunteer firefighters 24 hours a day year-round. Services include emergency responses, smoke detector testing, rescue vehicle deployment, carbon monoxide testing, and fire prevention training. The department is made up of five emergency response vehicles, of which three are 24-hour response trucks. Two additional units are kept in reserve. These response vehicles are manned over two 24-hour shifts, weekly. Response teams average 3,600 runs a year over the 516.6 square mile county.

Hospitals/Health Care

Washington County has one major medical facility known as St. Vincent Hospital located in Salem, Indiana. Originally established as Washington County Memorial Hospital, this facility has been serving the county since 1950. Today, St. Vincent is a 25-bed critical access healthcare facility with a 24/7 emergency departments. The facility offers a diagnostic center, sleep disorder center, specialty clinics, support grounds, and swing bed program. To combat the growing issue of drug and alcohol addiction in the State of Indiana, two addiction recovery facilities have been established in Washington County. One is the Lifespring Health Systems- Washington County Office, located at 1321 South Jackson Street in Salem, IN. The facility offers detox services, outpatient care and counseling, mental health care, dual diagnosis, and a variety of therapy options. The secondary facility is the Washington County Government Building Gregory Stewart, with similar services with the addition of alternative

treatments. This facility is also located in Salem. Overall, the facilities and programs that are present within Washington County are over-crowded or overwhelmed. Because of this, there are a number of organizations and agencies working to address addiction within the county.

Civic Engagement Groups

Religious Institutions

Around 40% of Washington County residents identify as religious and follow some denomination of Christianity, with 92 separate church buildings. These act as community focus points, with member typically meeting on a weekly basis for service and socializing. Other religious groups are not present in substantial numbers.

Community Organizations

Washington County is also home to a YMCA facility located north in the City of Salem. The YMCA is a community center, providing youth engagement programs such as sports and martial arts, preschool and daycare, adult fitness classes, personal trainers, and acting as the center for community food and blood drives.

The Washington County Community Foundation was incorporated in May of 1993 as a result of the GIFT Initiative by The Lilly Endowment. The Foundation set the ambitious goal of endowing \$1,000,000, which was met 3-years later in 1996. With the establishment of the Washington County Youth Foundation and other programs, the community foundation has continued to fund and support community improvement programs and initiatives.

PARKS, OPEN SPACE, AND ENVIRONMENTAL FEATURES

Park space and environmental features provide both recreational and environmental assets to a community. Washington County is fortunate to have several parks, nature preserves, and natural features. The following sections provides an overview of where they are located and the amenities they offer to users.

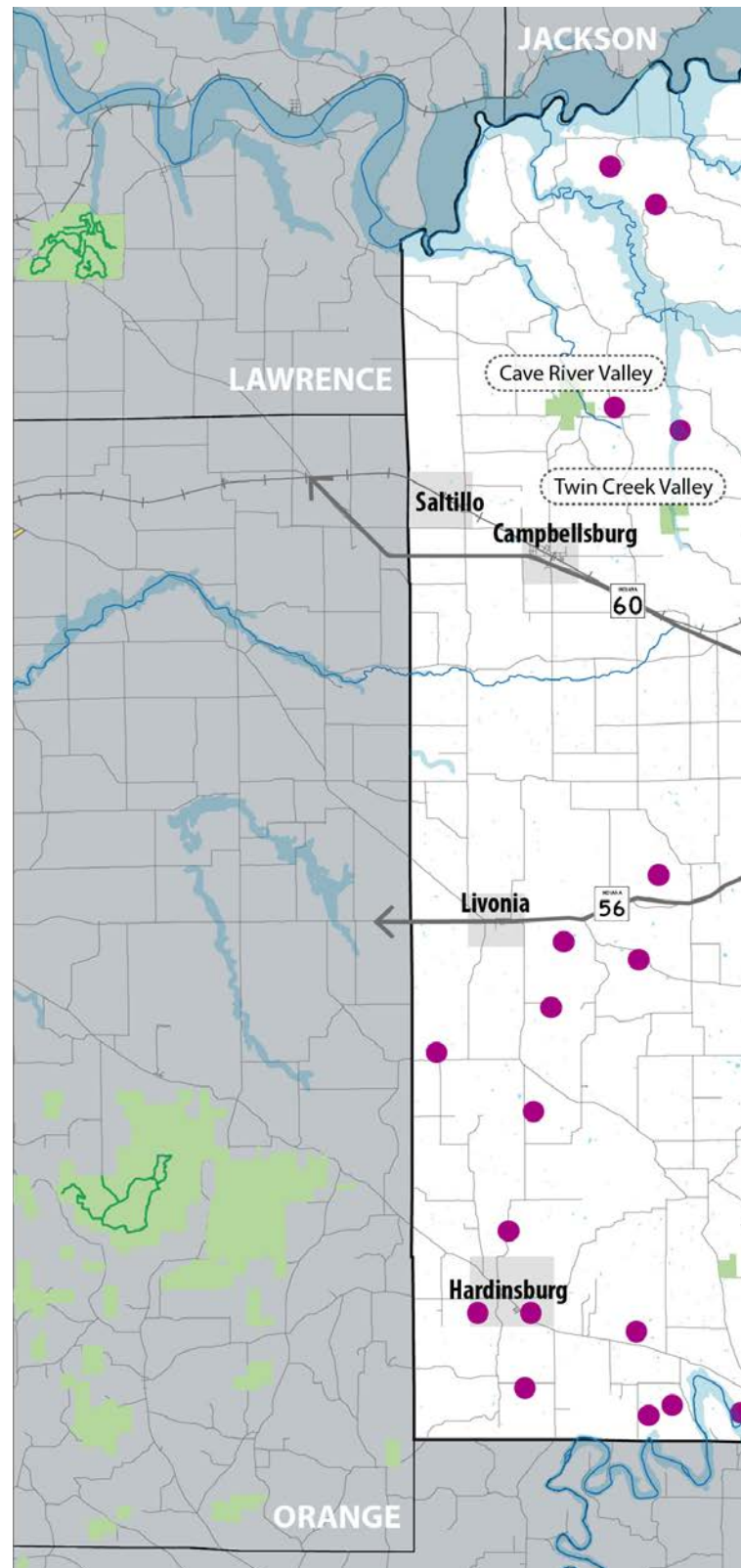
Parks and Nature Preserves

The Salem Parks and Recreation Department oversees 4 recreational facilities. Myers Community Swimming Pool is open 2 months out of the year from June 1 to August 1. The facility has a baby pool, adult pool with double slide, lawn chair rentals, concessions stand, shaded picnic area, and shower area with locker rooms. DePauw Park and Riley's Place Playground has a shelter available for rent, playground equipment, and 4 basketball goals. Salem Community Park is booming on nights and weekends throughout the summer with T-ball, baseball, and softball game leagues. Community Park provides 5 ball fields, concessions, tennis courts, covered picnic area, two sets of restrooms, a skate park, and playground equipment for its users. Lastly, Elizabeth Street Park and Shelter offers similar amenities with playground equipment, shelters, volleyball, and basketball court.

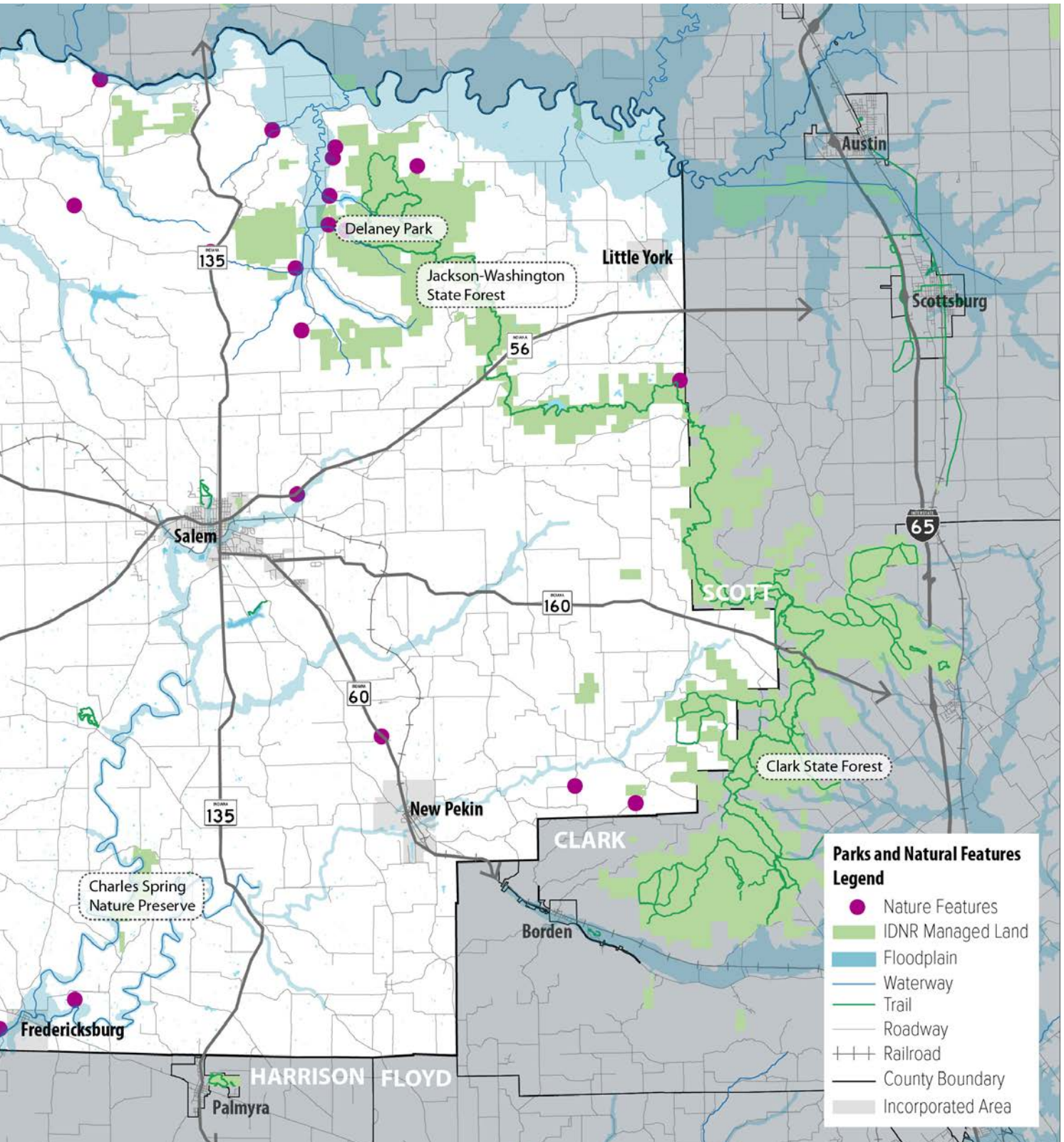
The Washington County Parks and Recreation Department exists to own and operate the Delaney Creek Park. With an 88-acre lake and over 300 acres of land, Delaney Creek Park offers many recreational opportunities ranging from fishing, hiking, and camping to hanging out at the beach area and renting a rustic cabin.

