

WESTFIELD WASHINGTON TOWNSHIP

**STRATEGIC
PLAN
2016**



WESTFIELD WASHINGTON TOWNSHIP
STRATEGIC PLAN
& PARKS OPEN SPACE MASTER PLAN

February 2016



Plan Research and Report by: Sarah Beth Aubrey
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LETTER FROM THE TRUSTEE

Dear Washington Township Residents,

On behalf of my colleagues in the Washington Township Trustee's office, I would like to offer a heartfelt THANK YOU!

Many of you came out and invested your time, talents, and passion for **Westfield Washington Township** in the largest public participation and strategic planning process ever undertaken by our Township. By attending focus groups, meetings, and webinars, or by completing surveys, you shared your community spirit. You inspired our drive for change and strengthened our belief in a great future for **Westfield Washington Township**.

During the process, you told us that you want to live in a township where we **impact** our community. You want to **assist** our community to improve the quality of life for residents. You want to **connect** by increasing opportunities for us as residents. You want to **grow** while remaining a walkable, diverse, connected and safe community. You want to **protect** our proud past and ensure our future as a great place to call home.

The Strategic Plan outlines the Township's priorities for the next five years and demonstrates how the Township's programs and services will address the changing needs of the community, while keeping within our financial means.

This document – **Westfield Washington Township** Strategic Plan – incorporates your ideas, dreams, and vision for our future in the areas that matter most to you. This is not the end of the process. This document will help guide decision making and provide focus for the Township's efforts on those specific areas of strategic change that will make our vision for the future of **Westfield Washington Township** a reality.

The Township staff is committed to making **Westfield Washington Township** a place of pride. But we can't do it alone. We're counting on you – our residents, community and business leaders, partners and stakeholders – to take an active part. Together we've taken the first step on our journey into the future and with your help, we will continue growing as a vibrant, healthy, and sustainable community.

With Abundance,

Danielle Carey Tolan

Danielle Carey Tolan,
Trustee



The Township Trustee would like to acknowledge the following individuals and organizations for their contributions to this strategic planning effort:

Township Advisory Board

David Gill
Gary Southerland
Carl Steele

Parks Advisory Council

Martin Kirkwood
Dawn Knight
Norm Springer

Township Staff

Pat Ferrari
Stacy London
Markine Sipes
Kristy White
Terri Wolf

Focus Group Participants

Ken Alexander
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Christine Brown
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Suzy DuBois
Joe Edwards
Tom Goins
Chad Huff
Melody Jones
Ginny Kelleher
Brian Kinney
Cindy Olson
Jim Peyton
Joe Plankis
Dave Read
Brad Ruggles

Dave Schmitz
Matt Skelton
Sheryl Sollars
John South

Jim Ake,
City Council
Andy Cook,
Mayor of Westfield
Debbie Driskell,
Delaware Township
Trustee
Mark Heirbrant,
County Commissioner
Steve Hoover,
City Council
Scott Jordan,
Chief of Police
Chuck Lehman,
City Council
Joe Lyons,
Fire Chief
Bob Smith,
City Council
Cindy Spoljaric,
City Council

WESTFIELD WASHINGTON TOWNSHIP

STRATEGIC PLANNING OBJECTIVES 2016-2020

VISION

We aspire to be a customer-centered organization through innovation and sustainability.

MISSION STATEMENT

Educate. Advocate. Collaborate.

We will provide superior, reliable municipal services for the benefit of our citizens. We aim to be good stewards of both public resources and our natural environment as we embrace our heritage and yet recognize and act on opportunities to enhance the future quality of life in our community.

GOALS

Residents of Westfield and the Township have many key values in common that are reflected in this plan, including an emphasis on individual responsibility with collective accountability, the desire to work collaboratively, and the need to remain innovative. These goals helped craft the vision for the Township, summarized in the following words:

We Assist

We Connect

We Protect

We Grow

We Impact

KEY THEMES GUIDE THE TOWNSHIP'S STRATEGIC DIRECTION

Theme One	Practice Efficiency & Sustainability
Theme Two	Seek Collaboration, Coordination, and Partnerships
Theme Three	Build awareness of Township Functions and Services

THEME ONE Leverage financial and human resources across the community, especially between the Township and the City.

THEME TWO Cultivate a Township that works for residents.

THEME THREE Educate. Advocate. Collaborate.

This plan will be used to provide direction for Township leaders and to support efforts to continually improve those essential services that can best be provided by the Township and are necessary for the health, safety and welfare of all who live, work, or visit the community.

EXECUTIVE SUMMARY

The Strategic Plan and Parks and Open Space Master Plan share Westfield Washington Township's (the Township's) vision, mission, values and core areas of focus for 2016-2020. Many Westfield residents participated in the planning process by attending meetings and focus groups, by completing surveys and by providing feedback and ideas via email and social media. Overall, the community has been engaged in a conversation about its strategic direction, making this plan a holistic and robust guidance document for the Township.

The planning process and research took place in June through October 2015 and was conducted along with branding and outreach study work. Three themes emerged from the work including the need for the Township to become as efficient as possible; the goal of improving and expanding areas of collaboration, coordination, and partnership between the Township and other units of government, as well as private organizations; and finally the distinct need for more education in the community about Township functions and services. From these themes, several goals were crafted:

- Develop innovative and cost-effective ways of offering services to residents
- Continually improve responsiveness for emergency services
- Practice frugality, including considering integration with other units of government
- Maintain the rural connection to the new Westfield
- Work diligently in the preservation of green space

Residents of Westfield and the Township have many key values in common that are reflected in this plan, including an emphasis on individual responsibility with collective accountability, the desire to work collaboratively, and the need to remain innovative. These goals helped craft the vision for the Township, summarized in the following words:

We Assist

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We Grow

We Impact

This plan will be used to provide direction for Township leaders and to support efforts to continually improve those essential services that can best be provided by the Township and are necessary for the health, safety and welfare of all who live, work, or visit the community.

Mission Statement

Educate. Advocate. Collaborate.

We will provide superior, reliable municipal services for the benefit of our citizens. We aim to be good stewards of both public resources and our natural environment as we embrace our heritage and yet recognize and act on opportunities to enhance the future quality of life in our community.

Vision Statement

We aspire to be a customer-centered organization through innovation and sustainability.

INTRODUCTION

This strategic plan identifies Township vision, mission, values and strategic areas of focus for 2016-2020.

It also identifies the specific strategies that the Township will deliver over the next five years. Many Westfield residents contributed to the creation of this strategic plan by participating in ward meetings, completing online surveys, and providing feedback via email and social media. The community was engaged in conversations about Westfield's future during the planning process, making the plan a reflection of the goals, desires, and needs of the Township's residents and business owners.

Washington Township is located in Hamilton County, Indiana. The community is located largely within the city limits of Westfield with the following boundaries:

East: Grey Road

West: Hamilton/Boone County Line Road

North: 216th Street

South: 146th Street

Purpose of the Plan

In 2015, a leadership change occurred in the Township Trustee's office and the newly-elected trustee sought to better understand the concerns and needs of Township citizens for both essential services and for parks and recreation. The goal of pursuing grant funding to leverage resources was part of the process. A thorough and ongoing search of grant opportunities was done in May 2015 (see Appendix E for full funding search results). Additionally, the most recent Parks & Open Space Master Plan was more than five years old. So, an update to that portion of the overall plan was conducted in order to effectively compete for potential grant funds for parks programming and improvements. The parks plan is included in this document. Ultimately, the Trustee decided to engage the services of a strategic planning consultant, Sarah Beth Aubrey with Prosperity Consulting, LLC (see Appendix G for biography and credentials).

The Township sought to study the current status of parks today, to evaluate parks' needs in the next five years, understand threats and opportunities present regarding parks' development and maintenance, and build and implement a five-year plan for the parks and the Township as a whole.

Any good planning project begins with a solid design. With the aid of the consultant, the four-stage design process was constructed. The phases of the project are outlined in the following graphic.

