

Aspire Johnson County – Group Meeting
February 18, 2014
Tilson HR, Greenwood

Attendance: Brent Tilson, Larry Heydon, Barb Miller, Mike Hefner, Pat Enochs, Dr. Kent DeKoninck, Steve Powell, Forrest Mellott, Mark Myers, Jeff Owen, Jody Veldkamp, Betty Davis, Ron West, Jim Stockman, Joe Moore, Rick Wilson, Loren Snyder, Scott Langdon, Tina Gross, Don Kinsey, Gail Richards, Peggy Thompson, Katy Cavaleri, Pat Sherman, Betsy Schmidt, Nancy Plake, Kevin McGinnis, Mike Crumbo, Matt Cree, Erin Smith, Rebecca Kirby, Lisa Fears, Steve Spencer, Greg Taylor, Dianne Davis, Denise Barkdall, Debbie Luzier, Beverly Martin, Denise Speer, Cindy Cook, Dana Monson, and Cheryl Morphey

Co-Chair Brent Tilson welcomed everyone to the meeting. He discussed the recent County Council meeting concerning the innkeeper's tax and views this as a victory. The group banded together and learned some lessons and the work is continuing. He noted that Aspire Johnson County was formed in order to make Johnson County a better place to live, work, and play. He felt that this charge became political very quickly and it was a learning moment. It was worth the attempt and it was a good experience. It is an opportunity to move forward.

Co-Chair Larry Heydon then spoke and welcomed everyone. He feels this issue is a delayed victory. He said our job is to supplement the work of the County Council and not move out of that role. He is concerned that some outside of Aspire may be throwing mud at the elected officials and he doesn't want that to reflect negatively on our group. He works with the elected officials and cannot be in an adversarial role with them. The intent of the group is to help the officials and not hinder. Larry then told the group that the JCDC board did approve to accept Aspire as a program of JCDC. It will be housed at JCDC, so there is now a platform to move forward with the group.

Facilitator Lee Lewellen opened the discussion on the progress of Aspire. His various roles take him across the state, and he does not see any community doing the work as well as we are with Aspire. He asked everyone to look around the room and ask "What were you doing this time last year?" It definitely was not discussing the ways to improve the county. There has been so much progress made. Here are just a few highlights:

- Each month folks continue to come and support the work.
- Elected officials continue to meet regularly to discuss ways to collaborate together.
- Through the Parks & Rec team, the parks superintendents around the county continue to meet regularly and are finding ways to collaborate together.
- There are discussions on how the county can continue to attract talent to the area. An employer roundtable was held to discuss talent, what the employers are looking for and need, and how do we align the education system and business community together.
- Transit is becoming a topic that folks are interested in. Lee gave a short explanation of how the Central Indiana Regional Transit authority was formed in 1999. There was opposition due to political reasons in Indianapolis. The work continued in spite of this, and now buses are being run to various communities that have never connected before. Education about the effects of zoning on transit has increased. It has created synergy in the 9-county region. Even though they are not as far along as they wanted to be, they are not stopping the work and as a result, good things are happening. This is similar to the innkeeper's tax issue. Even though the result was not what we wanted, there have been very positive outcomes to this, including a good assessment of the county assets.

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- Zoning standards are being discussed among the various municipalities. This information, and the dropping of barriers, is a strong support for any new business interested in coming here.

He reminded us all, "the best way to predict the future is to create it". The next step for the Aspire group is to have Jack Hess, Institute for Coalition Building, to start putting this work into context. The structure of the group is ready to be built and discussed. The cancellation of the meeting in January due to weather has put a slight delay in this plan but we are still on track.

30/30 REPORTS

Family Recreation Team: Team leader is Gail Richards. She reported the team was not able to meet due to the weather.

Corridors Team: Team leader is Jody Veldkamp. They are working on a number of items: a) creating a one page list of corridors and what the advantages of each are, as well as what is needed for them. b) continuing to work with the various municipalities to create a zoning overlay. C) they continue to work with the municipalities on ideas for landscaping and beautifying the transit system. D) finally, they recognize the need for wayfinding signage. Common signage also helps promote the branding of the community. A strong sign ordinance is essential, even though it is not always popular. He is pleased to see folks getting involved in the process and becoming more aware of how the system works.

Jody then explained the four key corridors they are focused on—U.S. 31, S.R. 135, I-65, and the future I-69. Citizen involvement is key to updating these roads and making the transit the best it can be. The team is looking at the amenities around each of these roads, not just from a county perspective, but regionally. One option discussed was placing a TIF area around the future I-69 to help with infrastructure. Jody has also met with planning directors from around the county. The planning directors believe that often the comprehensive plans are created but not followed due to political reasons. They feel the public should be a watchdog on this issue and they would like to see more public involvement when infrastructure plans are made.

Next steps: The team will further define the plans and break into groups according to corridor. The goal will be to define the corridor, research funding needs, and review what the various plans say for each corridor. The Greater Greenwood Arts Council is planning to replace public art along Emerson Avenue and may also help in other areas with this group.

Branding Team: Team leader is Jeff Owen. Jeff gave his viewpoint on the recent activities concerning the innkeeper's tax. He was reminded of the movie Apollo 13 where all the engineers were in a panic after the explosion and one finally said, amidst the panic, he didn't want to know what was wrong, but what was working. He feels the team is at that stage now. It is not time to decide what is not working but what does work and where we go from here. The team has determined they still need to tell the story of Johnson County and are evaluating what worked and what is still needed. They believe the disagreement with the County Council was over the funding mechanism. He reminded everyone that there is a remarkably talented group of people around the table who can come up with a creative way

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to market the county. The council president has stated she will set up a committee to look at the issue. If anyone from Aspire wants to participate please let him know and he will get that information to the council.