Connected to Clark State Forest is the Jackson-Washington State Forest. With over 18,000 acres of land this part of the forest contains unique topography known as the "knobs." Visitors will experience scenic views that are second to none and be able to take advantage of unique hiking opportunities. Just north of Washington County, the main office for this park is located in Brownstown on State Road 250.

In addition to community, county, and state parks, Washington County has a few other nature preserves and conservation areas. The largest of the four areas, Charles Spring Nature Conservancy is located in the southwest portion of the county. Just west of that is the Baseline Barrens Nature Preserve. Located near Saltillo and Campbellsburg is Cave River Valley Fish and Wildlife area and Twin Creek Nature Conservancy. Each of these facilities provides Washington County with a recreational amenity that serves to benefit and protect the natural environment of the county.



PARKS AND NATURAL FEATURES



A few other recreational facilities in Washington County serve a more specific recreational purpose. The East Washington Little League utilizes sports fields at the East Washington Ballpark, and several smaller fields at East Washington Elementary School for various sporting events. While the Washington County Fairgrounds, located at 118 Fair St, Salem, is a large 32-acre public space, owned by the Washington County Commissioner. The fairgrounds are host to many of the county's annual events, including: the circus, sheep showing, racing, 4-H, wrestling, and other such community events.

Natural Features

Washington County has three major bodies of water and two major waterways. Each provide both environmental and recreational benefits to the area. The following statements offer a brief description of their locations and use:

- John Hay Lake covers 210-acres of land located in the Rush Creek Valley, 6 miles northwest of Salem. Lake access includes one boat ramp. Users can enjoy fishing, boating, kayaking, and more. Additionally, this area is great for bird watching.
- The Blue River originates in Washington County northeast of Salem Indiana and flows south to form the natural boundary between Crawford County and Harrison County, Indiana. The Blue River continues south to the Ohio River. The Blue River was designated as Indiana's First State Natural and Scenic River System.
- Lake Salinda is an 88 acre surface lake, owned by the City of Salem, located 2 miles south of Salem on S.R. 135. Lake Salinda offers tournament fishing and serves as a popular fishing spot for area anglers. Lake access includes one boat ramp. There are two shelter houses, a pavilion, men's & women's restrooms and eight grills. Additionally, walking trails are being developed around the lake which will provide a new amenity to users.
- Elk Creek Lake is a 48-acre lake located in Washington County between Salem and Scottsburg.

Flood Zones

The most extensive area prone to flooding is the Muscatatuck River that forms the County's northern boundary. The 100-year floodplain along some sections of the River is nearly a mile wide. Some minor tributaries flowing into the Muscatatuck River also have floodplain sections that affect the northern part of the County. The other area where flooding can be extensive is along the South Fork of the Blue River in the south portion of the County. Some creeks that flow through the center of the County (including the City of Salem) have small floodplain footprints.

TOURISM AND ATTRACTIONS

The John Hay Center in downtown Salem is comprised on several exhibits and museums including the birthplace of John Milton Hay, the Stevens Memorial museum, a pioneer village, and the Depot railroad museum. The Stevens Memorial museum was created to preserve the heritage of Washington County and contains dozens of exhibits displaying artifacts that work to tell the story of the county. The Depot Railroad museum strive to transform the past era of the Monon railroad history to reality for visitors to experience and enjoy.

A unique asset to Washington County, the Piper Flight Center Museum offers visitors the opportunity to see and experience many exhibits including four vintage piper aircrafts, flight simulator, 200 plus books on aircrafts and aviation history, airplane models and replica airports, and early aviation equipment. Addition, the space is available for rent to host events with up to 40 people.

Washington County has several interesting things to do. In terms of agri-tourism, people can visit the Cornucopia Farms to buy fresh produce from the farm stand, navigate through a corn maze, feed animals, or stay at the bed and breakfast on the farm. Additionally, Washington County has several historic destinations including Becks Mill, Carnegie Library, Washington County Courthouse, Crown Hill Cemetery, Morgan's Trail, Pioneer Village, and Veterans Memorial. In the summer, Old Mill Canoe Rental is a popular destination for people looking to float down the river. For people interested in motorsport, the Salem Speedway and Thunder Valley Raceway attracts people from all over the region for racing competitions. The Salem Speedway receives recognition of being one of the most unique and renowned race tracks in America. Since 1947, the speedway has been holding nearly 15 special events per year between April and November. Because of this, a strong racing heritage and tradition still exists today.



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WHAT DOES ALL OF THIS DATA MEAN?

Demographics

An aging population. Similar to the rest of the Southern Indiana counties, Washington County residents are making a deliberate choice to stay in the area as long as they can. While the statistics can be a positive for the area, future efforts will need to focus on ensuring that the residents have access to appropriate health care and transportation options, and amenities to accommodate their changing needs.

Stagnant and slow population growth stalls economic growth. Areas with little to no population growth often struggle to maintain quality retail and entertainment establishments. These developments, including restaurants, shops, and entertainment venues need a local population base to thrive. While some establishments can rely on commuting or visiting traffic, locally owned and operated facilities need an influx of people. As the local population ages and population growth is diminished, the ability for these retail-oriented services to thrive is diminished as well.

In addition to supporting local development with a market, the dwindling and aging populations also impact the labor pool that local and regional business can pull from. With limited access to skilled labor, businesses may decide to move to other markets where the needed skill sets are available. Without these needed skill sets, businesses must accept strict limitations on their growth, or suffer impacts on production and operations.

Continue to investment in public services. Even in areas where the population growth is projected to be slow, investment into public services and amenities should occur. Without additional residents, the revenue pools stay small and continue to be stretched. While difficult, the County should remain focused on finding innovative ways to improve local amenities, infrastructure and public service so that those investments can be leveraged for greater economic development efforts.

Need for more housing choices. Washington County's median home value is one of the lowest when compared to other Southern Indiana counties, the State, and the Louisville Metro area. Additionally, the 2000-2014 Washington County housing study confirms that nearly 75 percent of Washington County's housing stock is 75 percent single family homes. More recently, the Hoosier Uplands housing study suggests that the county needs 958 new housing units by 2030. Of those, 523 should be owner

occupied and 435 rentals. While difficult when also dealing with population stagnation, efforts should be made in the future to ensure that the County has a diverse offering in housing types, size and values, especially within the incorporated communities.

Transportation

While several communities within Washington are well connected to the I-65 corridor, the connectivity between Washington County communities and other regional activity centers is limited due to roadway facilities and amenities. While only 30 miles from both Sellersburg (via SR 60) and New Albany (via SR 60 and SR 111) these corridors provided limited capacity and safety concerns due to the two travel lanes and narrow shoulders.

The proposed runway expansion project would will allow for an increase in light to medium sized aircraft and specifically corporate aircraft in and out of Washington County. Enhancing the airport could become a key factor in facilitating corporate and industrial relocation to the Salem area and could become an alternative to corporate air traffic in and out of Louisville.

The existing hiking trail system available in Jackson-Washington State Forest is a model for connectivity and regionalism. The trail system, which connects local, county and state amenities is a unique and valuable asset to Washington County and their tourism base. The alternative transportation goals outline in the 2010 Washington County Comprehensive Plan would allow the County, and the connected communities to fully leverage this trail system, and the amenities within the surrounding parks.

Utilities and Infrastructure

The Washington County water demand will remain consistent. As identified in the 2018 Eastern Indiana Water Study, Washington County is projected to see close to 1.0 percent increase in their population with the daily utility demand projected to remain constant. Unless significantly changed with the arrival of a large scale employer in a water intense industry.

Washington County is and will continue to experience both source and regulatory challenges. Water source vulnerability is related to susceptibility to drought or contamination of the source. Twenty eight percent (28%) of the utilities in Southeastern Indiana, including Scott County, rely primarily on surface water supplies. The utility systems using ground and surface water sources generally

OBSERVATIONS, ISSUES, AND OPPORTUNITIES

are more susceptible to drought or contamination resulting from spills. The risks of contamination dramatically increase treatment costs.

Infrastructure and service costs will continue to increase. With fluctuating pressure on demand, the protection from drought and contamination, and the ever-increasing costs related to enforcement methods and infrastructure, Washington County and their water customers will likely experience affordability challenges related to the county's water utilities. High levels of reinvestment will be necessary to ensure that services remain optimal and abundant, and to offset those capital costs, water rates will need to be adjusted causing customer bills to increase.

Residential vs commercial high-speed Internet. While the majority of Washington County is advertised to have access to high speed internet, at times the speeds and configuration are only adequate for a small residential family. Employment centers, such as offices, industrial or hospitals look for symmetrical connections in the range of 50Mbps/50Mbps or greater.

Digital literacy efforts will improve access. While infrastructure improvements can be made to ensure that optimal speeds are available to residents and employers, efforts should also be made to improve digital literacy in the County's at-risk populations, including those individuals with limited education and financial resources. Coupled with infrastructure improvements, social services aimed at improving the condition of the residents should be emphasized in the future.