PHASE I-FRAME	PHASE II-COLLECT	PHASE III-UNDERSTAND	PHASE IV-ROLLOUT-SHARE
1. Review current plans/assumptions 2. Set firm goals for the work, plan for use of the material when complete 3. Craft and submit timeline for each phase, monthly update meeting dates, etc. 4. Tour park sites 5. Collaboratively craft Work Plan 6. Outline key questions/topics to cover in interviews 7. Design unique discussion guides/survey questions by stakeholder segment 8. Obtain and sort priority contact list for all interviews/groups	1. Facilitate launch meeting, public input meeting, regular update meetings with park advisory board and Trustee 2. Conduct 20-30 one-on-one Interviews w/ stakeholders via phone or in person (at Trustee's discretion) 3. Host 2 focus groups with key stakeholders (following interviews) 4. Conduct resident survey via online, at public events, via <i>Flutter</i> newsletter (ready for <i>Flutter</i> by 6-29) 5. Provide monthly written update and meet with Trustee 6. Collaborate with all grant efforts to meet grant deadlines	1. Evaluate and sort all data 2. Identify themes, trends, and build assumptions 3. Identify themes and trends 4. Conduct SWOT Analysis with Trustee and Park Advisory Board 5. Revise and 'state of the state' based on interviews and meetings 6. Collaborate with branding consultant, financial planner, grant consultant and others for comprehensive approach 7. Craft a final implementation guide and plan with narrative and data, review and edit report, finalize plan to implement! 8. Finalize goals for rollout/use of the plan for the Trustee	1. Deliver digital copy of Final Plan 2. Craft a versatile and multi-length slide presentation, slide deck of Plan material for Trustee's use 2. Present report live to stakeholders, sponsors, advisory board, etc. or support/coach Trustee in crafting that presentation for delivery herself 3. Discuss work and report with Trustee; prepare Trustee to present report at her leisure 4. Support Trustee in using report to design programs or activities for implementation after planning process.
Engage: June 16, 2015 Plan: June 16-30, 2015 Launch: July 20, 2015	Conduct study, facilitate meetings, prepare regular updates: July 20-September 30	Evaluate data, incorporate other professionals into plan, draft, review, edit plan, conduct additional meetings as needed : October 1, 2015 -January 1, 2016	Roll out plan, support Trustee during rollout and update meetings, publish plan, transition to implementation of plan January 1-February 1, 2016

Exclusive Content provide by: Prosperity Consulting, LLC, Sarah Beth Aubrey

June 2015

Figure 1

A work plan was crafted to guide the approach. Monthly plan progress reports were provided to the Trustee from the Consultant. The work plan can be found as Appendix A. Once the approach was approved, the consultant and Trustee worked to develop goals for the project that ultimately would be translated to the Township. This was done by building the Pillars of the Township Model and looking to use that as a guide to evaluating key priority areas.

The Pillars of the Township Model is fairly simple and based on the idea that because the Township is its own unit of government. It houses its own set of services that are offered to the community.

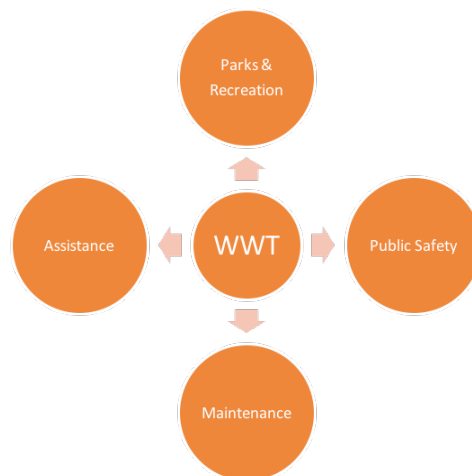


Figure 2

Goals for the Township

Ultimately, the strategic planning process uncovered multiple areas of interest from residents. Here are some of the goals that were expressed by residents and stakeholders for the planning process and the future of the Township:

Continue to be innovative when offering services to residents.

Be as responsive as possible for emergency services.

Practice wise spending by exploring integrated services for efficiency.

Be able to provide assistance and public safety to people in need.

Maintain the rural connection to the new Westfield.

Help residents recognize the essential, unique function of Township government.

Work diligently in the preservation of green space.

Continue to develop park assets like MacGregor Park to encourage healthy lifestyles.

Provide public access to parks programming.

Explore shared roles for government and non-profits, especially for Township Assistance.

DATA GATHERING METHODOLOGY

Qualitative Market Research Questions

Qualitative market research methods of surveying residents, public focus groups, and one-on-one interviews were used in this data-gathering phase of the project from July through October 2015. The timeframe of the data collection was such that several key factors were part of the participant selection process:

- Convenience for community
- Efficient timing

Target Audiences included employees and service providers, city and county officials, advisory boards, and residents.

The following is a brief description and some examples of the data collection methodology.

Focus Groups and Interviews

Focus groups were used in order to reach multiple residents, stakeholders, and board members at once and for the purpose of creating an opportunity for dialogue among participants. A total of four (4) focus groups were conducted. A total of ten (10) one-on-one interviews were also conducted. See Appendix D for full list of focus group questions.

Resident Survey

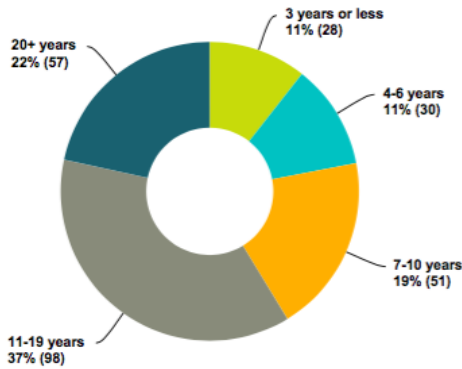
A resident survey was designed and conducted from August to October 2015. The survey received a total of 363 responses. The full resident survey results can be found in Appendix C.

The complete survey was published in *The Flutter* (Township program guide) and reached over 25,000 Westfield residents' homes. An additional 500 copies were distributed throughout the community. Other marketing outlets picked up the press release including *The Westfield Current* on August 11th, reaching 11,298 households; and the Westfield Chamber of Commerce sent an e-blast to 570 members in August. Staff participated in community events including Westfield Farmers Market and Back-to-School nights, where they informed residents of the Township services and asked residents to complete the survey. Multiple social media posts on the Township Parks and Recreation page resulted in a reach to 1,232 people. A special signature on staff emails had a link to the survey during the outreach months. Finally, the Township office also had copies on hand, and some residents mailed or dropped off hard copies of their responses.

A few of the key findings from the resident survey are summarized in the following images.

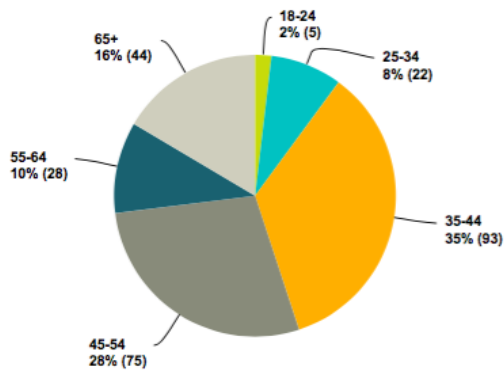
Q14 How long have you lived in Westfield Washington Township? (optional)

Answered: 264 Skipped: 99



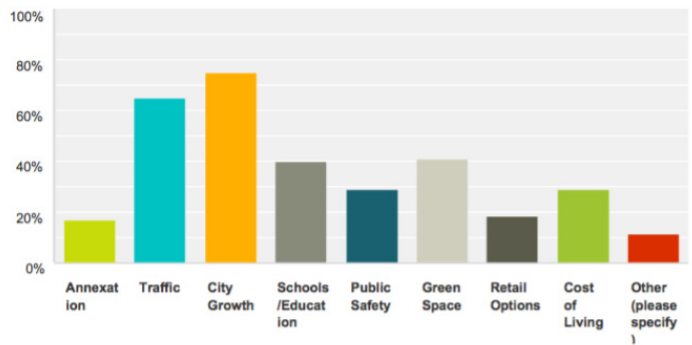
Q15 How old are you? (optional)

Answered: 267 Skipped: 96



Q7 What are the most important issues facing Westfield Washington Township? (check all that apply)

Answered: 284 Skipped: 79



A basic SWOT analysis was conducted for the market research portion of the project. A SWOT includes identifying the strengths, weaknesses, opportunities, and threats for the project. These are taken into consideration when developing all phases of the project.