Next steps: The team will be coordinating a roundtable of folks who are directly involved in tourism and will pick their brains to determine needs and level of support. They will also involve Journey Johnson County and Don Cummings. Loren Snyder noted he is still optimistic and is confident this will get passed. In hindsight, he feels there was perhaps a lack of communication and involvement of the council that has been a learning experience. Lee also noted this is an opportunity to pull the list of assets together and come up with a plan on the stakeholders and who they really are.

Talent Team: Team leaders are Beverly Martin and Tina Gross. Beverly reported Lisa Fears facilitated a discussion at their last meeting to set a work plan for the group which entails developing initiatives to drive a quality talent pool. Beverly summarized the details of a recent employer roundtable that was held and thanked Cheryl for assisting with this event. Employers discussed the younger generation's lack of work ethic and highlighted skill gaps they are experiencing in the labor force. There is a need to educate the public on what manufacturing work is really like today and understand that it has changed dramatically over the last decade. The Talent team wants to meet quarterly with this employer group to collaboratively find common workforce solutions. They are considering additional roundtables with targeted employers and educators. They will establish a distribution system for the data collected. There is also a plan to bring the school superintendents together to discuss ways to increase talent attraction and talent preparation in the schools. Nicole Otte is drafting a plan that will address ways to increase the availability of skilled labor which will be a collaborative partnership between business and educators.

Next steps: To continue these plans. Kent DeKoninck noted that Endress+Hauser has been a great partner with the school system and is helping to get students exposed to the different opportunities in industry today. He believes the real issue is parents don't understand that a 4-year degree is not for everyone and that there are great careers requiring only a 2-year degree, or a certification, etc. Cheryl noted that using the school PTO groups may be an access point to reach the parents. Beverly noted there is a grant available to help reach parents on this issue. Finally, she recommended a book called "When Boomers Bail", which details the coming issue of baby boomer retirements and the impact on communities and employers alike.

CLOSING COMMENTS

Cheryl announced that our original plan to have the standard meeting of the third Tuesday of the month has become a challenge due to the Franklin Redevelopment Commission who has changed their monthly meeting to this same time. This affects approximately eight Aspire participants. A suggestion to meet the third Thursday of each month was made and agreed upon by the group. Cheryl thanked Brent for allowing us the use of his conference facility

Meeting adjourned.

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Next Aspire JC Group meeting: Thursday, March 20, 8:30 – 11:00, Branigin Room, 2nd Floor Napolitan Student Center at Franklin College

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Attendance: Dana Monson, Cheryl Morphew, Larry Heydon, Beverly Martin, David Clendening, Betsy Schmidt, Brandyn Ferguson, Tina Gross, Lisa Fears, Tandy Shuck, Krista Linke, Erin Smith, Regina Miller, Steve Spencer, Denise Speer, Jody Veldkamp, Pat Enochs, Forrest Mellott, Peggy Thompson-Rutledge, Jane Blessing, John Rondot, Anita Knowles, Cindy Lorentson Cook, Tricia Bechman, Jay Goad, Denise Barkdull, Susan McCarty, Jeff Owen, Loren Snyder, Kent DeKoninck, Don Kinsey, Brent Tilson, Ken Remenschneider, Gail Richards, Brittany Benson, Joe Moore, Scott Langdon, Ray Gonzales, Molly Laut, Ron West, Pete Ketchum, Steve Powell, Dianne Davis, Linda Gibson, Lee Lewellyn, Jack Hess

Larry Heydon and Brent Tilson welcomed everyone to the meeting. Erin Smith announced that the *Pay It Forward Foundation* has chosen to give a portion of the proceeds from their golf tournament this year to Aspire JC. This is the first major donation announcement for Aspire JC! A round robin roll call then took place.

Lee Lewellyn opened the discussion with a reminder of the decision by everyone to accept the high cost of failure right from the beginning. This acceptance allows ideas to grow and foster without fear. These ideas are beginning to take better shape as the various teams are discovering.

30/30 Reports:

Talent Team: Tina Gross and Beverly Martin are Team leaders. Tina reported they now have three goals and gave an update on each.

1. Document current and aspirational employers in the county. Identify what skill gaps and issues employers face when hiring and also with their current workforce. A roundtable was held to start this discussion with several area employers. They will continue these roundtables to not only gain input, but to vet ideas for collaboration and programs.
2. Identify existing county-wide assets that will encourage a highly skilled workforce to choose Johnson County as their home, as well as encourage businesses to grow here. The marketing of these assets will be done through collaboration with the Branding team.
3. Increase the number of skilled laborers in the county. Work with the schools to develop a workforce pipeline that meets the needs of local employers, as well the employees themselves.

Tina will have further information at the April meeting regarding a new initiative they will be developing with Endress+Hauser. Jane Blessing stated Johnson Memorial Foundation has set aside funds to pay interns at the hospital for a small stipend. This has not been done before and will enable the hospital to retain higher quality interns.

Recreation Team: Gail Richards is Team leader. The team held a meeting last week and continued to bring the various parks superintendents together to collaborate on park issues throughout the county. The team will be partnering with the Franklin Parks Departments for a Parks Clean Up day on April 26,

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from 9:00 am to 12:00 pm. The Branding committee will be asked to help promote this activity. The team is asking for volunteers who will contact their respective parks department AND volunteer that day to clean/spruce up the parks from winter's debris. Rob Taggart, Greenwood Parks Superintendent, has completed the initial map for the legal drains. Dana has the map for those who wish to view it. The team will be bringing the various municipalities together that have land where these drains are located, and will begin the process of mapping out tentative trails that connect to existing trails. The team is considering a name change to Quality of Life because it more closely reflects the work and purpose of the team. We are requesting your help in finding a permanent team leader. If anyone would be willing to take this position please let Gail know.

Branding Team: Jeff Owen is Team leader. The team met to debrief after the Innkeeper's Tax and determined they need to identify ways to market the county without this funding stream. Much of the discussion focused on creating a non-profit to promote Johnson County. Matt Cree, a local attorney, has offered to assist, pro bono, in establishing the organization. This may blend with the Quality of Life team. They also want to work with Don Cummings, current curator for the *Journey Johnson County* website, to help make that site more robust and determine how it will be utilized in future marketing plans. Another idea they are working on is to create an activity with the local schools to help students and their families discover the amenities here in Johnson County. Finally, they will develop a plan to brand Aspire Johnson County and promote this program.