Multiple providers, multiple ways to improve. Throughout Washington County there are several providers with various technologies available. Encouraging the participation and collaboration of these existing service providers will be critical as the area's demand for internet services increase. Parks, open spaces, and environmental features provide a good opportunity to provide public internet access in an equitable manner, while attracting new users to these public spaces.

Community Services

Washington County schools are at risk for decreased enrollment rates. As identified in the demographics section, Washington County's population is expected to grow by less than 1 percent by 2023. Several of the incorporated areas are expected to experience a decline in population. This will cause enrollment rates at the various schools to drop cause financial constraints for the facility and district as a whole. This challenge is further complicated by the ability for students to cross school district lines and choose which school they want to attend.

Parks and Natural Features

Diversify amenity locations. While there is an abundance of park land in Washington County, the rural portions of the county (to the north and east of Salem and to the west of New Pekin) have limited access to local or state parks. By working to add new facilities and open space to these rural areas the Washington County population will be better served.

Connect the amenities you have. While establishing new facilities and areas can take time, complimentary efforts can be undertaken to connect the parks and open space features that already exist throughout the county and the broader region. By implementing multi-use trails at a local, county and regional level the area's asset will be available to all residents.

Improve and advertise existing amenities and benefit regionally. Existing amenities within the County could be improved and expanded in an effort to provide a greater benefit to the region. While many facilities are under the control of the state areas such as the Clark State Forest could be marketed more strategically to create an attraction and regional destination. By amplifying the resources and assets that exist within the county population and employment growth could increase within the region.

Tourism and Attractions

Washington County does have a local tourism organization that works to promote local attractions and events. The Washington County Tourism Commission works to promote activities which are likely to bring tourists to Washington County. The organization's website is a resource for directions, maps, events, activities, restaurants and overnight accommodations. The organization focuses predominately on Washington County activities and destinations.

A VISION FOR WASHINGTON COUNTY

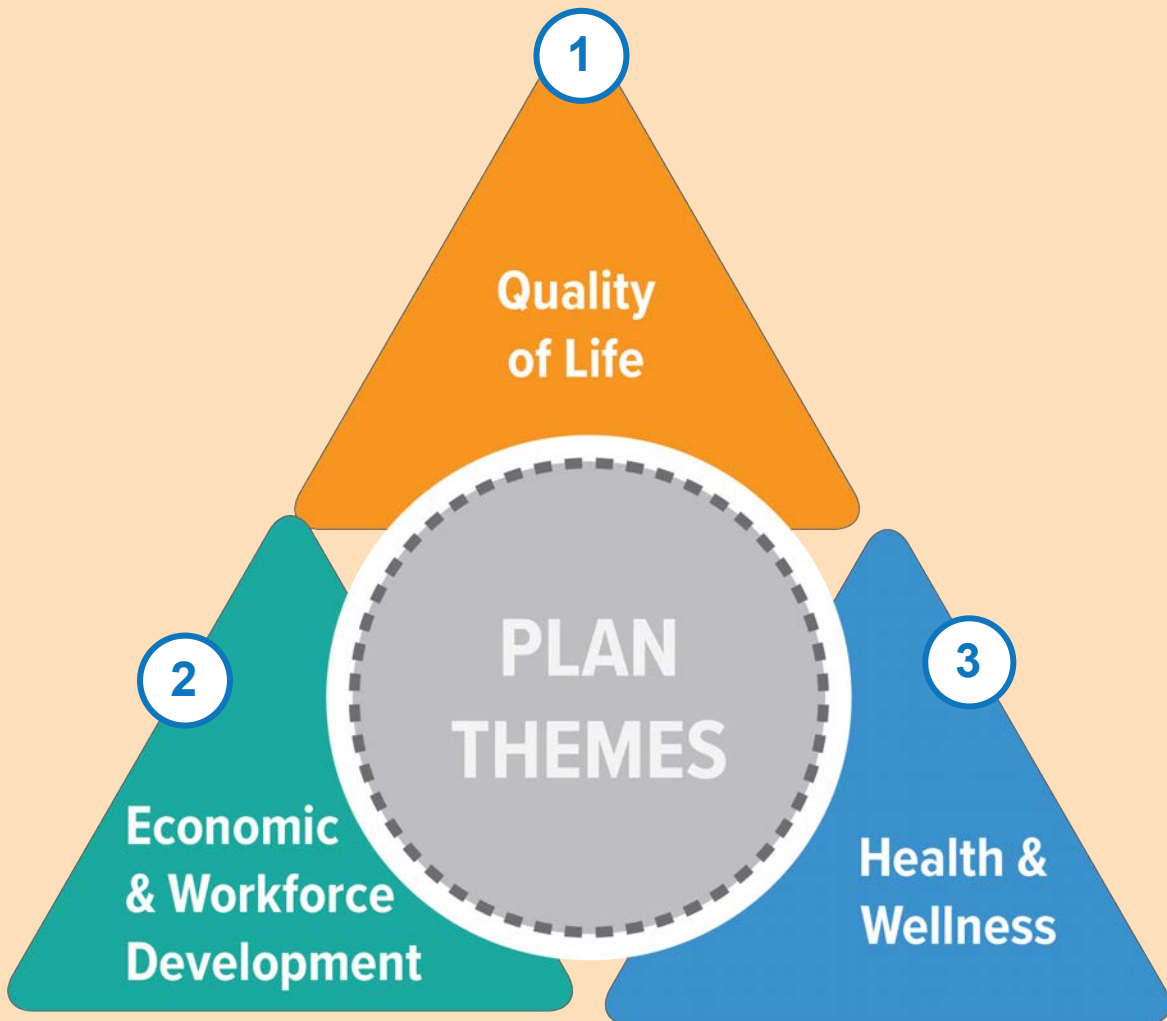
The vision chapter introduces the Quality of Place and Workforce Attraction Plan themes and big ideas. Each of these statements have a summary description explaining what it is and why it's important, along with a series of recommendations.



PLAN THEMES & BIG IDEAS

At the project kick-off meeting, members of the QPAT team prepared their wish list of topic areas in which they wanted the plan to cover. As a result, the list was simplified into three board themes that encompassed nearly all of their desired topic areas including Economic and Workforce Development, Quality of Life, and Health and Wellness. These themes help to organize the big idea statements found within the plan.

Under each of the themes, there are a series of big idea statements that represents an area of focus or overarching goal, as it relates to quality of life and workforce attraction, that Washington County is trying to achieve. The twelve big ideas are a result of existing conditions, existing planning efforts, and community input.





ECONOMIC & WORKFORCE DEVELOPMENT

Big Idea 1: Attract and retain population to expand the existing workforce.

Big Idea 2: Improve and create diverse educational opportunities ranging from early education to college and trade schools.

Big Idea 3: Attract and grow small, and large businesses, and entrepreneurship in Washington County.

Big Idea 4: Support the viability of agricultural businesses in the County.

Big Idea 5: Improve Main Street and Downtown incorporated areas.



QUALITY OF LIFE

Big Idea 6: Increase the amount of high-quality recreational spaces that are safe, maintained, and accessible to our residents.

Big Idea 7: Attract diverse housing development that provide options ranging from more affordable starter homes, to homes for aging residents, to rental options.

Big Idea 8: Strengthen the County's infrastructure by investing in community services.

Big Idea 9: Create more activities and opportunities that help to develop the educational, social, and life skills of the County's youth.

Big Idea 10: Improve the appearance of Washington County through policy development, property improvements, and beautification efforts.



HEALTH & WELLNESS

Big Idea 11: Promote healthy lifestyles through increased access to recreational assets and health programs.

Big Idea 12: Support the prevention and recovery of drug and alcohol addiction through programs and facilities.

Priorities

The initial prioritizing of big ideas took place through an online survey completed by the QPAT team, and then was vetted with the public during the second public open house and third QPAT meeting. The following table prioritizes each big idea based on community support received, if resources are available to move the recommendations forward, and the impact of the big idea or recommendations on all residents.

- Green dots represent strong community support, several resources are available, or there is a significant impact on all residents.
- Yellow dots indicate moderate community support, some resources are available, or impact is moderate.
- Red dots represent low community support, little to no resources are available, or impact is not significant to all residents.

The cumulative score of each factor, determines the priority tier. For example, two red dots determine a Tier 3 priority, two yellow dots determine a Tier 2 priority, two green dots determine a Tier 1 priority, and one dots of each color determine a Tier 2 Priority. As circumstances in the community change, such as funding or technical resources become available, or community support improves or declines, these priorities may change.



Priority Table				
Big Ideas	Factors to Determine Priority			Priority
	Community Support	Resources Available	Impact	
Big Idea 1: Attract and retain population to expand the existing workforce.	●	●	●	Tier 1
Big Idea 2: Improve and create diverse educational opportunities ranging from early education to college and trade schools.	●	●	●	Tier 1
Big Idea 3: Attract and grow small, and large businesses, and entrepreneurship in Washington County.	●	●	●	Tier 1
Big Idea 4: Support the viability of agricultural businesses in the County.	●	●	●	Tier 1
Big Idea 5: Improve Main Street and Downtown Salem.	●	●	●	Tier 1
Big Idea 6: Increase the amount of high-quality recreational spaces that are safe, maintained, and accessible to our residents.	●	●	●	Tier 1
Big Idea 7: Attract diverse housing development that provide options ranging from more affordable starter homes, to homes for aging residents, to rental options.	●	●	●	Tier 2
Big Idea 8: Strengthen the County's infrastructure by investing in community services.	●	●	●	Tier 2
Big Idea 9: Create more activities and opportunities that help to develop the educational, social, and life skills of the County's youth.	●	●	●	Tier 2
Big Idea 10: Improve the appearance of Washington County through policy development, property improvements, and beautification efforts.	●	●	●	Tier 2
Big Idea 11: Promote healthy lifestyles through increased access to recreational assets and health programs.	●	●	●	Tier 3
Big Idea 12: Support the prevention and recovery of drug and alcohol addiction through programs and facilities.	●	●	●	Tier 2

Page Organization

The following 12 pages illustrate one big idea per page. Each of big idea pages include a summary description explaining what it is and why it's important, along with a series of recommendations. Please note the recommendations listed per big idea are not listed by priority and are organized by identifying policy or programmatic related recommendations first, then small capital projects, followed by larger capital projects.