Top Strengths:

1. MacGregor Park is a popular amenity
2. Township facilities and location are appealing to new and current residents
3. Dedicated staff are a plus
4. Program Guide (*The Flutter*) has good reach
5. Progressive local government attitudes enable change

Top Weaknesses:

1. Residents do not see the Township as a unique entity with its own identity
2. Currently, services are duplicated between City and Township
3. MacGregor Park could be better utilized
4. Communication to residents could be enhanced

Top Opportunities:

1. Awareness of Township services could be increased
2. Additional open space acquisition for parks and preservation is an option

3. An increase in collaborative efforts with City should be explored
4. Building of a new fire station and/or community center should be explored

Top Threats:

1. Affordable housing is limited in City and Township
2. Land preservation is difficult due to development mindset and high land costs
3. Territorial mindset of some local governments makes collaboration challenging
4. The proposed abolition of township government in the state legislature could come up again
5. Resource shortages make funding large projects difficult

KEY FINDINGS AND THEMES

Initial Assumptions and Concerns

In beginning a planning process, it is useful to start with assumptions and immediate concerns. These are used to help frame questions for the interactions with Township residents and leaders.

Key Topics

1. Collaborating services with the City
2. Reviewing of future land acquisition
3. Exploring the need for new amenities
4. Conducting a study for a community center
5. Conducting analysis for future public safety services

Top Concerns

Concern: What are the areas of duplication of effort and spending between Township and City?

Opportunities in Play now:

- Sharing of resources between City and Township

Concern: Township does not have its own identifiable brand; people do not know what the Township does or where to get services.

Opportunities in Play now:

- Branding consultant hired to design new logo combining Township's and Park's logos and develop a website

Concern: How could the Township and other local assistance providers better track Township Assistance Customers?

Opportunities in Play/Ideas:

- The exploration of how to build a network and computer system that allows the Township to track activities and services from other agencies as each Township Assistance customer is given benefits

Themes

Three themes have emerged from the data collection, described below. In the next section each theme is tied to a set of actions and goals for the plan and implementation.

Theme One	Practice Efficiency & Sustainability
Theme Two	Seek Collaboration, Coordination, and Partnerships
Theme Three	Build awareness of Township Functions and Services

RECOMMENDATIONS AND IMPLEMENTATION

The recommendations and implementation timelines are suggested and organized by the three themes identified. The timeframes are defined as: **Short-Term**: Immediate to 6 months out; **Mid-Term**: 6 to 18 months out; **Long-Term**: 18-months and longer or more visionary; **Ongoing**: continuous

Theme One: Practice Efficiency & Sustainability

Theme statement: Leverage financial and human resources across the community, especially between the Township and the City.

Goals and Timelines

SHORT-TERM	MID-TERM	LONG-TERM	ONGOING
• Implement new policies and handbooks for staff • Build and implement performance reviews and metrics • Update job descriptions and tie to performance metrics • Expand services of the current parks program guide (The Flutter) into a larger community guide for events and programming • Produce revenue from ad sales in new community guide	• Investigate an inter-local agreement vs. handling all park maintenance • Develop a CRM for Township Assistance and other service providers • Explore a new software registration program for Township Assistance customers and the services they receive • Consider launching a study project in 2016 on Township Assistance customers and their needs	• Improve city-wide and county stakeholder engagement • Facilitate quarterly meetings to improve cross-utilization of resources and tackle bigger, more challenging objectives	• Continually identify training needs • Mobilize staff • Successfully staff, plan, administer, manage, and steward the office of Washington Township

Theme Two: Seek Collaboration, Coordination, and Partnerships

Theme statement: Cultivate a Township that works for residents.

Know, understand, and respond to the community we serve, engage our residents, and provide valued services promptly, professionally, and with a passion. Continue to cultivate a respected and valued Township organization that is efficient and collaborative; promotes community involvement; and is proactive, responsible, and ethical.

Create a community consortium and/or collaborative partnerships to coordinate the management, marketing, planning and development of programs and services among different jurisdictions to support Westfield goals and maximize economic benefits.

Goals and Timelines

SHORT-TERM	MID-TERM	LONG-TERM	ONGOING
- Engage in an agreement on weed nuisance control services - Reduce duplication of parks programming - Continually improve communication and co-decision efforts - Develop criteria and coordination for providing special events and programs	Consider an agreement on parks maintenance	- Host a quarterly forum for township assistance service providers - Align and enhance assistance services and information - Explore the option of a community center facility, location, and what entity should own/operate - Be involved regularly in City-wide facilities planning efforts	- With the City of Westfield - Pursue and participate in joint funding initiatives, such as collaborative grant applications - Consciously look for and evaluate other partnership opportunities

Theme Three: Build Awareness of Township Functions and Services

Theme Statement: Educate. Advocate. Collaborate.

Provide high-quality and reliable services for the benefit of our citizens and be a good steward of public resources and our natural settings. Work to embrace our heritage, yet recognize the opportunities of the future without sacrificing the resources of today. Provide superior municipal services which enhance quality of life, foster positive relations, and maintain a safe environment in an atmosphere of fairness and trust.

Be the "at your service" respected and inspired public service partner that builds a better Township for all.

Goals and Timelines

SHORT-TERM	MID-TERM	ONGOING
- Develop new web presence - Demonstrate a clearer identity with new branding - Innovate Township marketing materials - Create a new approach to the Township guide - Host a roll-out party	Develop curriculum and conduct staff and board trainings	- Improve awareness of services - Provide more convenient access to services - Educate public on Trustee's office functions and services - Work on outreach activities - Continue efforts to be as fiscally responsible as possible with Township resources

Washington Township Parks and Open Space Master Plan

Parks and Recreation Advisory Council

Danielle Carey Tolan, Governor, Trustee

Martin Kirkwood

Dawn Knight

Norm Springer

EXECUTIVE SUMMARY

The Strategic Plan and Parks and Open Space Master Plan shares Westfield Washington Township's (the Township's) vision, mission, values and core areas of focus for 2016-2020. Many Westfield residents participated in the planning process by attending meetings and focus groups, by completing surveys, and by providing feedback and ideas via email and social media. Overall, the community has been engaged in a conversation about its strategic direction, making this plan a holistic and robust guidance document for the Township.

The planning process and research took place in June through October 2015 and was conducted along with branding and outreach study work. Three themes emerged from the work, including the need for the Township to become as efficient as possible; the goal of improving and expanding areas of collaboration, coordination, and partnership between the Township and other units of government, as well as private organizations; and finally the distinct need for more education in the community about Township functions and services. From these themes, several goals were crafted:

- Develop innovative and cost effective ways of offering services to residents
- Continually improve responsiveness for emergency services
- Practice frugality, including considering integration with other units of government
- Maintain the rural connection to the new Westfield
- Work diligently in the preservation of green space

Residents of Westfield and the Township have many key values in common that are reflected in this plan, including an emphasis on individual responsibility with collective accountability, the desire to work collaboratively, and the need to remain innovative. These goals helped craft the vision for the Township, summarized in the following words:

We Assist

We Connect

We Protect

We Grow

We Impact

This plan will be used to provide direction for Township leaders and to support efforts to continually improve those essential services that can best be provided by the Township and are necessary for the health, safety and welfare of all who live, work, or visit the community.

Vision

To create an environmental legacy for the community and people of Westfield Washington Township.

Mission

Our goal is to preserve and protect Westfield Washington Township's unique natural environment for future generations and to serve as a model of environmental stewardship for the community. We envision sharing and protecting our environmental resources and increasing awareness of the natural environment. We earnestly aim to work toward preservation of green space, including acquisition of additional properties. We strive to be fiscally responsible and beneficial to the community we serve.

INTRODUCTION

This Parks and Recreation Open Space Master Plan shares the Township vision, mission, values and strategic areas of focus for 2016-2020. It also identifies the specific strategies that Township and Administration will deliver together over the next five years. Many Westfield residents contributed to the creation of this Strategic Plan by participating in ward meetings, completing online surveys, and providing feedback via email and social media. The community was engaged in conversations about Westfield's future during the planning process, making the plan a reflection of the goals, desires, and needs of the Township's residents and business owners.

Washington Township is located in Hamilton County, Indiana. The community is located largely within the city limits of Westfield with the following boundaries:

East: Grey Road
West: Hamilton/Boone County Line Road
North: 216th Street
South: 146th Street

Existing Park Resources

Township currently has two developed parks.

Red Bud Park

The first is Redbud Park, a 1-acre park located on the grounds of the Township Office, Parks and Recreation Department, and parking lot. It was dedicated in 2009. This property, while small, boasts natural plantings, a gazebo, and small walking paths. It was improved in 2010 to include ADA access to the grounds and office building.