Corridors Team: Jody Veldkamp is Team leader. Jody reported they have broken the team into smaller groups based on the major corridors they have identified. John Rondot gave a short overview of the S.R. 135 subgroup. They are looking at what the area is now and what it could be in the future. They are identifying zoning issues, development potential, and best practice ideas that could make this corridor live up to its potential. These sub groups are working to identify the character of each corridor.

Lee then introduced Jack Hess, Institute for Coalition Building. Jack explained that his goal is to help the group move the coalition up to the next level. He noted that many other counties in the state are watching what Johnson County is doing, as Aspire is creating a model many others want to follow. How do we get better at the practice of collaboration? The Japanese auto industry has a great model of collaboration that is being reproduced by many other sectors and organizations. Quite a few communities have been able to produce a solid level of collaboration while others seem to flounder. The best ones are able to make the "invisible work", visible to others. There are four essential elements of the practice of collaboration which Jack detailed to the group. These are: 1) the Stakeholder Concept (Who is there and the relationships involved), 2) the Coalition Building (How the stakeholders process and do the work), 3) the Collective Impact (what the structure of the work is), and 4) the Shared Outcomes (why the work is done). There are two styles of leadership—organizational and stakeholder. These two styles work together to complete the collaboration. Most people only have one style but some are able to perform both. Organizational leadership focuses on the work itself and the effective

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use of resources. Stakeholder leadership addresses the community problems and challenges. The fundamental driver for stakeholder leaders is the relationships involved. Almost all issues are caused by, or related to, relationships. The goal is to bring the relationships and organizations together to find shared outcomes. These outcomes exist and change but they also hold the relationships together. All issues seem to sit at the intersection of the public sector, the private sector, and the social sector. Collaboration begins by determining who is at the table, what the shared outcomes are, and what the strategy is to get there. From this a compelling challenge is formed. Critical roles to play with a coalition are: facilitator, stakeholder, content experts, and process facilitator. All four create the guiding team for the collaboration. Defining roles create a sense of shared responsibility.

Jack then took the teams through a process of evaluating where they are now and what their issues are. They briefly discussed their evaluations within their own teams.

Jack also noted that often the collaboration process itself can be a reason the coalition fails. If there is no defined process of engagement, the teams often flounder and leave out vital steps. Jack illustrated this point with a wheel. Once a team has gone around the wheel to solve one issue they go around again using the same process for the next issue. This develops trust which is the key to most resolutions. The collective impact model of this wheel says there are five ingredients needed for trust and collaboration. These are: shared or common agenda, continuous communication, shared measurement systems, mutually reinforcing activities, and backbone support organizations. Right now JCDC serves as this backbone organization. The entire model is more bottom-to-top as opposed to the traditional top down approach to problem solving.

Jack took the teams through another evaluation exercise. At April's meeting, Jack will talk to us about the next phase.

Meeting adjourned and Aspire Steering Committee met.

Next Aspire JC Group meeting: Thursday, April 17, 8:30 – 11:00, Franklin Community High School, LGI Room. FCHS is located at 2600 Cumberland Dr., Franklin

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Franklin Community High School
April 17, 2014

Attendance: Dana Monson, Mike Crumbo, Mike Heffner, Angie Longtin, Krista Linke, Lisa Fears, Betty Davis, Linda Gibson, Katy Cavaleri, Peggy Thompson-Rutledge, Denise Barkdull, Jeff Owen, Beverly Martin, Pat Enochs, Cindy L. Cook, Steve Spencer, Jody Veldkamp, Forrest Mellott, John Rondot, Jay Goad, Karen Luehmann, Becky Allen, Matt Cree, Joseph Moore, Betsy Schmidt, Scott Langdon, Brittany Benson, Kevin McGinnis, Larry Heydon, David Clendening, Ray Gonzales, Cheryl Morphew, Lee Lewellyn, Jack Hess

Cheryl welcomed everyone and introduced Dr. David Clendening. He welcomed everyone and offered to provide tours of the building after the meeting. Lee Lewellyn then opened with a round robin roll call.

30/30 reports:

Recreation Team: Dana Monson reported that the team is evolving into the quality of life team and will be having some redirection. The work will continue on the trails project but will also change its focus to more quality of life. There is still a need for a chairman for this team.

Corridors: Jody Veldkamp reported that Forrest Mellott and John Rondot are working on a process to create the plan for the corridor reports and are reaching out to Ball State to learn about best practices for landscaping and corridor work. They are also meeting with the I-69 group, Hoosier Voices, in order to have input regarding the corridor coming in, as well as learn best practices for corridor development. Next 30 days, the team will be bringing the other corridors into the process and creating a plan for them. Jay Goad asked if there is movement on the outer corridor loop that has been discussed lately in the Daily Journal. Jody stated that it is on the team's radar along with a commerce corridor.

Talent Team: Bev Martin reported that Lisa Fears is working to help them build a vision and mission for the group. The team is getting to the product stage now. Mike Heffner is building a database of names for employers and Human Resources departments in order to make connections easier. They are considering the assets of the county to be the supply chain for employers for talent attraction and are stating this to differentiate from the quality of life asset list. They are also continuing with the work of building skilled labor as their third goal. Endress+Hauser is sponsoring a community-wide Career + Education Forum. This will be for students, parents, STEM educators, and employers to allow them a forum to understand what manufacturing today is really like and what a career in manufacturing could be. Nicole Otte is also working on a grant application to help with the goals of the group in finding a coordinator for the employer/employee relations and connections. They are aware that there needs to be limits on what they are doing so that they do not get ahead of the branding and quality of life teams and their work. They want to make sure they are collaborating with these teams and not duplicating or going around a different path.