Outlined in the existing conditions report, nearly 50 percent of Washington County’s population are residents aging from 55 - 75 years old, these individuals are known as baby boomers. As this age group retires, the County’s workforce will start shrinking if the younger generation isn’t available to replace the individuals who are retiring. Unfortunately, Washington County community is facing, and will continue to face, an ongoing challenge of the younger generation leaving the community to pursue higher education, better job opportunities, and an improved quality of life. This concept is known as brain drain. With an expected population increase of 0.7 percent over the next 5 years, the county has been able to stabilize its total population but that does not change the aging workforce and brain drain.

To create new opportunities for local residents and employers, Washington County needs to attract skilled professionals that will not only participate in the local economy, but drive it forward. Those who will start and expand businesses, and will recognize Washington’s true worth, while investing in the county. Washington County already has many of the small-town America characteristics that city weary residents are looking for, it’s just a matter enhancing the existing characteristics and promoting the County.

Big Idea 1 Attract and retain population to expand the existing workforce.



Related Theme



Priority Ranking

Recommendations *(Please see implementation details on page 71.)*

- 1.1** Train a new generation of leaders by creating clear paths to allow young professionals or new residents to get on organizational boards or in leadership positions through partnerships with organizations such as Awareness Washington County
- 1.2** Compile orientation materials into a printable brochure for new employees in Washington County that include information such as housing, recreational, and entertainment.
- 1.3** Establish a marketing campaign to actively promote Washington County as a place to thrive and enjoy.

Big Idea 2: Improve and create diverse educational opportunities ranging from early education to college and trade schools.



Related Theme



Priority Ranking

A skilled workforce starts with a strong educational foundation, as well as the opportunity to obtain skills beyond high school. According to the US Census Bureau, Washington County's educational attainment beyond High School is below the national average. In order to be competitive with its surrounding neighbors, Washington County will need to improve and create diverse education opportunities. This could mean expanding the STEM curriculum and/or exploring ways to implement robotics and gaming training programs in local schools. Not only is this essential for building a robust workforce, education is one of the top selling points to families looking to relocate. Higher educational attainment can be linked to a higher income. This will result in an increase of median household income and could help lower the poverty rate in Washington county. Quality child care and early education programs are essential for Washington County's youth and bring peace of mind to parents.

In terms of higher education, a college degree is not a requirement for success but some form of an additional skill set is necessary. Whether it's providing vocational training for high school students or employers providing continuing-educational opportunities for their employees, education should be a top priority for Washington County. Additionally, if manufacturing is to be maintained or even expanded, emphasis on science and engineering will be required to follow shifts in production methods. By making sure that Washington County has the programs and resources available for students and workers to learn and grow, not only will the individual reap the benefits but also the economy as a whole.

Recommendations *(Please see implementation details on page 72.)*

- 2.1 Work with CAST (Creating Avenues for Student Transformation) to expand tutoring programs for local students, such as those with dyslexia.
- 2.2 Support efforts for the local school corporations to meet bi-annually to collaborate and work together to address learning objectives that align with employer needs.
- 2.3 Using experience from the 3 teachers who participated in STEM Fellows provided by Regional Opportunity Initiatives, work with local school corporations to bring in teachers that can expand the STEM curriculum.
- 2.4 Support all school corporations in their efforts to provide trade certifications or college credit opportunities for high-school students that will help create a workforce pipeline.
- 2.5 Create a framework to provide on-demand professional development/learning opportunities for adults or local employees that provides soft-skills training that goes beyond traditional post-secondary or technical degree tracts at the Community Learning Center
- 2.6 Develop additional quality early education and day care opportunities by working with existing providers and expanding physical locations.
- 2.7 Partner with or develop a trade school to offer learning opportunities to become an electrician, plumber, HVAC technician or other trade not offered locally.
- 2.8 Expand higher education opportunities at the Community Learning Center through institutions such as Ivy Tech.

Small businesses provide the amenities and services residents enjoy along with employment, while large businesses can provide job opportunities with the possibility of advancement for Washington County residents. Striking a balance between the two is necessary to ensure economic success. Small businesses are generally owned and operated by locals, and tend to serve the local market. While employing fewer people with possibly a lower wage due to their size, small businesses are much more invested in their community and care about its future. Where in contrast a large business may be able to pay substantially more and offer opportunities for advancement, but could be less invested in a communities residents. Often times, large businesses will create a much larger impact on a community when locating or leaving an area than a small businesses. For an example, losing of a branch office that could be a simple cost saving action by the company, can be financially devastating for an entire community.

In the end, balance is needed. Supporting the growth of local businesses to improve quality of life and economic resilience, and attracting large businesses for better opportunities. To achieve this, support programs and development incentives need to be organized to help entrepreneurs learn the elements of business, and entice larger businesses with a skilled labor force. Additionally, as Washington County works to expand industry, particularly in those not highly concentrated such as information and financial professions, it could lead to a greater probability of attracting a skilled, younger workforce.

Big Idea 3: Attract and grow small, and large businesses, and entrepreneurship in Washington County.



Related Theme



Priority Ranking

Recommendations *(Please see implementation details on page 73.)*

- 3.1 Promote the use of the opportunity zone in addition to the other local and state incentives available.
- 3.2 Continue to work with Purdue Polytechnic Institute and the Community Learning Center to provide technical resource and mentorship program for small business development literacy.
- 3.3 Market highly visible industrial and commercial properties that have improvements or are shovel-ready.
- 3.4 Implement a business incubator, maker space, and/or co-working spaces throughout the County (CLC, Amaray, Pekin, Salem Leader).
- 3.5 Attract new businesses offering high-paying jobs that diversifies the existing industry with positive growth forecasts such as:
 - Motor Vehicle Manufacturing;
 - Aerospace Product & Parts Manufacturing;
 - Machinery Manufacturing;
 - Agriculture & Construction Machinery Manufacturing;
 - Medical Equipment & Supplies Manufacturing;
 - Pharmaceutical Manufacturing;
 - Professional, Scientific, & Technical Services; and/or
 - Administrative & Support Services.

Big Idea 4: Support the viability of agricultural businesses in the County.



Related Theme



Priority Ranking

In celebration of the state's rich agricultural heritage and in recognition of the long dedication by Hoosier families to the trade, Indiana created the Hoosier Homestead Award in 1976. This award is given to families who have owned, operated, and passed down the same farms within the family for over 100-years. Nearly fifty Washington County residents are recognized as recipients of this award. Farmland makes up 212,000 acres of the total 331,000 acres in Washington County.

Agriculture is engrained in the identity of Washington County, and should continue to be supported as a viable business opportunity. Recently, food production has come to the forefront of public discussion with many consumers taking a pointed interest in how their food is produced, where it is sourced, whether or not it is local, and how it arrives on their table.

Agritourism is a recent niche in the tourism industry where farmers and ranchers wish to increase the amount of visitors to their place of business to explain the production process. This has gradually developed into a new food culture where food is taken directly from the farm to the dinner table, products are purchased at local markets, local restaurants are directly supplied with fresh produce, and for the preference for foods made without the use of growth hormones. While becoming an international trend, agritourism is particularly widespread in the United States. For this reason, Washington County could enhance its agricultural heritage by supporting and creating opportunities to continue growing this industry.

Recommendations *(Please see implementation details on page 74.)*

- 4.1 Continue to provide, promote and support agricultural education for Washington County farmers that could provide financial and tax planning, succession and estate planning, diversification topics, and other educational training opportunities.
- 4.2 Promote local agricultural through a farm to table event.
- 4.3 Work with the local schools to bring local agricultural products to their cafeterias.
- 4.4 Support agritourism and agricultural uses through the local zoning ordinance.
- 4.5 Support local farming co-operatives that highlight Washington County agricultural products such as Beef.
- 4.6 Construct a local farmer's market in a highly visible or active area to promote Washington County agricultural products.
- 4.7 Assist the fairgrounds to implement their long-range vision for an improved fairgrounds facility and programmatic offerings

Community centers such as Downtown Salem serve as the primary gathering space for governmental services, small business, and social gatherings. With their central location and access to major state roads, community Main Street's like downtown Salem offers the most convenient location in terms of travel time for Washington County residents. As the heart of local communities, Main Street's should continue to be improved and celebrated.

Downtowns are the traditional centers of American communities, often rich in local history and culture. Especially in rural communities, downtowns also tend to act as the face for the community, as it is often the most developed. Location and proximity to other development make them perfect locations for community investment, where any impact can be felt by the greatest number of people. Improvement can be anything from streetscaping elements such as landscape planters and sidewalks to enhance public gathering place or building facades. Simple programming of a public space can generate a much larger impact with its ability to attract people into the downtown. There aren't any improvements too small or too big for the town centers of rural communities, as every impact will be felt.

Big Idea 5: Improve all community Main Streets and Downtown Salem.



Related Theme



Priority Ranking

Recommendations *(Please see implementation details on page 75.)*

- 5.1 Expand regular programming in the downtown such as movies on the square, kids fairs, arts alive, shop local Saturdays, etc.
- 5.2 Implement public Wi-Fi and a speaker system around the Square.
- 5.3 Create a new green space/park on Water Street in Downtown Salem.
- 5.4 Implement improved crosswalks at key intersections.
- 5.6 Improve sidewalk connections in Pekin such as a connection from the Downtown to the local school.

Big Idea 6: Increase the amount of high- quality recreational spaces that are safe, maintained, and accessible to our residents.



Related Theme



Priority Ranking

Parks remain one of the top assets that contribute to a higher quality of life because of the wide-range of benefits they bring to a community including healthy living, entertainment, and economic growth. Recreational spaces such as parks, plazas, natural features, and indoor facilities offer residents access to an environment that helps to promote both physical and mental well-being. Such spaces also act as an economic catalyst, increasing demand for the spaces around them, and encouraging other forms of recreation and entertainment to capitalize on their high levels of visitor traffic. Determined projects such as the City of Salem (old) Airport and the Salem Speedway Project should be further defined as these move forward.