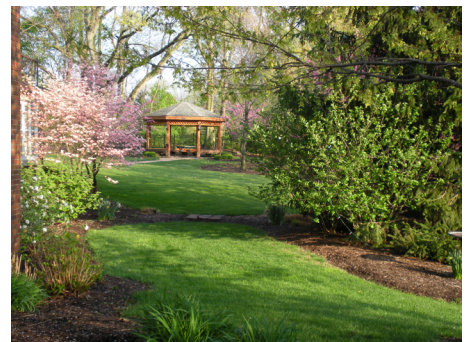


Image 2

MacGregor Park

This 96-acre passive nature park is located on Hwy 38 off US 31. The park features wildflower prairies, native tree prairies, a rain garden, streams, open fields, and soon-to-be-added wetlands and pollinator garden, providing excellent habitat for birds, amphibians, deer and more. The park offers over 3 miles of aggregate trails for hiking and running.

The Township's parks have enjoyed a rich history of development and stewardship by the board of advisors and the community that uses them for recreation and reflection.



Image 3

Washington Township Parks Timeline

1834	Town of Westfield incorporated (2008 becomes City)
1997	Township Parks and Recreation Department formed
2001	Sheila MacGregor Beals donates land to Township
2004	Township completes first Parks Master Plan
2009	Red Bud Park dedicated
2004	MacGregor-Beals Family Trust donates land that becomes MacGregor Park
2005	Township Parks and Recreation program guide, The Flutter, begins
2008	MacGregor Park amenities, including trails and restrooms added
2009	MacGregor Park dedicated and opened to public
2010	17 additional acres acquired adjacent to MacGregor Park
2015	Township begins first comprehensive strategic planning initiative

Demographic Information

The 2010 census (Appendix F) was used to provide demographic data for the Township. Hamilton County, Indiana, and subsequently Washington Township have experienced immense growth since the last U.S. census was conducted in 2000. Today, the population is reported at 56,607 compared to 18,358 in 2000. The two largest individual population segments by age are youth (under age 18) and seniors (over age 65). Most residents own their homes and live in single-family units. This data is significant, as it represents populations that are desiring outdoor activity and programming, such as the Township parks department and its properties provide.

PUBLIC INPUT DATA GATHERING

Qualitative Market Research Questions

Qualitative market research methods of surveying residents, public focus groups, and one-on-one interviews were used in this data-gathering phase of the project from July through October 2015. The timeframe of the data collection was such that several key factors were part of the participant selection process:

- Convenience for community members in participation
- Efficient timing

Target audiences included employees and service providers, city and county officials, advisory boards, and residents.

The following is a brief description and some examples of the data collection methodology.

Focus Groups and Interviews

Focus groups were used in order to reach multiple residents, stakeholders, and board members at once and for the purpose of creating an opportunity for dialogue among participants. A total of four (4) focus groups were conducted. A total of ten (10) one-on-one interviews were also conducted. See Appendix D for focus group questions.

Resident Survey

A resident survey was designed and conducted from August to October 2015. The survey received a total of 363 responses. The full resident survey results can be found in Appendix C.

The complete survey was published in *The Flutter* (Township program guide) and reached over 25,000 Westfield residents' homes. An additional 500 copies were distributed throughout the community. Other marketing outlets picked up the press release including *The Westfield Current* on August 11th, reaching 11,298 households; and the Westfield Chamber of Commerce sent an e-blast to 570 members in August. Staff participated in community events including Westfield Farmers Market and Back-to-School nights, where they informed residents of the Township services and asked residents to complete the survey. Multiple social media posts on the Township Parks and Recreation page resulted in a reach to 1,232 people. A special signature on staff emails had a link to the survey during the outreach months. Finally, the Township office also had copies on hand, and some residents mailed or dropped off hard copies of their responses.

KEY FINDINGS AND THEMES

Parks Advisory Board SWOT

A SWOT analysis was conducted with the Parks Advisory Board on July 20, 2015. The following is a summary of the results and discussion.

Strengths

- MacGregor Park is the biggest asset
- Opportunities for program growth
- People are committed and strong leadership is interested in parks

Weaknesses

- Funding resources are limited
- Township and City parks and services need differentiation
- Township has little to no identity
- Parking is limited for special events at our parks
- Expansion opportunities need to be determined at MacGregor
- Services are duplicated
- House at MacGregor

Opportunities

- Education opportunities for students and community members
- Programs merging
- MacGregor Park connectivity
- Land acquisition
- Potential land donors

Threats

- Township and City parks merge
- Funding for land preservation
- Identity missing

Themes

Three themes have emerged from the data collection, described below. In the next section each theme is tied to a set of actions and goals for the plan and implementation.

Theme One: Improving Communication to Residents

Overall communication about parks programs, awareness, or parks and recreation services, and communication about new opportunities at the parks sites needs improvement for better utilization and enjoyment by residents. In particular, the way residents access program information is presently data. Specifically, registering for parks programs could be improved with online registration, which would also increase participation. Information found in the current parks programs guide, *The Flutter*, could be improved and expanded to include an online version and to include information about other Township amenities. These additional offerings could generate revenue for the Township through advertising by other organizations in the community. One resource guide of all community programs/events would create a dynamic and more effective resource for residents.

The resident survey shows that residents overwhelmingly desire the ability to register for parks programming online.

Q9 How do you prefer to register for parks programs?

Answered: 282 Skipped: 81

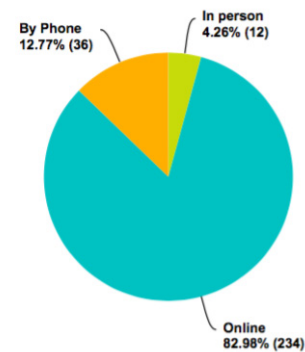


Figure 3

Theme Two: Valuing Green Space and Recreational Access

Key areas of interest from residents reflect a desire for green infrastructure and access to natural play, recreational, and fitness areas. Health and wellness and community initiatives with other organizations could be pursued to leverage the current parks locations and amenities, as well as to expand parks program offerings. Parks programming and the current recreational areas also provide ways for lower-income residents to enjoy outdoor activities at a cost that is affordable, so working along with community offerings such as school and library programs could improve access and awareness of these amenities and services.

Resident survey shows that natural play areas are strongly valued by respondents.

Q5 Please rank on a scale of 1 to 8, where 1 means "most important", what park amenities interest you?

Answered: 281 Skipped: 82

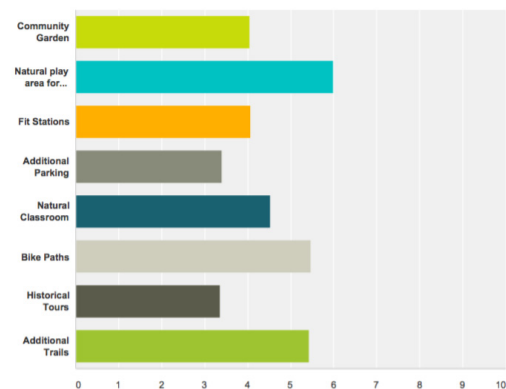


Figure 4

Theme Three: Preservation and Acquisition

Preservation in the form of land, possibly historic properties, and especially green space and natural areas is important to residents, despite the continued growth in housing in the community. The Parks and Township Advisory Boards also support the measured examination of acquisition of property for the purpose of preservation. The Township has the opportunity to be seen as an effective steward of the land and supportive of sustainability of the natural environment.

Five-Year Goals and Actions

The goals are organized by the following timeframes defined as: **Short-Term**: Immediate to 6 months out; **Mid-Term**: 6 to 18 months out; **Long-Term**: 18-months and longer or more visionary; **Ongoing**: continuous.