Branding Team: Jeff Owen reported the team took some time to re-evaluate what they need to do in order to continue a tourism movement. There are two movements going forward on this effort. Matt Cree is volunteering to help form the nonprofit organization and there has been one meeting with Anita Knowles and Dana Monson to start that process. In addition, Beth Boyce is continuing the discussion with the county council about an innkeeper's tax. Matt then explained the initial discussion as to why the nonprofit needs to be formed. Funding opportunities require this form as opposed to a volunteer group. There is lots of momentum around the State's Bicentennial and Johnson County needs to be at

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the table. Part of the discussion is to determine what form the organization needs to be, are we going to be a c3 or a c6, how are we going to handle funding and membership, what the bylaws will be and the basic articles of incorporation. Right now the sub-group is being formed so that this process can be implemented. Ron West then gave a short synopsis of Beth Boyce's meeting. They have decided they need to know what they are marketing then decide who to market to. The third item is to determine how they want to market with the final goal being the determination of the cost necessary to accomplish a marketing plan. This dollar figure may be high enough to consider an innkeeper's tax or possibly a county-wide Chamber of Commerce. Jeff discussed how the Journey Johnson County website is working and stated he has met with the group currently maintaining it. He is working to determine how to grow that site in regards to the plans of the group. The team is looking to determine the cost of getting the website up fully on a different host site and have this be a part of the marketing plan. The branding of Aspire will be part of the task of the leadership team instead of the branding team.

Lee then gave a brief review on why Jack Hess is here today and how far we have come on this coalition building process. Jack then began the review of his discussion from last month so that everyone is on the same page with the terms and discussion started last month. Today he is talking about moving the coalition up to the next level. The four components of this coalition are: 1) The stakeholders and their relationships, 2) The process of building the coalition or how they will work, 3) The collective impact of the coalition which is the structure, and 4) The shared outcomes or strategy that is developed.

There are two complementary styles of leadership which are necessary for the strategy: Organizational and Stakeholder. The shared outcomes are what will hold the work together until the relationships are formed. The more energy created, the more people will be attracted and come to the table. The group will be a blend of the public, social and private sector. Different problems require different styles of leadership, which is why it is important to have both styles represented in the teams. If all the teams are following the same process then there is common language goals and focus which will allow solutions to be found and utilized. The most important lesson is that all process moves at the speed of trust. This approach becomes a service stakeholder leadership framework which is supported by the backbone organization as opposed to an organizational leadership style which is supported by the issues. This needs to be intentional but allow the solutions to emerge. It is important to remember that you can change something without controlling it. Today we are learning about the shared outcomes and sustainability of the organization.

The outcomes begin with the question, "What is the compelling challenge for Aspire?" From this the strategic themes will emerge that form the scope and focus of the teams. The four teams make up the strategic themes currently. It is important to make sure we understand where these teams come together and where the issues come together and coalesce. From these themes the projects emerge and new projects continue to develop. The shared metrics are defined as this process continues, not immediately. The shared outcomes are the final step in this process.

The goal tree details the following:

- What is the vision?
- What are the goals?
- What is our work?
- What are the metrics?
- What difference do we make?

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The grand challenge of Aspire is to make Johnson County a best in class place to live, work, and do business by fostering collaboration between the public, private and social sectors. The outputs are the stuff we make, for example the website for marketing. The outcomes are the difference our stuff makes, for example more tourism takes place in the county. Without outcomes there is no need for outputs.

The teams look at some guiding questions to develop their own goal tree:

- What catalytic projects are the teams working on?
- What difference does the team's work make?
- What two or three short-term outcomes does the team believe will be realized as a result of the work?
- What two or three long-term outcomes does the team believe will be realized as a result of the work?
- What two or three outcomes does the team believe the overall Aspire Johnson County initiative will create?

The teams divided up and looked at these questions and came up with a list of their projects that have been started and what they would like to pursue.

Corridors: The team divided into sub-groups based on each of the major corridors and their projects include: mapping these areas, coming up with what the best practices are for the corridors, what they want to see completed in these areas, and how the municipalities work together within this plan. They began with the S.R. 135 corridor and want to establish a strategy to get a uniform report for all the corridors. They want to work with signage around Johnson County and make the county more welcoming. They need to get stakeholders together to discuss these ideas and get buy-in for the best practices and ideas. They want to get buy-in from the officials to help establish transportation and make it as uniform as possible and generate growth for economic development, improve quality of life, and create positive experiences for both residents and visitors.

Talent: Their projects include the Endress+Hauser event, C9 grant, and the employer database. They want to link employers to talent in Johnson County and create awareness of talent in Johnson County. Long-term they want to reduce the skills gap in the county and have a liaison in place to be the hub for talent attraction in the county.

Quality of Life: The focus of the group needs to expand beyond just trails and consider the needs of all of county. They want to reconvene the team and define quality of life for the county. Define what it means for each person, and categorize the asset list from a quality of life perspective, i.e., what is important and what groups of people fit into the list, what they need and what is lacking. There is a need to disseminate the information to local residents and educate them on what is available. Larry Heydon mentioned that this research will be exactly what the council is seeking in their efforts. Having the elected officials as a part of this would be beneficial to the effort as well.

Branding: They began with the idea of tourism, but now realize they need to add a community educational component. They understand the importance of marketing and the need to get the process defined through a marketing plan. They want to retool the Journey Johnson County website. The team also wants to engage the youth through the schools. They want to assist residents from a retention

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standpoint. Outcomes are to educate the community on tourism, quality of life, report the metrics and see what is looked at and what is lacking, and increase awareness within and outside the county. Long term goals are to increase the number of businesses and keep existing businesses, and increase the clarity of the Johnson county brand. They want to help with the goal of attracting and retaining the talent and the financial base of Johnson County. They also want to increase county leadership.

The teams will take these goals and outcomes back and continue the process that has begun. The leadership team will meet in a retreat in two weeks and go over these items listed today, put them in a goal tree and begin to define the process.