Furthermore, parks and recreation spaces often serve as an entertainment option and gathering place for people of all ages but especially youth. This age group experience limitations on their actions and movement due to age, parks offer a unique space for a community's youth to interact and socialize outside a regulated environment such as the school system. Often times, these facilities provide wide open spaces to allow for events that engage the whole community such as fall festivals or movies in the park.

The geographic size of the county presents challenges for accessibility, especially those who don't own a vehicle. It is imperative that Washington County's residents have access to safe, high-quality recreational spaces. This doesn't mean having access to acres of open space but instead having access to unique experiences throughout the county. These unique experiences can be created through programming of space and capitalizing on the county's natural features, all of which contribute to sense of place.

Recommendations *(Please see implementation details on page 76.)*

- 6.1 As municipal-owned parks are expanded, consider securing additional funding or staff as needed.
- 6.2 Increase acreage of park spaces and gathering spaces as land or area becomes available.
- 6.3 Expand recreational activities for families, teens, and seniors such as intramural sports leagues, "coding" camps or gaming tournaments, movies in the park, family-friendly festivals or events, exercise classes for seniors, bingo, etc.
- 6.4 Increase and enhance local events and festivals throughout the year.
- 6.5 Work with the YMCA to expand indoor/outdoor activities and family engagement.
- 6.6 Work with the Salem and Washington County Parks and Recreation to improve existing parks by expanding or upgrading the amenities.
- 6.7 Develop interpretive signage for existing recreation areas that tell the history.
- 6.8 Implement the City of Salem (old) Airport and Salem Speedway Project.
- 6.9 Develop a multi-use trail network connecting the former CSX railroad line, the Knobstone Trail and major destinations such as John Hay Lake, Elk Creek Lake, Lake Salinda, Delaney Park and the YMCA.
- 6.10 Build a splash pad or water park. Construct a large multi-purpose recreational facility that could house indoor sports, birthday parties, and other indoor activities at the Washington County Fairgrounds.

Washington County completed a housing study in August of 2016 that outlined the need for addition single-family, multi-family, and senior housing. Having multiple housing options available within a community keeps the housing market healthy and vibrant. A diversity in residents ensures that any market changes that effects one group in particular will not disrupt the entire community, and ensures that the housing market can quickly recover. This also allows residents to remain in the community if they need to adjust their housing situation, such as older residents downsizing as they reach retirement. The lack of diverse housing options and aging existing housing stock could be tied to population growth.

If Washington County hopes to continue to attract new residents and businesses, availability of transition and starter housing will be essential. Rental units are desirable for young professionals as they offer flexibility. Additionally, those working toward home ownership may need temporary residence in the interim. The lack of variety in housing options could be a major limitation on any growth, and may stunt any momentum the county is able to generate.

Additionally, the Indiana Uplands will release a Housing Study for the region in August of 2019. This report should be referenced when the County is making decisions related to future housing development.

Big Idea 7: Attract diverse housing developments that provide options ranging from more affordable starter homes, to homes for aging residents, to rental options.



Related Theme *Priority Ranking*

Recommendations *(Please see implementation details on page 77.)*

- 7.1 Update the county zoning ordinance to protect existing and future property investments.
- 7.2 Continue to promote residential homes for sale and potential property that is prime for new housing developments.
- 7.3 Explore the opportunity to incentivize homeownership in Washington County through residential tax abatement.
- 7.4 Work with lenders to incentivize recent graduates to purchase a home in the County.
- 7.5 Consider applying for funding through the IHEDA Owner-Occupied Repair Program (Campbellsburg, Pekin, etc.).
- 7.6 Support the development of a new multi-family housing development.
- 7.7 Continue to work with housing developers to extend infrastructure to new housing developments that will contribute to the local housing needs of rental property, age-in-place housing, or affordable single-family homes.
- 7.8 Secure land through land banking and work with developers or organizations such as Habitat for Humanity to offer affordable housing options.

Big Idea 8: Strengthen the County's infrastructure by investing in community services.



Related Theme



Priority Ranking

Infrastructure serves as a general term that encompasses many utilities and services that provide the basic needs for Washington County's residents. These services include utilities such as internet access, water, sewer, and electric, transportation facilities such as roads, sidewalks, and trails, and other community services such as fire protection or law enforcement.

Utilities make up the baseline necessities needed for most developers and businesses to operate. Improving the infrastructure and community services offered in Washington County acts as an incentive for residents and businesses looking to relocate or open a new business. On the flip side, the lack of appropriate infrastructure can limit a company or developers ability to locate or build in an area. For an example, high speed internet access has become an essential part of our everyday lives. If Washington County does not have the infrastructure to support broadband, it will likely miss out of many economic development opportunities. Additionally, infrastructure and community services play a role in the quality of life that is offered in Washington County. The county's comprehensive plan outlines bike and pedestrian infrastructure within its goals and objectives. While a sidewalk or trail connection may seem like only a walking path, it can be considered an alternative mode of transportation and a recreational amenity. Therefore, these service may be described as baseline necessities but if they are designed and managed properly, they can be used to enhance and improve the County or present and future residents.

Recommendations *(Please see implementation details on page 78.)*

- 8.1 Consider requiring sidewalks within all new subdivision developments through the county subdivision control ordinance.
- 8.2 Look at the structure and organization of volunteer fire districts to improve the longevity and effectiveness of fire services.
- 8.3 Extend sidewalks near schools to connect to neighborhoods. (i.e. Pekin Safe Routes to School)
- 8.4 Complete the Salem Walking Path. (Downtown and Lake Salinda Trail)
- 8.5 Work with local internet providers to close gaps in internet services and increase internet speeds.
- 8.6 Expand sewer services and capacity for areas appropriate for new growth.
- 8.7 Work with the RDA to improve water service throughout the County.
- 8.8 Work with the RDA to improve access to I-65 by creating providing safety enhancements and potentially widening State Road 60.
- 8.9 Consider the development of public transit or a commuter system to employment centers in and outside of the county.

As part of the overarching idea of retaining talent, this big idea focuses on the existing youth in the County through development programs aimed at improving education, social, and life skills. The intention of this idea is to provide opportunities for youth to get involved in the community at an early age and prepare them for life after high school whether it be college or entering into the workforce.

Youth is defined as the period of time when an individual is between childhood and adult age. This is the formative time where individuals develop their brain and start to create an identity for themselves. Falling behind in education, development, social and/or life skills during this age can cause a chain reaction for later in life. Providing activities and opportunities for Washington County's youth can help get them engaged and feel connected to the community and other people their age. Additionally, this will likely increase the chances of them staying in Washington County when they get older. By involving the community's youth not only in decision making process, but also into the various community organizations and groups, youth can take on the role of full community members.

Big Idea 9: Create more activities and opportunities that help to develop the educational, social, and life skills of the County's youth.



Related Theme



Priority Ranking

Recommendations *(Please see implementation details on page 79.)*

- 9.1** Expand and market leadership development opportunities through existing programs such as FFA and others.
- 9.2** Work with local schools to develop career-ready and life skills.
- 9.3** Work with the YMCA to expand youth "hangout" or game room amenities and programs
- 9.4** Develop youth recreational centers throughout the County that offers a safe place to congregate and have fun (Campbellsburg Library, Pekin Community Center, etc.).

Big Idea 10: Improve the appearance of Washington County through policy development, property improvements, and beautification efforts.



Related Theme *Priority Ranking*

Cleaning up Washington County was a common theme discussed during initial conversations with the county during this planning process. Ideas related to improved appearance of the County included property improvements, trash clean-up along corridors as well as general beautification efforts such as gateway development or landscaping projects.

A clean community is not just about picking up a few pieces of litter from the street, but a matter of public pride and image. Most homeowners care about the appearance of their home, and even more so for the community they live in. The only barriers to clean communities is the perceived challenge, and the feeling of tackling a huge problem alone. With the County taking the lead and providing the resources and direction to facilitate community cleanups, residents can begin a targeted and systematic approach in renewing Washington County.

Recommendations *(Please see implementation details on page 80.)*

- 10.1** Support and organize community clean-up days such as along State Road 56.
- 10.2** Develop a reporting mechanism to increase property maintenance enforcement.
- 10.3** Develop a wayfinding and gateway signage program to foster the identity and pride of Washington County.
- 10.4** Install landscaping projects at key community entry points or gateways, corridors, and/or parks.
- 10.5** Install public art in public spaces such as Downtown Salem or parks.
- 10.6** Install a residential trash receptacle for residents who live around the Square.
- 10.7** Redevelop property and clean up blighting property in the Town of Campbellsburg along main intersections.
- 10.8** Identify, demolish, and redevelop dilapidated and vacant buildings.

Efforts to improve health and wellness start with providing access to programs and facilities that residents can utilize to lead a healthy life. These include not only recreational assets, but healthcare professionals and other types of programming.

A healthy lifestyle encompasses actions and decisions being made throughout the entire day. From what residents are eating to how they have fun, even how someone moves from one place to another can become an exercise in wellness. Improving long-term community health isn't limited to one program or method. It starts by offering several different facilities and programs, and drawing awareness to the opportunities that are available. Wellness courses open to the public, providing signage for alternative methods of transportation, and increasing food health awareness through schools are just a few examples of things that could be done to promote healthy lifestyles. A good place to start is exploring ways to encourage healthy living in schools and community spaces.

Big Idea 11: Promote healthy lifestyles through increased access to recreational assets and health programs.