SHORT-TERM	MID-TERM	LONG-TERM	ONGOING
• Demonstrate a clearer identity with new branding • Develop new and innovative township marketing materials • Develop new web presence • Begin the new approach to the parks program guide as an overall Township guide • Host a roll-out event to showcase new programming and study results • Merge Township and City parks programming	• Explore options/costs for a bridge to connect trails in MacGregor Park • Explore options/costs for adding a natural play-scape to MacGregor Park • Explore opportunities to pursue new land acquisition • Explore MacGregor Park expansion opportunities and plans • Seek grant opportunities for parks amenities, acquisition, and expansion projects	• Continue to evaluate inter-local agreements for parks maintenance • Continue to look at land acquisition and park amenities expansion	• Pursue grants as a Township Parks Department and in collaboration with the City of Westfield, Hamilton County, and private or non-profit organizations where appropriate • Evaluate potential land acquisition opportunities • Continue to maintain fiscal responsibility in all parks and recreation programming and maintenance

APPENDICES

Appendix A Work Plan Milestones-By Month

July 2015

- Launch Flutter resident survey
- Track Flutter surveys and distribute paper copies
- Review existing documents/plans
- Draft stakeholder interview discussion guide/invitation emails
- Invite stakeholders to interviews/conversations (after July 20th)
- Conduct Parks and Rec and Township Advisory Board input sessions
- Begin pursuing grant funding as opportunities arise
- Project status report to Trustee monthly

August 2015

- Track Flutter and paper copy resident survey; promote survey
- Finalize stakeholder discussion guide
- Meet with identified stakeholders in one-on-one meetings
- Conduct stakeholder phone interviews
- Conduct staff focus group/session
- Continue pursuing grant funding
- Continue reviewing complimentary plans from other areas
- Tour park sites or other sites, as needed
- Project status report to Trustee monthly

September 2015

- Budget hearing: September 23
- Close Flutter resident survey
- Tabulate and analyze resident survey results
- Present results to Advisory Board
- Conduct non-governmental stakeholder focus group lunch
- Finalize all one-on-one meetings or calls
- Share initial themes and trends
- Work with branding consultant (or October) Civic Plus
- Project status report to Trustee monthly

October 2015

- Budget adoption meeting: October 22
- Begin crafting initial results and present/discuss with Trustee
- Tabulate final survey results
- Project status report to Trustee monthly
- Prepare Flutter resident survey update article/quick results
- Work with Civic Plus and do a planning session with them

November 2015

- Begin building implementation goals and actions

Begin writing plan narrative
Project status report to Trustee monthly
Review plans from other areas

December 2015

Begin finalizing plan drafts
Begin setting goals for implementation
Prepare presentations of plan for Trustee
Project status report to Trustee monthly
Flutter resident survey results published in issue

January 2016

Finalize strategic plan for Township
Finalize Parks and Rec. comprehensive plan
Present plans to Advisory Boards
Begin setting implementation activities per plans
Final presentation slides of plans for Trustee
Continue pursuing grant funding
Project status report to Trustee monthly

February 2016

Launch party for Township with logos, website, strategic plan rollout as an event, Jan/Feb
Begun ongoing work/implementation via plans
Project status report to Trustee monthly

Appendix B

Resident Survey Questions

Washington Township Satisfaction Survey

We would appreciate your cooperation in completing our quick 5-minute assessment.

You may complete the survey in many ways:

Online at https://www.surveymonkey.com/s/twpsurvey_parks

OR fill in and Email to: trustee@washingtontownship-hc.us

Mail to: Washington Township Office

Drop off at: Washington Township Office



1. Are you a resident of? (check one)

- ☐ Westfield Washington Twp ☐ Outside Washington Twp
☐ City of Westfield ☐ Not Sure

2. What is your zip code? _____

3. How often do you visit Washington Township Parks?

- ☐ Daily ☐ Weekly ☐ Monthly ☐ Rarely ☐ Never

4. Using a scale of 1 to 8 where 1 means "most important", how important are these park amenities to you?

- | | |
|------------------------------------|-----------------------|
| ___ Community Garden | ___ Natural Classroom |
| ___ Natural play area for children | ___ Bike paths |
| ___ Fit Stations | ___ Historical Tours |
| ___ Additional Parking | ___ Additional Trails |

5. The overall appearance of Washington Township's parks, trails and recreation facilities is neat and well maintained.

- ☐ Strongly Agree ☐ Neutral ☐ Disagree
☐ Agree ☐ Strongly Disagree

6. What are the most important issues facing Westfield Washington Township? (check all that apply)

- | | |
|--|---|
| ☐ Annexation | ☐ Public Safety |
| ☐ Traffic | ☐ Green Space |
| ☐ City Growth | ☐ Retail Options |
| ☐ Schools/Education | ☐ Cost of Living |
| ☐ Others _____ | |

7. How satisfied are you with Washington Township Parks & Recreation in the following areas?

- | | | |
|----------------------------------|--------------------|------------------------------|
| 1 - Very Satisfied | 3 - Neutral | 4 - Dissatisfied |
| 2 - Satisfied | | 5 - Very Dissatisfied |
| ___ Walking & Running Trails | | ___ Play Areas |
| ___ Park Shelters & Picnic Areas | | ___ Programs |

8. Which parks are owned by Washington Township? (check all that apply)

- | | |
|---|--|
| ☐ Armstrong Park | ☐ Liberty Park |
| ☐ Asa Bales Park | ☐ MacGregor Park |
| ☐ Bray Family Homestead Park | ☐ Old Friends Cemetery Park |
| ☐ Cool Creek Park | ☐ Osborne Park |
| ☐ Freedom Trail Park | ☐ Quaker Park |
| ☐ Grand Park | ☐ Red Bud Park |
| ☐ Hadley Park | ☐ Simon Moon Park |
| | ☐ Not sure |

9. How do you prefer to register for Parks' Programs?

- ☐ In Person ☐ Online ☐ By Phone

10. Please choose the types of programs that describe the activities you and/or your family participate in. (check any)

- | | |
|---------------------------------------|--|
| ☐ Pre-K | ☐ Fitness or Wellness |
| ☐ Teens | ☐ Recreation or Leisure |
| ☐ Seniors | ☐ Summer Day Camp or After School |
| ☐ Others _____ | |

11. From the following list, please check ALL the ways you learn about Washington Township Parks & Recreation Department programs, activities and facilities?

- | | |
|---|---|
| ☐ Frequent Participant | ☐ Print Media |
| ☐ Friends & Family | ☐ Wash. Twp. Parks & Rec Website |
| ☐ Program Guide | ☐ City of Westfield Website |
| ☐ Social Media | ☐ City of Westfield Social Media |

12. From the following list, please check ALL the benefits you feel Washington Township Parks & Recreation provides for the community?

- | |
|--|
| ☐ Promotes Health & Wellness |
| ☐ Provides Recreational Experiences |
| ☐ Protects Environmental Resources |
| ☐ Fosters Human Development |
| ☐ Supports Economic Development |
| ☐ Increases Cultural Unity |
| ☐ Strengthens Safety & Security |

13. Please provide your email if you prefer to get an electronic version of the Parks Program Guide?

E-mail address: _____

14. How long have you lived in Westfield Washington Township? (optional)

- | | | |
|--|--------------------------------------|------------------------------------|
| ☐ 3 years or less | ☐ 7-10 years | ☐ 20+ years |
| ☐ 4-6 years | ☐ 11-19 years | |

15. How old are you? (optional)

- | | | |
|--------------------------------|--------------------------------|--------------------------------|
| ☐ 18-24 | ☐ 35-44 | ☐ 55-64 |
| ☐ 25-34 | ☐ 45-54 | ☐ 65+ |

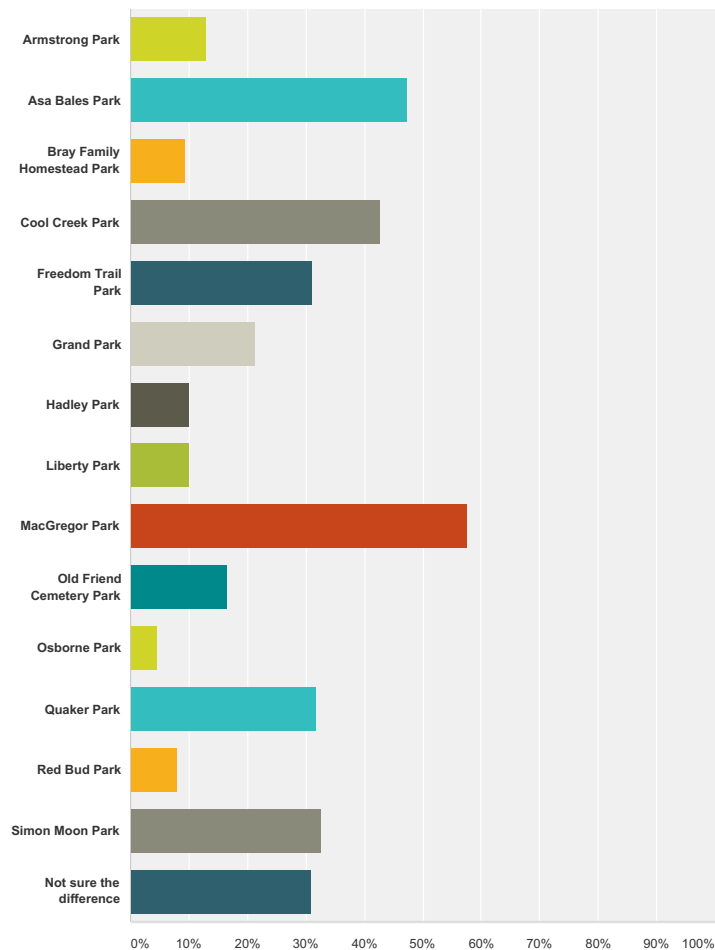
16. Any other comments are appreciated:

Appendix C

Resident Survey Results Summarized

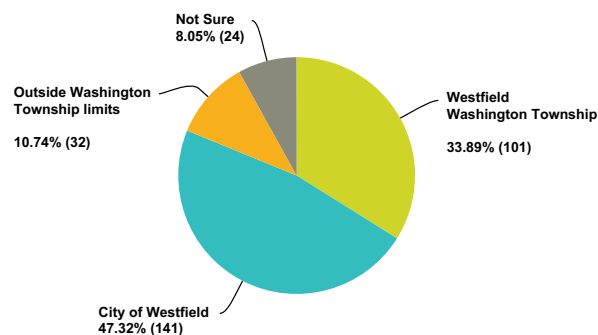
Q1 Which parks are owned by Washington Township? (check all that apply)

Answered: 363 Skipped: 0



Q2 Are you a resident of?

Answered: 298 Skipped: 65



Q3 In what ZIP code is your home located?
(enter 5-digit ZIP code; for example, 00544
or 94305)

Answered: 298 Skipped: 65

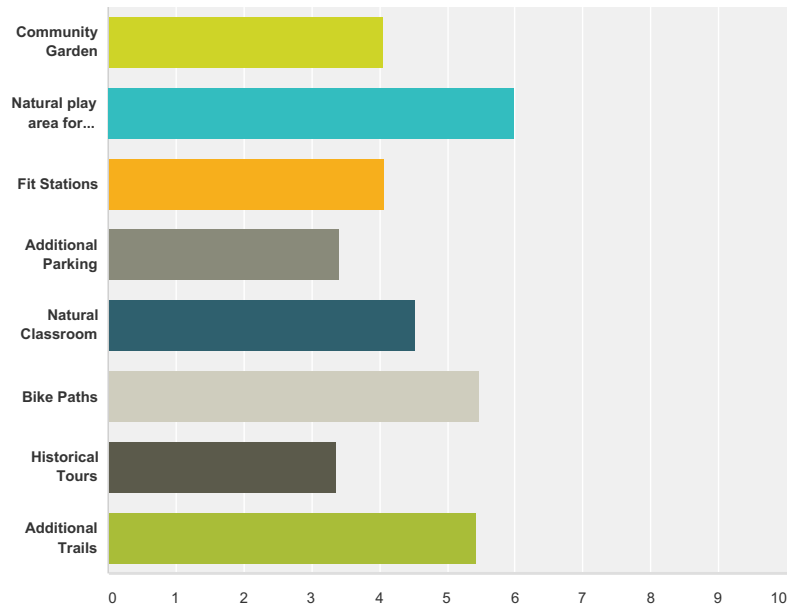
**Q4 How often do you visit Washington
Township Parks?**

Answered: 292 Skipped: 71

	Daily	Weekly	Monthly	Rarely	Never	Total	Weighted Average
(no label)	1.03% 3	21.23% 62	36.30% 106	33.90% 99	7.53% 22	292	3.26

**Q5 Please rank on a scale of 1 to 8, where 1
means "most important", what park
amenities interest you?**

Answered: 281 Skipped: 82



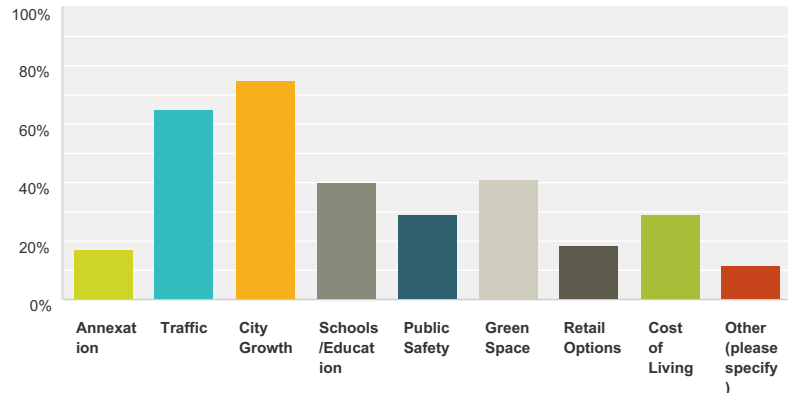
Q6 The overall appearance of the Washington Township parks, trails and recreation facilities was neat & well maintained?

Answered: 286 Skipped: 77

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Weighted Average
(no label)	32.52% 93	50.70% 145	15.73% 45	0.70% 2	0.35% 1	286	1.86

Q7 What are the most important issues facing Westfield Washington Township? (check all that apply)

Answered: 284 Skipped: 79



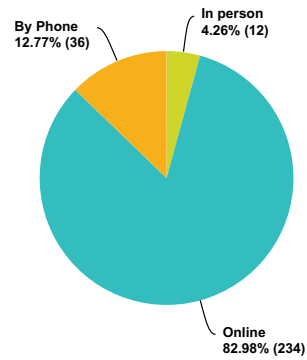
Q8 How well do the Washington Parks & Recreation meet your needs?

Answered: 286 Skipped: 77

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total	Weighted Average
Walking & Running Trails	33.10% 94	44.01% 125	19.72% 56	2.46% 7	0.70% 2	284	1.94
Park Shelters & Picnic Areas	22.42% 63	45.20% 127	30.25% 85	1.78% 5	0.36% 1	281	2.12
Play Areas	21.22% 59	43.88% 122	30.58% 85	3.24% 9	1.08% 3	278	2.19
Programs	25.71% 72	36.79% 103	33.57% 94	3.21% 9	0.71% 2	280	2.16

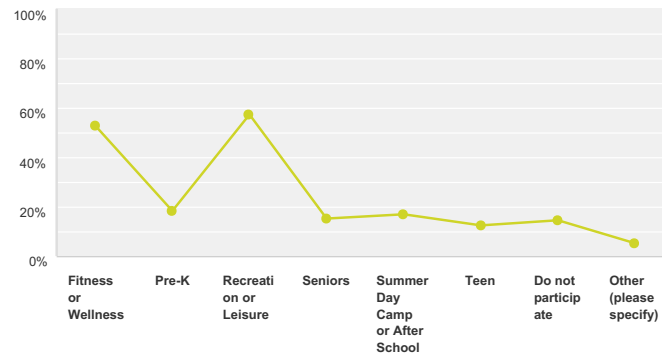
Q9 How do you prefer to register for parks programs?

Answered: 282 Skipped: 81



Q10 Please choose the type of program that best describes the activity in which you and/or your family participate. (check all that apply)

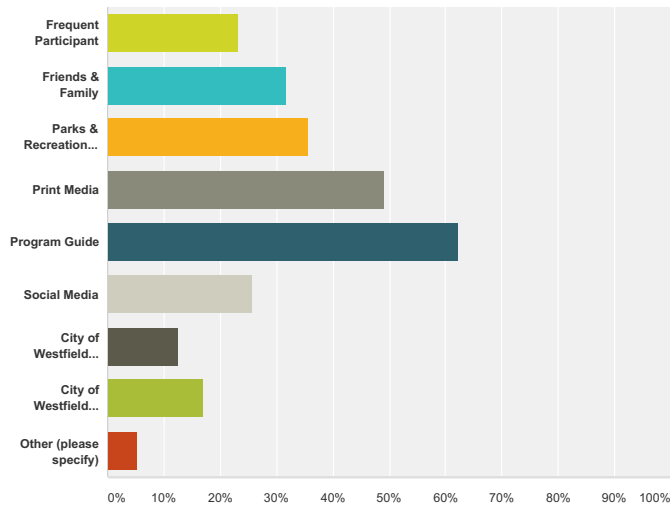
Answered: 290 Skipped: 73



Answer Choices	Responses	
Fitness or Wellness	52.76%	153
Pre-K	18.28%	53
Recreation or Leisure	57.24%	166
Seniors	15.17%	44
Summer Day Camp or After School	16.90%	49
Teen	12.41%	36
Do not participate	14.48%	42
Other (please specify)	5.17%	15
Total Respondents: 290		