Meeting adjourned to allow networking among the teams.

Next meeting: Thursday, May 15, 8:30 – 11:00.

Aspire Johnson County – Group Meeting
JC REMC
May 15, 2014

Attendance: Jeff Owen, Tandy Shuck, Gail Richards, Jody Veldkamp, John Rondot, Brandyn Ferguson, Jay Goad, Linda Gibson, Christian Maslowski, Jim Stockman, Betsy Schmidt, Beverly Martin, Lisa Fears, Courtney Zaugg, Larry Heydon, Joe Moore, Becky Allen, Karen Luehmann, Kevin McGinnis, Mike Crumbo, Cheryl Dobbs, Jane Weisenbach, Pat Enochs, Tina Gross, Bea Northcott, Cindy Cook, Rick Wilson, Brent Tilson, Joe Park, John Martin, Steve Spencer, Peggy Rutledge, Steve Powell, Cheryl Morphew, Lee Lewellen

Larry Heydon welcomed the group and did a round robin.

Lee reminded folks we are nearly a year old, then provided an overview of the Aspire Steering Committee meeting.

Retreat Overview: If we take all of these pieces what does it look like as a whole? The teams have been working on the puzzle pieces, but we haven't yet figured out what the picture of the puzzle looks like.

The steering committee reviewed the demographics and statistics that were first presented on June 18th. We then worked towards a theme: *Making JC the destination to live, work, and play*. This seemed to work because it is measurable and we will know when we get there.

JC has a high level of college degrees, but we don't leverage it as we could--relative to per capita income. In addition, the idea of adding "destination" made it more relevant to some of our teams, quality of life and talent attraction.

Larry Heydon: As we start from this idea, we realize we have a good base to work from. We are not talking about taking anything away, but rather maximizing the assets we have to promote and create synergy.

Lee: One of the things we talked about was the idea there may be two Johnson Counties. When we discuss Quality of Life, it is very subjective. There is some element of the county that says, "keep out, because we like things the way they are. Don't change anything". May have to accept the fact that we have folks who want things to stay the way they are. We need to be cognizant of that and make sure we don't impact these things. "Looking to make JC a great place to be and welcome change to get us there".

We also talked about how some of this affects our teams and their respective projects.

Quality of Life: We will now call it Quality of Life Assets. This fits nicely with the other teams. Really about "enhancing what we already have". It is about trails, schools, etc., but is more for an internal audience--folks already here. This also helps support the Talent Team. When we talk about Branding, it is more about the outside audience. Recognize that we will have two messages when we talk about Quality of Life Assets.

In a review of the Goal Tree, there was a shadow box for the Collaboration Team--which may need to be revisited.

Also talked about what kind of group is Aspire from an organizational standpoint. What role should Aspire JC take during the Innkeeper's Tax discussion. Should it, can it lobby at some level? We think probably not, but we are still discussing the question.

Jody Veldkamp: Thought the steering committee meeting was very helpful. Needed to look at things from a high level about where we should be going. He thought we have accomplished a lot in a short year and we are doing fine. Had a better idea of where his team should be going.

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Brent Tilson: While Steering Committee came out with the new motto of *Destination*, would like to put it out to the group to see if this sounds good or feels right to the group? Does it make sense to build our strategies around this? We struggled with how to define "best"?

Courtney Zaugg: What about adding the term--Learn? Live, Play, Work & Learn. Wanted to know if we discussed that and the answer was yes.

Jeff Owen: Grabbed onto the fact that pieces of this are data driven and can be captured and measured. For Branding, can chart the number of destination dollars coming into JC today, then measure once other promotional strategies are in place.

John Rondot: Key word in the statement is "place". Believes this is key.

Christian Maslowski: Is destination a little too indelible? Should there be an adjective?

Jay Goad: Believes it is fine for the vision, but as we begin to drill down, more descriptors will be defined in the strategy. Jody agreed that these things will be defined as part of the strategies for our teams.

Lee: What are those one or two things that can significantly change the perception and people then recognize things are different. People say, "I've never thought of JC like that before?"

Lisa Fears: Thinks "destination" is the exciting word. What we are trying to accomplish is to position JC as a destination, even if corridors need to be traversed or things are improving from a quality of life. We are being intentional to create the awareness to self-select JC as a destination.

Bev Martin: The collaborative part of this adventure is what sets this apart. While there are things on paper that shows progress, it's the collaboration among stakeholders, etc. that are making it happen.

Lee: We need to spend the next hour in your teams to work on your team's Goal Tree. Revisit the strategic focus areas. Are they still the right ones? Think about how the work you are doing fits in with the other task groups. We also need to explore the metrics. What will you measure? How will you know when you get there? What change will you see?

Larry Heydon: Internal education going on when we meet--currently its process. As we go along, maybe we can shift to having the municipalities present their comp plans. Similar to what JCDC did recently at a board meeting when the Planning Directors presented their current construction projects. Thoughts? Folks agreed.

Want to allow an open session to talk about current successes: For example, this week at JMH, accepted 10 college students for interns this summer. Want to close the meeting with this session.

Teams reported on the updates to their respective goal trees.

Updates:

Talent Team: Brandyn Ferguson gave a status update on the upcoming Career+Education Forum. To-date, have 7 schools confirmed for the June 26th event. The time is 5:00 – 8:30 p.m. Each school corporation's goal is to secure 25 middle school students and their parents, and STEM educators. We have 4 advanced manufacturers--in addition to E+H--committed to the event. Goal is to change perception of advanced manufacturing. Show that it is clean, professional, no smoke stacks. We hope this will fuel opportunity for other industries to replicate, like healthcare. Format will be a Market booth environment to help educate both parents and students. Ivy Tech and Purdue are participating. He has not heard back from Edinburgh Middle School, Southport Middle School, Beech

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JC REMC
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Grove Middle School, and Perry Meridian Middle School have not heard back from. Confirm with Brandyn that these are the right schools he mentioned.