Related Theme



Priority Ranking

Recommendations *(Please see implementation details on page 81.)*

- 11.1** Encourage the use of local food resources at local businesses.
- 11.2** Create a single location that can provide information on health-related programs offered in the County.
- 11.3** Work with the Purdue Extension Office to offer free exercise and diet programming and educational services for families.
- 11.4** Work with schools and the Purdue Extension Office to increase nutrition and exercise education for kids.
- 11.5** Implement Bike Racks to promote bicycling.
- 11.6** Support Align Southern Indiana's (ASI) efforts to make Washington County a trauma-informed community.
- 11.7** Work with partners to help attract primary care and specialized doctors and practices
- 11.8** Identify potential partners to develop a mental health facility and other health services.

Big Idea 12: Support the prevention and recovery of drug and alcohol addiction through programs and facilities.



Related Theme



Priority Ranking

Like many communities throughout the country, addiction and recovery were frequently discussed as a challenge in Washington County. The CDC has identified 220 counties at risk of outbreaks of HIV and/or hepatitis C as a result of the opioid epidemic, Washington County was ranked at 57. The effects of drug abuse not only harm the user, but have a secondary effect on all those around them. Children, friends, and family all must deal with the side effects of addiction, and endure the emotional toll it takes on their loved ones. To better equip individuals seeking help through the long recovery process, facilities and programs must be established to provide them the knowledge and resources they need.

The following are program recommendations aimed at improving addiction and recovery in Washington County, helping return residents return to a normal life.

Recommendations *(Please see implementation details on page 82.)*

- 12.1** Implement a “Life After Drugs” mentoring and resource connection program (Hoosier Initiative for Re-Entry, LifeSpring, etc.).
- 12.2** Create a recovery program that is conveniently accessible for those currently struggling with addiction, and a prevention program to stop drug and alcohol abuse before it starts.
- 12.3** Work with Law Enforcement to establish a strict drug enforcement policy, especially for first time offenders.
- 12.4** Support efforts spearheaded by Align Southern Indiana (ASI) to prevent drug and alcohol addiction.
- 12.5** Work with local organizations to develop an addiction treatment facility that is affordable or free for Washington County residents (LifeSpring, etc.).

TRACKING METRICS

A common question after completing the planning process is about how to measure success. Community leaders and stakeholders like to be able to have measurable action steps with to-do lists. The recommendations and next steps provide this for Washington County. The following metrics should be used to measure if the efforts that are being made are resulting in progress for Washington County. Each of these metrics can be easily attained and represent the goals of which this plan is trying to achieve.

1. Has our population grown?
2. Has educational attainment improved?
3. Has there been an increase in per capita income?
4. Have more youth started showing interest in leadership opportunities?
5. How many businesses opened or how many large businesses did we attract?
6. Did the demand for Washington County Agricultural Products increase?
7. Did the foot-traffic or number of customers in downtown Salem increase?
8. How many park spaces were improved or new spaces developed in the County?
9. Has there been an increase in building permits for housing developments?
10. Did we increase the number of leadership and recreational opportunities for youth?
11. Have internet speeds and customers increased in Washington County?
12. Has the overall perception of Washington County improved?
13. Are we improving poverty rates?
14. Have overdose rates and drug-related deaths declined?
15. Has there been an increase in healthcare providers?
16. Did we increase trail and sidewalk miles?
17. How many new community programs were held?

IMPLEMENTATION

Some would say this the most important chapter of the plan. The following pages are intended to answer the question, “how?” While chapter three only introduced the big ideas and recommendations, this chapter includes a matrix table outlining the type of recommendation, anticipated duration of the effort, next steps, and potential partners.



HOW WILL WE IMPLEMENT THE BIG IDEAS?

The following Big Idea pages outline recommendations, next steps, potential partners, champions or responsible organizations (highlighted in bold), duration of each recommendation, and tools & resources for each Big Idea. The recommendations listed per big idea are not listed by priority and are organized by identifying policy or programmatic related recommendations first, then small capital projects, followed by larger capital projects. Partners are entities or organizations that should be either leading (in bold) or involved in the implementation of the recommendations. Tools and resources are initiatives or organizations that could have supplemental information or funding available that could be beneficial. Identification of recommendations, next steps, partners, tools and resources is not intended to provide an exhaustive list, but provide guidance or direction for the QPAT Team, implementation committee, or any other entity interested in submitting an application for the Implementation Grant offered by Regional Opportunity Initiatives. These tables are intended to be flexible so that items can be updated, added, or removed as changes or unanticipated circumstances occur.



Washington County Public Meeting Boards

Big Idea 1: Attract and Retain Population to Expand the Existing Workforce.



Recommendations	Type	Duration
1.1 Train a new generation of leaders by creating clear paths to allow young professionals or new residents to get on organizational boards or in leadership positions through partnerships with organizations such as Awareness Washington County.	Program/Policy	>1 Year/ Ongoing
1.2 Compile orientation materials into a printable brochure for new employees in Washington County that include information such as housing, recreation, and entertainment.	Program/Policy	>1 Year
1.3 Establish a marketing campaign to actively promote Washington County as a place to thrive and enjoy.	Program/Policy	1-2 Years

NEXT STEPS

- Work with a consultant or graphic designer to create a welcome packet for new employees in Washington County.
- Consider creating a County Brand for marketing purposes.
- Create a contact list of young professionals and/or new residents to encourage engagement in community leadership positions, activities and other opportunities.
- Work together with partners to expand existing marketing efforts in a ways that can aid the attraction of new residents.
- Evaluate the marketing campaign quarterly to determine if adjustments are needed.

PARTNERS

- **Washington County Chamber of Commerce**
- Washington County Tourism
- Washington County Economic Growth Partnership
- Washington County Community Foundation
- Awareness Washington County
- Local Employers
- Washington County Parks & Recreation
- Salem Parks & Recreation
- East Washington County School Corporation
- West Washington Schools
- Salem Community School Corporation

TOOLS & RESOURCES

- Marketing Consultant/Graphic Designer
- Regional Opportunity Initiative
- Indiana Uplands
- Our Southern Indiana RDA
- Radius IN
- Greater Louisville, Inc. (GLI)
- South Central Indiana Economic Development (SCIED)

Big Idea 2: Improve and create diverse educational opportunities ranging from early education to college and trade schools.



Recommendations	Type	Duration
2.1 Work with CAST (Creating Avenues for Student Transformation) to expand tutoring programs for local students, such as those with dyslexia.	Program/Policy	>1 Year
2.2 Support efforts for the local school corporations to meet bi-annually to collaborate and work together to address learning objectives that align with employer needs	Program/Policy	Ongoing
2.3 Using experience from the 3 teachers who participated in STEM Fellows provided by Regional Opportunity Initiatives, work with local school corporations to bring in teachers that can expand the STEM curriculum.	Program/Policy	1-2 Years
2.4 Support all school corporations in their efforts to provide trade certifications or college credit opportunities for high-school students that will help create a workforce pipeline.	Program/Policy	Ongoing
2.5 Create a framework to provide on-demand professional development/learning opportunities for adults or local employees that provide soft-skills training that go beyond traditional post-secondary or technical degree tracts at the Community Learning Center.	Program/Policy	>1 Year/ Ongoing
2.6 Develop additional high-quality early education and day care opportunities by working with existing providers, On My Way Pre-K, and expanding physical locations.	Small Capital Project	1-2 Years
2.7 Partner with or develop a trade school to offer learning opportunities to become an electrician, plumber, HVAC technician or other trade not offered locally.	Large Capital Project	1-2 Years/ Ongoing
2.8 Expand higher education opportunities at the Community Learning Center through institutions such as Ivy Tech.	Large Capital Project	Ongoing

NEXT STEPS

- Keep up to date on initiatives and programs provided through Align Southern Indiana.
- Identify Child Care facilities with lengthy waiting lists and determine if there are partnership opportunities to expand facilities in exchange for reduced child care options.
- Work with local employers to identify ways to reduce child care expenses for employees.
- Annually survey employers and residents to identify interest in educational programs to offer.
- Develop curriculum's for professional development/learning opportunities.
- Work with early education/childcare providers to develop "Paths to QUALITY"

PARTNERS

- **Washington County Economic Growth Partnership**
- **Washington County Chamber of Commerce**
- **CAST Washington County**
- East Washington County School Corporation
- West Washington Schools
- Salem Community School Corporation
- Community Learning Center
- Ivy Tech
- Washington County Community Foundation
- Local Employers
- Child Care Providers
- Soln 4 Early
- SIEC

TOOLS & RESOURCES

- Regional Opportunity Initiative
- Align Southern Indiana
- On My Way Pre-K
- Paths to Quality

Big Idea 3: Attract and grow small, and large businesses, and entrepreneurship in Washington County.



Recommendations	Type	Duration
3.1 Promote the use of the opportunity zone in addition to the other local and state incentives available.	Program/Policy	1-2 Years
3.2 Work with Purdue Polytechnic Institute, the Community Learning Center, and other potential partners to provide technical resource and mentorship program for small business development literacy.	Program/Policy	>1 year/ Ongoing
3.3 Market highly visible industrial and commercial properties that have improvements or are shovel-ready.	Program/Policy	>1 year/ Ongoing
3.4 Implement a business incubator, maker spaces, and/or co-working spaces throughout the County (CLC, Amaray bldg., Pekin, Salem Leader).	Small Capital Project	1-2 Years
3.5 Attract a new business offering high-paying jobs that diversifies the existing industry with positive growth forecasts such as: <ul style="list-style-type: none"> • Motor Vehicle Manufacturing; • Aerospace Product & Parts Manufacturing; • Machinery Manufacturing; • Agriculture & Construction Machinery Manufacturing; • Medical Equipment & Supplies Manufacturing; • Pharmaceutical Manufacturing; • Professional, Scientific, & Technical Services; and/or • Administrative & Support Services. 	Large Capital Project	Ongoing

NEXT STEPS

- Keep updated on educational opportunities for opportunity zones.
- Identify potential opportunity zone funds that would benefit Washington County.
- Continue to direct entrepreneurs to available technical resources.
- Create a contact list or entrepreneur committee to create a network for mentorship.
- Identify potential investors to develop a business incubator or co-working space.
- Work with the WCEGP to develop incentives and programs that will aid in attracting new businesses and high-paying jobs.