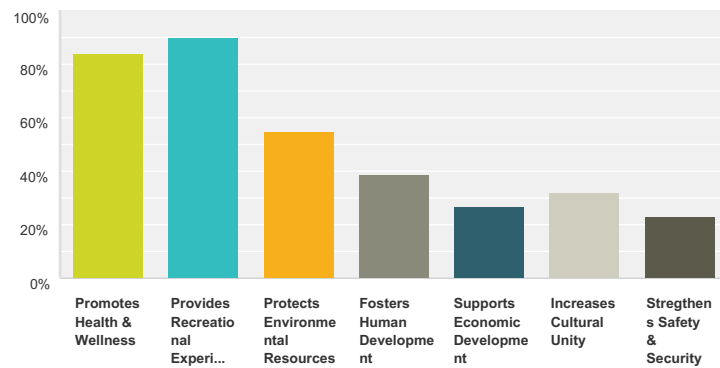
Q11 From the following list, please check ALL the ways you learn about Washington Township Parks & Recreation Department programs, activities & facilities? (check all that apply)

Answered: 289 Skipped: 74



Q12 From the following list, please check ALL of the benefits you feel Washington Township Parks & Recreation provides for the community? (check all that apply)

Answered: 274 Skipped: 89



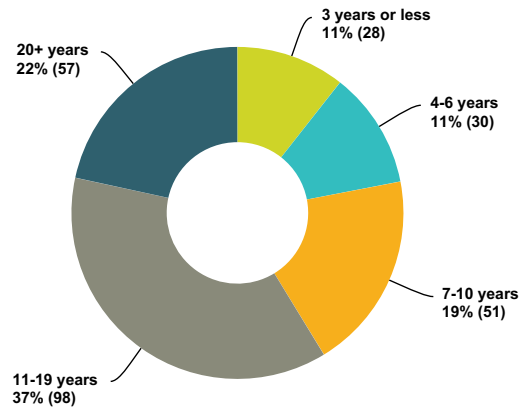
Q13 Please provide your email if you prefer to get an electronic version of the Parks Program Guide.

Answered: 73 Skipped: 290

Answer Choices	Responses
Name	0.00% 0
Company	0.00% 0
Address	0.00% 0
Address 2	0.00% 0
City/Town	0.00% 0
State/Province	0.00% 0
ZIP/Postal Code	0.00% 0
Country	0.00% 0
Email Address	100.00% 73
Phone Number	0.00% 0

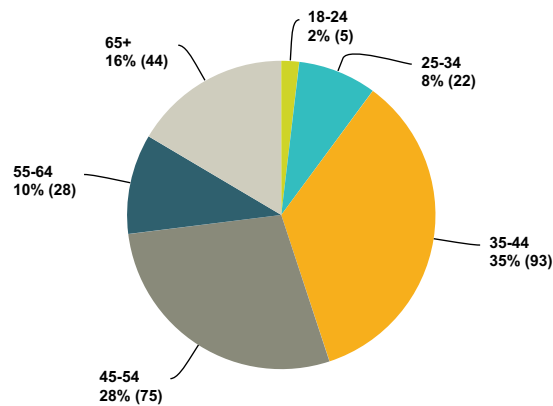
Q14 How long have you lived in Westfield Washington Township? (optional)

Answered: 264 Skipped: 99



Q15 How old are you? (optional)

Answered: 267 Skipped: 96



Appendix D Focus Group Questions

The Functions of the Township

1. **Westfield Washington Township** performs functions (services, goods, facilities, etc.) for our community. Overall how satisfied/dissatisfied are you with the representation regarding the benefits (well-being, good efforts, and so forth) **Westfield Washington Township** offers? Please rank from 5 to 1 with 5 being highly satisfied and 1 being total unsatisfied.

5 4 3 2 1

2. Please rank from 1 to 6, with 1 being most important, the services **Westfield Washington Township** provides.

____Township Assistance

____Fire Protection

____Zoning & Planning

____Weed Control/Fence Disputes

____Cemetery Maintenance/Burial Assistance

____Parks & Recreation

3. Please rank from 1 to 5, with 1 being most important, the most important future emphasis for **Westfield Washington Township** Parks & Recreation.

____Combining Resources

____Activities/Programs

____Amenities

____Community Center

____Land Acquisition

4. What should the top priorities be for the Township? _____

Appendix E

Funding Search Top Results for Grant Opportunities



TOP GRANT OPPORTUNITIES FOR WESTFIELD-WASHINGTON TOWNSHIP

1. Indiana Office of Energy Development Community Conservation Challenge (CCC)

Synopsis	The Indiana Office of Energy Development (OED) Community Conservation Challenge (CCC) provides support for energy efficiency/renewable energy projects and alternative fuel vehicles. Existing collaboration (partnerships in place before the application is submitted) with other businesses and organizations is strongly encouraged and the project should show how it benefits the community as a whole.
Prosperity's Comments	This is similar to the REAP (USDA Rural Energy for America Program), but has a much stronger community benefit focus. Applicants may apply for both REAP and CCC grants.
Maximum Request	Grant amounts range from \$25,000 to \$100,000.
Match Required	No match is required, but showing matching funds is strongly encouraged.

2. FEMA Nonprofit Security Grant Program (NSGP)

Synopsis	The FEMA Nonprofit Security Grant Program funds State Administrative Agencies, which in turn fund nonprofit organizations that are at a high risk of terrorist attack in specific urban areas. Funds can be used to strengthen cyber security and install physical security systems. The program takes into account communities the nonprofit serves, roles in responding to terrorism, and symbolic national/historic institutions.
Prosperity's Comments	This grant best fits with first response organizations such as the American Red Cross, organizations that serve refugees that may be a target, and groups that support prominent monuments. Fire departments with nonprofit designations may not be a close fit.
Maximum Request	Up to \$75,000

3. FEMA Staffing for Adequate Fire and Emergency Response (SAFER)

Synopsis	The FEMA Staffing for Adequate Fire and Emergency Response (SAFER) supports fire departments in hiring firefighters, new hires, rehiring, retention, attrition. Volunteer departments can also apply for recruitment and retention activities.
Prosperity's Comments	This grant may be a good resource for staffing and training, but not for construction and major equipment.
Maximum Request	No maximum stated. Total of \$340 million for approx. 300 grants = \$1.1 million each.

4. DNR Federal Excess Personal Property (FEPP) Program

Synopsis	The DNR Federal Excess Personal Property (FEPP) allows rural fire departments to lease military equipment, such as vehicles suitable for conversion to firetrucks, generators, and fire equipment. The lease agreements are for two years and can be renewed. The federal government will retain ownership/titles of all equipment, and fire departments are responsible for licenses and maintenance. This is a joint program with the Department of Defense and USDA Forest Service. DNR is the state-level administrator.
Prosperity's Comments	We recommend contacting Darren Bridges, State Fire Coordinator at Fire Headquarters (765) 342-4701, dbridges@dnr.IN.gov for the appropriate application forms. We should also have a discussion with him about Westfield's eligibility according to this program's "rurality" definitions.

5. USDA Forest Services Fire Fighter Property (FFP) Program

Synopsis	Similar to the FEPP program (above), the Fire Fighter Property (FFP) Program provides military equipment to fire departments. While equipment is leased through FEPP, the FFP program transfers ownership of equipment to the fire departments after a period of time.
Prosperity's Comments	The DNR website lists FEPP, but the FFP program is not listed. It's unclear whether Indiana participates in the FFP program, and if so, the application procedure. It's recommended that we contact Darren Bridges, State Fire Coordinator at Fire Headquarters (765) 342-4701, dbridges@dnr.IN.gov for more information.