Infrastructure Team: Steve Spencer met with the Greenwood Airport Manager. The airport is one of the most underdeveloped assets we have. The Board of Aviation Commissioners has asked him to write a business plan. Hangar rentals and jet fuel are the only two revenue sources. Name needs to change. One of only two airports in state that are self-sufficient--meaning no funds from city. There are other things that need to change and could be done financially through RDC. State police will move their aircraft from Indpls to Greenwood. Opportunity to share info about our community and events at the airport. Steve is meeting with Mayor Myers tomorrow to get his input. Need to get his support. He'll let us know once he has his meeting.

Other successes:

Gail Richards got approval from Lilly Endowment to fund an Intern for Aspire. Lindsey Morgan will start next week and work Tuesday – Thursday at JCDC through the end of August. Gail will still have money in the Fall for a part-time Intern--perhaps from Franklin College. Gail also reminded everyone the JCCF has agreed to a \$15,000 matching grant for Aspire JC.

Larry Heydon: JMH Foundation has committed \$10,000 to Aspire. In addition, the Pay It Forward Golf Outing will donate \$20,000 of their proceeds to Aspire in September.

Bea Northcott: She is now the Director of Franklin Education Foundation. This Saturday, 4 teams from Custer Baker Robotics Club will be competing in Columbus. Elementary: Destination Imagination (STEM, Fine Arts, and Service Learning) one of the Creekside 3-4 graders won a regional competition, qualified at State, now going to Global/International level. High School, first school in state to participate in Microsoft's TEAL program. The school Principals would love to hear from you and get a visit to see what is happening.

Karen Leuhman: 1994, UWJC identified #1 unmet need--transportation. Similar process as Aspire--65 people got together to address this issue collaboratively. As a result, Access JC was born. Now operating for 19 years.

Jim Stockman: Greater Greenwood Arts Council put up new sculptures along Smith Valley Rd. A great community connector. Constantly get messages from folks who say they love the artwork along the trail.

Meeting adjourned to allow networking among the teams.

Next meeting: Thursday, July 17, 8:30 – 11:00.

Aspire Johnson County
Franklin College
July 17, 2014

Attendance: Dana Monson, Cheryl Morphew, Lee Lewellen, Jane Blessing, Nicole Otte, Barb Miller, Denise Barkdull, Sally Eisbrenner, Janice Bullman, Brittany Benson, Angie Longtin, Karen Wilkerson, Brooke Worland, Katy Cavaleri, John Rondot, Mike Crumbo, Lisa Fears, Nancy Plake, Betsy Schmidt, Forrest Mellot, Jody Veldkamp, Erin Smith, Julie Ashmore, Gail Richards, Matt Fuller, Cindy Cook, Beverly Martin, Linda Gibson, Bea Northcott, Brandi Weddle, Brent Tilson, Larry Heydon, Loren Snyder, Pat Sherman.

Larry Heydon welcomed everyone to the meeting and went over the agenda for the day. He then introduced Lee Lewellen.

Lee gave a brief review of the past work of Aspire and detailed the discussion the steering committee has been having regarding the structure of Aspire. The steering committee has been working with the concept of Aspire as a community collaborator for ideas and plans for the teams and county based on the needs of the county. The focus has been the best way to nurture the discussions and ideas of the teams. They want to see Aspire as a resource for the county for expertise and volunteers wanting to work in Johnson County. He also reviewed the work Jack Hess has done with Aspire and reminded everyone that there is no one in the state or even the country doing what we are doing. This is both good and bad as there is no other group to look to or compare work with. He reminded everyone that the projects should be multi-jurisdictional and assist the majority of the county. If there is another group that is more appropriate to the issue and should be handling the issue that group should be brought in to deal with that. The change in large group structure has also come from the steering committee. The groups are going to have some time to work during the large group meeting time.

Lee then detailed the work Lisa Fears will be doing with each group. She will be assisting and facilitating with each team in their work and helping to grow the projects. Brent Tilson then spoke to the group and gave his view of the structure that the steering committee has been working on. There have been projects that have come to them and the steering committee is working on a way to vet these projects and how we can determine what an appropriate response to the work of each project should be.

Larry then had everyone participate in a round robin to welcome new members.

Lisa Fears then went over the Aspire statement she has prepared that gives a mission statement, what we are and what we believe statements. These statements will hopefully help to define the work and focus the work for the teams. It can also be used to explain to others what the goal and work of Aspire is. This will also help the teams to connect the dots and connect the work of each team and make sure it all relates back to the whole. The mission is to develop and foster opportunities to position Johnson County more competitively in the marketplace. We believe that attracting new jobs and capital investment is critical to position Johnson County as a destination. We are a 100 + member group of business, education, government, non-profit, and community volunteers brought together by the Johnson County Development Corporation with additional financial support from Johnson County Community Foundation. We partner and support with many other groups and volunteers, we train the volunteers, we facilitate leadership by working with the groups and municipalities and we have a multitude of expertise available for the county.

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Erin Smith then introduced the group to the Pay It Forward Foundation and gave a description of her role with that organization. This group wants to support the work of Aspire and wants to give a large donation to the work of Aspire. They will be having a golf tournament in September to raise the funds for the donation. She introduced the Title Sponsors including Hilliard and Lyons, Home Bank, Pepsi, and other sponsors including Johnson Memorial Hospital Foundation, Tilson Hr, Center Grove Magazine, and Sherman and Armbruster. Erin is also part of the Community Foundation and announced the Foundation has set up a \$15,000 matching grant for this donation. Her focus is to make the entire county aware of Aspire and the work going on and the opportunity to assist the work with donations through the golf tournament and the matching grant. First Merchants Foundation has been the first group to make a donation for this match. Cheryl also noted that Gail has spoken with the various municipalities that have foundations and Bargersville has committed \$250.00 to the Aspire teams. There is an active fundraising effort by others as well as Gail and Erin and we appreciate the work these others are doing. There is no time limit on the match so it can continue as long as necessary. Gail also noted that Lindsey has been provided by the Lilly Foundation grant for interns. The board of directors of the Foundation has been very supportive of Aspire and she is very grateful for that. Larry stated that budgets and information on the finances of Aspire are being compiled and will be available for viewing by others.