PARTNERS

- **Washington County Economic Growth Partnership**
- **Washington County Chamber of Commerce**
- Purdue Polytechnic Institute
- Small Businesses/Entrepreneurs
- Washington County Commissioners
- Washington County Council

TOOLS & RESOURCES

- Opportunity Zone Funds
- Advancing Indiana Municipalities (AIM)
- Indiana Economic Development Corporation
- Regional Opportunity Initiative
- Indiana Small Business Development Center

Big Idea 4: Support the viability of agricultural businesses in the County.



Recommendations	Type	Duration
4.1 Continue to provide, promote and support agricultural education for Washington County farmers that could provide financial and tax planning, succession and estate planning, diversification topics, and other educational training opportunities.	Program/Policy	>1 Year/ Ongoing
4.2 Promote local agricultural through a farm to table event.	Program/Policy	>1 Year/ Ongoing
4.3 Work with the local schools to bring local agricultural products to their cafeterias.	Program/Policy	>1 Year
4.4 Support agritourism and agricultural uses through the local zoning ordinance.	Program/Policy	Ongoing
4.5 Support local farming co-operatives that highlight Washington County agricultural products such as Beef.	Program/Policy	Ongoing
4.6 Construct a local farmer’s market in a highly visible or active area to promote Washington County agricultural products.	Small Capital Project	1 Year
4.7 Assist the fairgrounds to implement their long-range vision for an improved fairgrounds facility and programmatic offerings.	Large Capital Project	2-3 Years

NEXT STEPS

- Identify local farmers that could supply local schools, a farm to table event, and other events.
- Adopt provisions in the zoning ordinance that support agri-tourism.
- Work with the local farmer’s market and vendors to determine an appropriate location for a permanent farmers market.
- Consult vendors in the design process for a permanent farmers market.
- Work with Main Street or other local organizations that could host a farm to table event.
- Identify partners or resources that could provide assistance to local farmers.

PARTNERS

- **Washington County Fairground Board**
- **Washington County Extension Office**
- Local Farmers/Ag-Businesses
- East Washington County School Corporation
- West Washington Schools
- Salem Community School Corporation
- Purdue Extension Office
- Washington County Farmer’s Market
- Washington County Chamber of Commerce

TOOLS & RESOURCES

- U.S. Department of Agriculture (USDA)
- Regional Opportunity Initiative
- Purdue Extension Office
- Consultant

Big Idea 5: Improve Main Street and Downtown Salem.



Recommendations	Type	Duration
5.1 Expand regular programming in the downtown such as movies on the square, kids fairs, arts alive, shop local Saturdays, etc.	Program/Policy	Ongoing
5.2 Implement public Wi-Fi and a speaker system around the Square.	Small Capital Project	>1 Year
5.3 Create a new green space/park on Water Street in Downtown Salem.	Small Capital Project	1-2 Years
5.4 Implement improved crosswalks at key intersections.	Small Capital Project	>1 Year
5.5 Improve sidewalk connections in Pekin such as a connection from the Downtown to the local school.	Small Capital Project	2-3 Years

NEXT STEPS

- Survey residents to determine interest in events and festivals that would bring people downtown.
- Work with Salem Main Street and other organizations to organize events around the square and town centers.
- Install a speaker system around the square.
- Install public wifi around the square.
- Utilize funding such as Safe Routes to School or other resources to make connections from the School to Downtown.
- Survey residents to determine amenities desired for a new public space in Pekin.
- Pursue funding to implement amenities for a new green space in Pekin.

PARTNERS

- Salem Main Street
- Pekin
- City of Salem
- East Washington County School Corporation

TOOLS & RESOURCES

- Office of Community and Rural Affairs (OCRA)
- Indiana Main Street
- Indiana Department of Natural Resources (IDNR)
- Indiana Department of Transportation (INDOT)

Big Idea 6: Increase the amount of high-quality recreational spaces that are safe, maintained, and accessible to our residents.



Recommendations	Type	Duration
6.1 As municipal-owned parks are expanded, consider securing additional funding or staff as needed.	Program/Policy	Ongoing
6.2 Increase acreage of park spaces and gathering spaces as land or area becomes available.	Program/Policy	Ongoing
6.3 Expand recreational activities for families, teens, and seniors such as intramural sports leagues, “coding” camps or gaming tournaments, movies in the park, family-friendly festivals or events, exercise classes for seniors, bingo, etc.	Program/Policy	1-2 Years/ Ongoing
6.4 Increase and enhance local events and festivals throughout the year.	Program/Policy	1-2 Years/ Ongoing
6.5 Work with the YMCA to expand indoor/outdoor activities and family engagement.	Program/Policy	1-2 Years/ Ongoing
6.6 Work with the Salem and Washington County Parks and Recreation to improve existing parks by expanding or upgrading the amenities.	Small Capital Project	2-3 Years
6.7 Develop interpretive signage for existing recreation areas that tell the history.	Small Capital Project	1-2 Years
6.8 Implement the City of Salem (old) Airport and Salem Speedway Project.	Small Capital Project	2-3 Years
6.9 Develop a multi-use trail network connecting the former CSX railroad line, the Knobstone Trail and major destinations such as John Hay Lake, Elk Creek Lake, Lake Salinda, Delaney Park and the YMCA.	Large Capital Project	>5 Years
6.10 Build a splash pad or water park.	Large Capital Project	1-2 Years
6.11 Construct a large multi-purpose recreational facility that could house indoor sports, birthday parties, and other indoor activities at the Washington County Fairgrounds.	Large Capital Project	2-3 Years

NEXT STEPS

- Update the 5-Year Parks and Recreation Master Plan to include projects such as a splash pad or water park, trails, multi-purpose recreational facility, and others identified in this plan.
- Survey Washington County residents to determine the desire for specific recreational amenities.
- Consider touring other multi-purpose recreational facilities for ideas and lessons learned.
- Survey residents to determine what should be included in a multi-purpose recreational facility.
- Develop a conceptual trail network route and prioritize segments of the network.
- Pursue funding to design and implement prioritized trail segments.
- Keep the 5-Year Parks and Recreation Master Plan for the County and Salem up to date to qualify for funding assistance for parks.
- Work with local organizations to expand recreational offerings and events in Washington County.
- Highlight all recreational activities and programs online.
- Determine sites or locations that would benefit from interpretive signage.
- Work with a sign company to design and install interpretive signage.

PARTNERS

- Washington County Parks & Recreation
- Salem Parks & Recreation
- Washington County YMCA
- Washington County Council
- Washington County Commissioners
- Indiana Department of Natural Resources (IDNR)
- Salem Main Street
- Washington County Tourism
- Local Municipalities

TOOLS & RESOURCES

- Indiana Department of Natural Resources (IDNR)
- Regional Opportunity Initiative
- Indiana Office of Tourism Development (IOTD)

Big Idea 7: Attract diverse housing development that provide options ranging from more affordable starter homes, to homes for aging residents, to rental options.



Recommendations	Type	Duration
7.1 Update the county zoning ordinance to protect existing and future property investments.	Program/Policy	>1 Year
7.2 Continue to promote residential homes for sale and potential property that is prime for new housing developments.	Program/Policy	> Year/ Ongoing
7.3 Explore the opportunity to incentivize homeownership in Washington County through residential tax abatement.	Program/Policy	2-3 Years
7.4 Work with lenders to incentivize recent graduates to purchase a home in the County.	Program/Policy	1-2 Years
7.5 Consider applying for funding through the IHCDCA Owner-Occupied Repair Program (Campbellsburg, Pekin, etc.).	Small Capital Project	1-2 Years
7.6 Support the development of a new multi-family housing development.	Small Capital Project	1-2 Years
7.7 Continue to work with housing developers to extend infrastructure to new housing developments that will contribute to the local housing needs of rental property, age-in-place housing, or affordable single-family homes.	Large Capital Project	Ongoing
7.8 Secure land through land banking and work with developers or organizations such as Habitat for Humanity to offer affordable housing options.	Large Capital Project	Ongoing

NEXT STEPS

- Review the effectiveness of the current zoning ordinance to determine where regulations and deficiencies of the current ordinance should be updated.
- Develop a technical committee to draft and review an updated zoning ordinance.
- Adopt and update the zoning ordinance.
- Provide a link online to promote homes for sale in Washington County.
- Develop a technical committee to determine an appropriate residential tax abatement program.
- Identify local lenders that could offer lower interest rates for young professionals to increase their ability to purchase a home.
- As new residential development occurs, incentivize age in place housing and affordable housing by extending infrastructure.
- As property becomes available for purchase at a significantly reduced rate, acquire the property and reserve it for future infill development.
- Pursue funding to demolish abandoned and dilapidated property to increase the likelihood that property will be redeveloped.

PARTNERS

- Washington County Plan Commission
- Washington County Commissioners
- Washington County Council
- Local Realtors
- Local Lending Institutions
- Developers
- Habitat for Humanity
- Washington County Staff
- Washington County Helping Hands
- Outside the Walls

TOOLS & RESOURCES

- Indiana Housing & Community Development Authority (IHCDCA)
- Building & Development Association of Southern Indiana
- Consultant

Big Idea 8: Strengthen the County’s infrastructure by investing in community services.