6. DNR Recreational Trails Program (RTP)

Synopsis	The DNR Recreational Trails Program (RTP) funds the acquisition and/or development of multi-use recreational trail projects. Both motorized and non-motorized trail projects may qualify. Examples of projects include trail linkages, education programs related to trails, stream/river access, restrooms/other support facilities.
Prosperity's Comments	Based on a conversation with Bob Bronson of DNR, land development scores higher than acquisition, so he encouraged applications to avoid including a request for acquisition. The due date is always set for May 1 each year.
Maximum Request	\$150,000

7. DNR Land and Water Conservation Fund (LWCF)

Synopsis	Applications may consist of land acquisition and/or outdoor recreation facility construction or renovation.
Prosperity's Comments	While the RTP program (above) focuses on land development, the LWCF focuses on land acquisition. Bob Brunson is the contact for both.
Maximum Request	Grant amounts range from \$10,000 to \$200,000

8. DNR Bicentennial Nature Trust (BNT)

Synopsis	The DNR Bicentennial Nature Trust (BNT) funds acquisition and protection of natural land that includes wetlands areas, forest tracts, river buffers, trails projects, and local parks. It cannot be used for capital improvements, rehabilitation, stewardship, or programming. Projects must also show significant community support.
Prosperity's Comments	Grant guidelines do not specifically state that applicants cannot reapply. However, it does emphasize that it funds a variety of projects in all regions of the state. It's recommended to contact Bob Brunson for clarification.

9. NCR-SARE Professional Development Grant Program

Synopsis	North Central Region Sustainable Agriculture Research and Education (NCR-SARE) Professional Development Grant Program supports educators partnered with farmers/ranchers to create sustainable ag programs focused on crop cover and soil health.
----------	---

Prosperity's Comments	This may be a good partnership opportunity to develop local sustainable food models.
Maximum Request	Up to \$75,000 total for up to three years.

10.EERE Alternative Fuel & Advanced Vehicle Procurement Aggregating Initiatives

Synopsis	The EERE Alternative Fuel & Advanced Vehicle Procurement Aggregated Initiatives supports awardees to develop a procurement process to transition fleets to alternative fuels.
Prosperity's Comments	After the procurement process is established, Westfield may be a good fit for more direct funding.

11.EPA Clean Diesel Funding Assistance Program

Synopsis	The EPA Clean Diesel Funding Assistance Program funds a range of technologies for fleets to reduce their diesel consumption, including exhaust control, engine upgrades, cleaner fuel, idle reduction, aerodynamic technology, and low resistance tires.
Prosperity's Comments	Priority is given to projects that involve and educate the community.

12.The Fifth Third Foundation

Synopsis	The Fifth Third Foundation supports community development, education, health and human services, or arts and culture. It funds projects in geographic areas where Fifth Third has a strong presence and has volunteer opportunities, especially for its employees. Fifth Third Bank also offers sponsorships for specific events.
Prosperity's Comments	Prosperity recommends that we contact the Community Affairs Office for Central Indiana
Maximum Request	\$100,000 for capital projects, less for programming.

13.John Deere Foundation

Synopsis	John Deere gives through its corporate arm and the John Deere Foundation. Giving priorities are for Solutions to World Hunger, Education, and Community Development. The corporate giving is separated into two areas: National Corporate Sponsorships (for national organizations) and Community Relations Contributions (donations and in-kind contributions.)
Prosperity's Comments	Westfield may be a good fit for the Community Relations Contributions and the Foundation. In-kind contributions may include equipment useful to both the parks department and fire department. Both applications are online. It's recommended to contact them first to discuss the project and which giving arm is the best fit: 1-309-765-8000.
Maximum Request	Foundation grants range from \$30,000 to \$100,000. Corporate contribution amounts not published.

Appendix F

2016 Census

WASHINGTON TOWNSHIP POPULATION 2016 CENSUS DATA		
		Total
Land in Square Miles		55.7
Population		37,458
Gender		
	Female	51%
	Male	49%
Age		
	Under 18	31%
	18 – 65	60%
	65 & Older	8%
Race		
	White	88%
	Asian	3%
	African American	3%
	Hispanic/Latino	4%
	American Indian/Alaska Native	0%
	Native Hawaiian/Pacific Islander	0%
WASHINGTON TOWNSHIP HOUSING UNITS 2016 CENSUS DATA		
		Total
Total Units		13,905
Owner Occupied		77%
Median Household Income		\$86,223
Median Value of Owner Occupied Housing Units		\$224,600

Appendix G

Biographic and Credential Information on Strategic Plan Consultant

Prosperity Consulting, LLC

Sarah Beth Aubrey

6690 North Baltimore Road Monrovia, IN 46157

sarah@sarahbethaubrey.com Cell/Work: (765)-621-8501

EDUCATION

University of Illinois, Urbana, IL

May 1997

Bachelor of Science in Agricultural Communications from College of Agricultural, Consumer, and Environmental Sciences (ACES)

Purdue University, West Lafayette, IN

May 2016

Masters of Science in Strategic Communications from Brian Lamb School of Communications

PROFESSIONAL HISTORY

Ms. Sarah Beth Aubrey is a business success and strategy consultant to the agricultural industry. Her first professional role, in 1997, began as she opened a newly created crop protection sales territory in rural Iowa. Ms. Aubrey excels at quickly achieving results for clients and moved into a business development role with Adyana, Inc. within 18-months of graduating college. Entrepreneurial in her desire to take responsibility for a project's success, she also actively seeks collaboration where leading and learning are both part of the team. At 26 she launched a retail meat business and by age 30 she was building a grant-funding firm. Both businesses have been sold to investors. Often sought as a speaker, she works to promote, grow, and aid agricultural concerns in the areas of strategy, market research, leading boards through change, and sales and leadership training. Ms. Aubrey continually seeks process improvement and bottom-line efficiency for her clients and possesses a unique skill set; she intuitively works a room helping organizational leaders achieve consensus and has a business owner's knack for understanding and managing profit and loss. An acknowledged expert in board facilitation and resource allocation planning, recent clients include: Indiana Farm Bureau, Purdue University, Ball State University, the State of Indiana, Hoosier Energy, Wabash Valley Power Company, Farm Journal Media, City of Westfield Indiana, and numerous individual farmer customers. Rural development and agriculture are her professional loves; her primary background includes working in the livestock, row crop, rural utility, farm energy, and food manufacturing sectors.

With the founding of three self-funded businesses now to her credit, today Ms. Aubrey coaches individual executives and ag entrepreneurs on a one-on-one basis. She is also active in building peer networks through Farm Journal's Top Producer Executive Network (TPEN). Ms. Aubrey is technically savvy in understanding the complex issues facing agriculture today, blogging on these topics with her own newsletter, *The Scout* and for Farm Journal Media's *Agweb*. Clients often hire her speak only to ask her to further assist them with development of proposals, qualitative market research, training, or one-on-one executive coaching.

As the author of ***Find Grant Funding Now!***, published by **Wiley** in 2014, Ms. Aubrey presents concepts that leaders need to successfully deploy their teams be they individual farmers or trade association

executives. She has served for two years as an Adjunct Professor at IUPUI where she teaches graduate students in the School of Public Policy and Environmental Affairs. Writing, teaching, and being conversant in emerging issues are areas of enjoyment as well as professional ability for Ms. Aubrey.

Always interested in gaining broader perspectives, she is actively involved in various leadership organizations and is a 2011 alumna of the Richard G. Lugar Excellence in Public Service Series, a member of the National Speaker's Association, and the Indiana AgriInstitute. In 2013 she was named to Indianapolis Business Journal's 40 Under 40 list of young professionals to watch and in 2015 to Vance Publishing's 40 under 40 in Agriculture.

SELECT STRATEGIC PLANS

A selected list of strategic plans, business plans, and market research projects

2015 Indiana State Department of Agriculture's *Food Hub Network Feasibility Study Assessment*

2015 Farm Journal Media's *TPEN Customer Retention and Value-Based Audit*

2015 Westfield Washington Township's *5-Year Strategic Plan and Parks Department Master Plan*

2015 JBW Pork, LLC's *Strategic Plan and Business Plan for Expanding Renewable Energy*

2014 Commonwealth of Virginia's Region 2000 *Plan for Agriculture and Rural Community Development*

2013 Hancock County, *Indiana's Hoosier Harvest Market Feasibility Study and Business Plan*

2012 Contributor, *Feasibility of Biomass Boiler to Replace Fuel Oil at Ferrum College*

2005 Indiana State Department of Agriculture's *Feasibility of Increasing Pork Production in Indiana*

NON-FICTION BOOKS

Starting & Running Your Own Small Farm Business, Storey Publishing, 2008

The Profitable Hobby Farm, How to Build a Sustainable Local Foods Business, Wiley Publishing, 2010

Find Grant Funding Now! Five Step Prosperity Process for Entrepreneurs and Business, Wiley Publishing, 2014

WESTFIELD WASHINGTON TOWNSHIP

1549 E Greyhound Pass
Carmel, IN 46032