The teams then broke up for their working time.

30/30 reports

Quality of Life: Brittany Benson reported that the team is refining the survey to be sent out first to the team then to the large group and finally to the community. We need to refine the questions more and further refine the subcategories of the indicators. We also need to identify our role as an Aspire team and what our work to meet the end goal really is. We are discussing a lot of what the other teams are also discussing. We feel we can become a good connector of the other teams and organizations that can meet the needs identified through the gap analysis. Lisa stated this survey will be one tool for the information and there will be other ways used as well. Karen Wilkerson announced that the Greater Greenwood Arts Council is partnering with the ISO to bring their 317 series to Johnson County. There will be an information meeting on Aug 11 about this and information about this will be sent to the Aspire members.

Infrastructure: Jody Veldkamp reported they are revamping their work again and identifying their focus. They want to identify subject matter experts relating to infrastructure to be a resource to the various entities that can use their information to improve the infrastructure within Johnson County. One of the assets identified is the Greenwood Municipal Airport that many are not even aware of. Three members are working with the airport board to help them market and brand this asset. There is also work with S R 44 becoming a city road of Franklin's that they can assist with. They also want to become aware of projects being planned for the future and determine how they can assist with those. They want to participate and help, not dictate the work of the municipalities. They are also interested in learning more about the Worthsville road project.

Talent: Bev Martin shared with the large group a stakeholder map they have revised concerning the work of Aspire. This map helps identify providers and organizations that assist with the work of improving the quality of talent in Johnson County. The intern will be working with Mike Hefner on the

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database that can be used by JCDC and others for education and resources in Johnson County. They are still identifying the assets for education located in Johnson County. They are continuing with the goal of increasing education and talent in Johnson County. Nicole Otte gave a recap of the Endress+Hauser education and career forum held in June. About 300 middle school students and their parents attended this event. They met with 7 other companies and learned about the careers available in manufacturing and what education is needed for these careers. A very positive message was given by Dr. Edds and a representative from the state that manufacturing is a very honorable profession and very viable for them. They now want to expand this to other sectors such as health care next year as well as repeat a manufacturing forum again next year. C-9 has received a state grant to help bring education and business partners together and continue the talent team work. Brent noted that this is a great opportunity to bring Johnson County into the mix when this talent is considering where to live. They could work with regional groups that bring in talent from out of state or region and help encourage them to consider Johnson County as a place to live.

Branding: Denise Barkdull said the team has refocused and is working on branding the county, tourism and branding Aspire. There is a subcommittee that is continuing the work of creating the non-profit tourism board and the goal is for this board to take over the Journey Johnson County website as part of the tourism. The website is continuing to be revised for now as well. They are also working on the focus of internal communication with residents as well as external communication with potential visitors, employers, and potential residents.

Lee reminded the group of his original message concerning the high cost of failure. When you look at where innovation and entrepreneurs flourish you see the ability to fail without the stigma of being branded a failure. Indiana traditionally only gives you one chance and if you don't succeed the first time, you are branded and not given a second chance. When the cost of failure is lowered and is not considered a fatal flaw but only a method of learning how to accomplish the work, innovation grows. The branding team is a great example of this. Their original attempt with the innkeepers' tax failed and they went back and tried to find another way to the end goal, not give up. This is a valuable part of the process of Aspire and we need to embrace this. It is important for Aspire to keep the culture of acceptance if a failure occurs and not becoming hyper critical of these failures. These failures ultimately drive the success of the projects.

Before adjourning, Cheryl stated Nancy Plake had asked if we could move the date of the August meeting because it conflicts with United Way's Day of Caring. Cheryl asked for a show of hands how many folks had the same schedule conflict. Six hands were raised. The opinion from the majority of the group was to maintain the set meeting schedule understanding there will be schedule conflicts.

Next Meeting: Thursday, August 21, 8:30 – 11:00.

Aspire Johnson County
Beeson Hall, Franklin
August 21, 2014

Attendance: Dana Monson, Barb Miller, Christian Maslowski, Erin Smith, Lindsey Morgan, Nicole Otte, Joe Moore, Patrick Spray, Tina Gross, Tandy Shuck, Bev Martin, Janice Bullman, Katy Cavaleri, Linda Gibson, Cheryl Dobbs, Bea Northcott, Mike Heffner, Brent Tilson, Garrett Pennington, Jay Goad, John Rondot, Jody Veldkamp, Cindy Lorentson Cook, Pat Enochs, Larry Heydon, Betsy Schmidt, Jane Weisenbach, Lisa Fears, Lee Lewellyn

Larry Heydon welcomed everyone and noted that it has been over a year now since Aspire was started and lots of great work has been accomplished already and even more will come. He still wants to encourage more involvement by public officials and encourages their involvement. He explained that Anita Knowles has been very involved and supportive but has to step back for a short time due to a family health issue. She continues to be very supportive of the program. A round robin was then held and written role obtained.

Lisa Fears then began the discussion of the updated goal tree. She informed the group that after a careful tabulation of all the teams and sub-teams, there are 132 people involved in Aspire. This does include public officials, private businesses, and community volunteers. All these groups are focused on one overarching goal: to make Johnson County THE destination to live, work, and play. Lee Lewellyn began the process last year by breaking the large goal into four focus areas which the teams were then created around. She explained how these teams have worked independently but the work ultimately relates and ties back together. Lee then reviewed the original goal tree that was created through the meetings with Jack Hess. Lisa then showed the updated goal tree that she has completed after meeting with each team. She has put this in a slightly different format that can be easily used and updated by the teams to keep everyone abreast of the work as it is completed. As part of this plan, names have been added so that everyone will know who is working and who the contact person for that project is. Lisa then reviewed each goal, the contact, and showed how this relates to the large Aspire goal. The large group meetings allow time for each team to connect with others when there is work that crosses multiple teams. The teams will continue to work independently outside of the large group meeting time with collaboration as needed by other teams. Tina asked if a website will be part of the communication system between the teams. Lisa explained that there is a process in place for that as soon as the website can be brought online.