Recommendations	Type	Duration
8.1 Consider requiring sidewalks within all new subdivision developments through the county subdivision control ordinance.	Program/Policy	>1 Year
8.2 Look at the structure and organization of volunteer fire districts to improve the longevity and effectiveness of fire services.	Program/Policy	>1 Year
8.3 Extend sidewalks near schools to connect to neighborhoods. (i.e. Pekin Safe Routes to School)	Small Capital Project	2-3 Years
8.4 Complete the Salem Walking Path (Downtown and Lake Salinda Trail)	Small Capital Project	1-2 Years
8.5 Work with local internet providers to close gaps in internet services and increase internet speeds.	Large Capital Project	2-5 Years
8.6 Expand sewer services and capacity for areas appropriate for new growth.	Large Capital Project	Ongoing
8.7 Work with the RDA to improve water service throughout the County.	Large Capital Project	>5 Years
8.8 Work with the RDA to improve access to I-65 by creating providing safety enhancements and potentially widening State Road 60.	Large Capital Project	>5 Years
8.9 Consider the development of public transit or a commuter system to employment centers in and outside of the county.	Large Capital Project	>5 Years

NEXT STEPS

- Discuss sidewalk requirements in the technical committee meetings created as part of the zoning ordinance update in the previous big idea.
- Hire a consultant to review the financial and service advantages of fire district structure and organization.
- Implement recommendations provided as part of the fire district consolidation study.
- Identify logical sidewalk connections throughout the county that can increase walkability and safety.
- Prioritize sidewalk connections and pursue funding to implement them.
- As financially feasible, continue to expand infrastructure in areas prime for new growth.
- Attend the monthly RDA meetings and keep up to date on funding opportunities for regional water.
- Hire a consultant to study the opportunities for a commuter system or public transit system in Washington County.
- Implement recommendations identified in a public transit and commuter system study.

PARTNERS

- **Washington County Plan Commission**
- **Washington County Commissioners**
- **Washington County Council**
- Our Southern Indiana RDA
- Indiana Department of Transportation (INDOT)
- Internet Providers
- Local Municipalities
- Volunteer Fire Depts.

TOOLS & RESOURCES

- Next Level Connections / Trails / Roadways
- Office of Community and Rural Affairs (OCRA)
- Indiana Department of Transportation (INDOT)
- Regional Opportunity Initiative
- Blue River Services - SITS
- Transit Authority of River City (TARC)
- Washington County Fire Department
- Southeast Indiana Regional Water Supply Feasibility & Cost Analysis

Big Idea 9: Create more activities and opportunities that help to develop the educational, social, and life skills of the County’s youth



Recommendations	Type	Duration
9.1 Expand and market leadership development opportunities through existing programs such as FFA and others.	Program/Policy	>1 Year/ Ongoing
9.2 Work with local schools to develop career-ready and life skills.	Program/Policy	>1 Year/ Ongoing
9.3 Work with the YMCA to expand youth “hangout” or game room amenities and programs.	Small Capital Project	1-2 Years
9.4 Develop youth recreational centers throughout the County that offers a safe place to congregate and have fun (Campbellsburg Library, Pekin Community Center, etc.).	Large Capital Project	2-3 Years

NEXT STEPS

- List any professional development opportunities online, and market program openings or opportunities through social media.
- Identify appropriate locations for small-scale recreational or community centers throughout the entire county.
- Prioritize recreational or community centers in areas that are underserved.
- Pursue funding for community center or recreational centers.
- Work with the YMCA or other partners to expand activities for teens.

PARTNERS

- **East Washington County School Corporation**
- **West Washington Schools**
- **Salem Community School Corporation**
- Future Farmers of America
- Washington County YMCA
- Pekin Community Center
- Community Learning Center
- Campbellsburg Library
- Align Southern Indiana
- We the Youth
- Washington County Youth Foundation
- 4H - Junior Leaders

TOOLS & RESOURCES

- Office of Community and Rural Affairs (OCRA)
- Regional Opportunity Initiative

Big Idea 10: Improve the appearance of Washington County through policy development, property improvements, and beautification efforts.



Recommendations	Type	Duration
10.1 Support and organize community clean-up days such as along State Road 56.	Program/Policy	Ongoing
10.2 Develop a reporting mechanism to increase property maintenance enforcement.	Program/Policy	>1 Year
10.3 Develop a wayfinding and gateway signage program to foster the identity and pride of Washington County.	Small Capital Project	1-2 Years
10.4 Install landscaping projects at key community entry points or gateways, corridors, and/or parks.	Small Capital Project	1-2 Years
10.5 Install public art in public spaces such as Downtown Salem or parks.	Small Capital Project	2-3 Years
10.6 Install a residential trash receptacle for residents who live around the Square.	Small Capital Project	>1 Year
10.7 Redevelop property and clean up blighting property in the Town of Campbellsburg along main intersections.	Small Capital Project	2-3 Years
10.8 Identify, demolish, and redevelop dilapidated and vacant buildings.	Large Capital Project	Ongoing

NEXT STEPS

- Work with organizations that are already completing clean-up days to expand and promote the existing program.
- Work with residents to identify areas that are trash-prone.
- Consider a slogan or campaign to encourage individual trash pick-up/clean-up.
- Identify travel routes and destinations to determine appropriate locations for wayfinding and gateway signs.
- Work with INDOT to obtain permitting for signs located along a state road.
- Design and install wayfinding and gateway signs.
- Identify areas that would benefit from public art.
- Commission local artists to develop art installation that reflect the local history or character.
- Clearly identify property maintenance code online and create a portal for residents to report violations.
- Identify an appropriate location for residential trash receptacles around the square.
- Incorporate streetscape improvements such as enhanced lighting and landscaping around the square.
- Create a database for dilapidated and vacant properties that outlines the condition, use, ownership, and potential next steps.

PARTNERS

- **Washington County Council**
- **Washington County Commissioners**
- Washington County Code Enforcement/Staff
- Washington County Tourism
- Salem Main Street
- Washington County Parks & Recreation
- Salem Parks & Recreation
- Consultant
- Local Artists

TOOLS & RESOURCES

- Office of Community and Rural Affairs (OCRA)
- Indiana Office of Tourism Development (IOTD)
- Our Town - National Endowment for the Arts
- Indiana Arts Commission
- Regional Opportunity Initiative

Big Idea 11: Promote healthy lifestyles through increased access to recreational assets and health programs.



Recommendations	Type	Duration
11.1 Encourage the use of local food resources at local businesses.	Program/Policy	Ongoing
11.2 Create a single location that can provide information on health-related programs offered in the County.	Program/Policy	Ongoing
11.3 Work with the Purdue Extension Office to offer free exercise and diet programming and educational services for families.	Program/Policy	>1 Year
11.4 Work with schools and the Purdue Extension Office to increase nutrition and exercise education for kids.	Program/Policy	Ongoing
11.5 Implement Bike Racks to promote bicycling.	Small Capital Project	>1 Year
11.6 Support ASI's efforts to make Washington County a trauma-informed community.	Small Capital Project	Ongoing
11.7 Work with partners to help attract primary care and specialized doctors and practices.	Small Capital Project	Ongoing
11.8 Identify potential partners to develop a mental health facility and other health services.	Large Capital Project	2-3 Years

NEXT STEPS

- Help connect local farmers and businesses who are interested in serving local food.
- Work with the Washington County Health Department to develop a physical location or online location for health-related information.
- Utilize resources offered by the Purdue Extension Office to provide nutritional and exercise information and education.
- Keep up to date on efforts and initiatives championed by Align Southern Indiana as it is related to health.
- Identify potential incentives or programs that may support efforts to attract primary care and specialize doctors and practices.
- Survey residents to better understand physical and mental health needs in the County.

PARTNERS

- **Washington County Health Department**
- **St. Vincent Salem Hospital**
- Local Farmers/Farming Co-Operatives
- Align Southern Indiana
- Washington County Parks & Recreation
- Salem Parks & Recreation

TOOLS & RESOURCES

- Regional Opportunity Initiative
- Indiana State Department of Health (ISDH)
- Purdue Extension Office

Big Idea 12: Support the prevention and recovery of drug and alcohol addiction through programs and facilities.



Recommendations	Type	Duration
12.1 Implement a “Life After Drugs” mentoring and resource connection program (Hoosier Initiative for Re-Entry, LifeSpring, etc.).	Program/Policy	1-2 Years/ Ongoing
12.2 Create a recovery program that is conveniently accessible for those currently struggling with addiction, and a prevention program to stop drug and alcohol abuse before it starts.	Program/Policy	1-2 Years/ Ongoing
12.3 Work with Law Enforcement to establish a strict drug enforcement policy, especially for first time offenders.	Program/Policy	>1 Year
12.4 Support efforts spearheaded by Align Southern Indiana to prevent drug and alcohol addiction.	Program/Policy	Ongoing
12.5 Work with local organizations to develop an addiction treatment facility that is affordable or free for Washington County residents (LifeSpring, etc.).	Large Capital Project	2-3 Years

NEXT STEPS

- Identify partners to administer a program that mentors those who are re-entering society after addiction rehabilitation.
- Pursue funding to support recovery programs and counseling.
- Advertise strict enforcement of substance abuse offenders.
- Identify partners that are working to prevent addiction, and promote existing programs and initiatives.
- Pursue funding to develop a local facility to treat addiction.

PARTNERS

- **St. Vincent Salem Hospital**
- **Washington County Health Department**
- **Washington County Sheriff Department**
- Align Southern Indiana
- LifeSpring

TOOLS & RESOURCES

- Regional Opportunity Initiative
- Indiana Family and Social Services Administration - Division of Mental Health & Addiction

IMPLEMENTATION WORKING DOCUMENTS

As the QPAT Team or partners are assembled to tackle the recommendations within each Big Idea, it will be the committee’s responsibility to determine which recommendation to complete first. The following tables should be utilized by the committee to determine the priorities based on the level of community support, if resources are available to complete the recommendation, and the impact each recommendation will have. Similar to the prioritization of the Big Ideas, changing circumstances such as funding availability or community support may impact the prioritization.

Recommendation - Prioritization Exercise				
<i>INSERT BIG IDEA HERE</i>				
	Factors to Determine Priority			
Recommendations	Community Support	Resources Available	Impact	Priority
INSERT RECOMMENDATION				
INSERT RECOMMENDATION				
INSERT RECOMMENDATION				

After the committee determines which recommendation or next step to accomplish first, the committee should work together to outline each task needed to complete the recommendation, assign a responsible party, and identify a start date and completion date. This table is meant to be a working document or tool to facilitate implementation by keeping the committee organized and accountable.

Task Organization Table			
<i>INSERT RECOMMENDATION OR NEXT STEP HERE</i>			
Tasks to be Completed	Leader/Person Responsible	Start Date	Completion Date
INSERT TASK HERE			
INSERT TASK HERE			
INSERT TASK HERE			
INSERT TASK HERE			