Lee then reviewed the funding for the Aspire group and reminded everyone that the funding began with JCDC and the Community Foundation then joined to contribute towards this endeavor. Larry then detailed the various sponsorship opportunities available and stated that JMH and Tilson HR are a few of the previous donors. He then asked Erin Smith to make an announcement concerning funding.

Erin gave details of the current fundraising strategies. There is going to be an event October 7 at Vino Villa which hopefully will fund the match for the community foundation money. This event will be an evening at the Villa with tickets selling for a suggested donation of \$50.00. This must be worded this way to comply with the requirements for the matching grant. MainSource Bank informed her this morning they will be the food sponsor for this so the entire ticket price can go towards the match. There are 100 tickets for sale for the event. Tickets can be purchased through her at any time and there will be information sent out explaining other sources to get the tickets. Erin then reminded everyone of the Pay It Forward golf tournament, the proceeds of which will also be donated to Aspire. Katy Cavaleri asked if the Vino Villa event would be a sit down type dinner. Erin explained it will be reception style.

Aspire Johnson County
Beeson Hall, Franklin
August 21, 2014

The teams then broke up for their working time for approximately 45 minutes.

After the teams came back together Lisa asked them what has occurred within their team planning that would be considered a remarkable statement. Bev said the next focus for the talent team is a healthcare forum event similar to the manufacturing event. Lisa asked how this ties into the large goal. Various thoughts were given including the idea that this assists to grow the talent in the county and that by having a strong health care sector our quality of life is improved. Bea Northcott said this improves working conditions for the sector and makes Johnson County a great place to work. Bev noted that this is a great story the branding team could begin telling to the entire county. There was also discussion on coordinating the talent and quality of life teams for the cataloging of county assets. The teams then spent time meeting with each other to discover other areas of coordination.

Lisa then brought everyone back together and discussed the organic nature of the groups. The relationships and networks each person has individually become the major resource for the entire group. This gathering of resources is a vital part of the Aspire movement.

Dana then gave an update on the work of the branding subcommittee for creating an Aspire logo and slogan for marketing purposes. The team has a slogan and logo to present to the Aspire steering team next Monday and if approved, will be sent to the entire Aspire group. She also announced that the new JCDC website will be launched next Thursday with a page devoted to Aspire. In addition, SpinWeb, the company that created the JCDC website, has offered at no charge to create an Aspire microsite that will be modeled on the JCDC site. This microsite is tentatively scheduled to be completed by the end of September. There are also minimal hosting fees that will be part of this site when it is launched. We are all very excited about the online presence this will give Aspire. Once all the website work is complete, the branding team will be able to work on a social media presence.

The meeting was adjourned.

Next Meeting: Thursday, September 18, 8:30 – 11:00.

Aspire Johnson County
Central Nine Career Center, Greenwood
September 18, 2014

David Edds, Director of Central Nine welcomed everyone. A written role call was taken and we welcomed our new attendees with a round robin introduction.

Cheryl Morphew explained that Lee Lewellen is at previously scheduled event today. She explained how JCDC works with our communities to assist them in creating development opportunities. JCDC is working with Whiteland on a Site Readiness Program, sponsored by Duke Energy, which will help develop property into a business park. The property is the former Maschmeyer Nursery on Whiteland Rd. The process utilizes a nationally recognized site selector firm, McCallum Sweeney, who provides a comprehensive analysis of the site. That analysis details the property's strengths and weaknesses and provides recommendations for what needs to be done to have a site-ready product. These recommendations are all similar to the focus areas of Aspire.

Jeff Owen commented that this was a great experience and one of the things that really stood out was their comment that land and incentives can be found everywhere, and often a decision is made based on the community; how well the company liked the community, the amenities, and quality of life. Janice Bullman also reiterated that they stressed the importance of quality of life in these decisions. Cheryl stated that they also showed how important the spouse of the leadership of the company can be and is often instrumental in the site choice. They are looking for a great place to live with good amenities, schools, housing etc. This shows how much of an impact Aspire is having and how important this work is.

Cheryl then presented the July financial report that was shared with the steering team last month. She showed the income through the end of July and how the structure for donations is set up. She also showed the expenses through the end of July. We are currently \$13,000 in the red. We do have a new sponsor that will show up in the August report. She then gave an overview of the results of the Pay It Forward golf outing and the \$15,000 that was donated to Aspire from this outing. There is also a Vino Villa event coming up. Erin Smith will give a presentation on that later in the day.

Cheryl then explained the current work Jeff Owen and the subcommittee is doing for the branding of Aspire. The tag line has been completed and there is work continuing on the logo. This is separate from the branding of the county that the Journey Johnson County website will do. Aspire is also going to have a joint ad with JCDC in the Greater Greenwood Chamber of Commerce directory.

Last month Lisa Fears presented the goal tree that she has been updating. This is a living document that is constantly changing as the work is continuing. She explained this came from the original goal tree Jack Hess provided. This new format details the same information but allows for changes to be reflected when tasks are completed. This will be our working document that will evolve as we grow.

There has been a quality of life survey completed and the Talent Team is considering an employer survey. Cheryl explained JCDC has a subscription to Survey Monkey and can send out any survey that is needed. While Dana and Cheryl are your "staff", we will not create the survey questions, but will create the survey in Survey Monkey once a team has drafted the survey questions. JCDC will send out the survey, collect the data, and compile a report to the respective team.

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September 18, 2014

Jay Goad commented that it would be helpful to learn what other communities are doing, as well as our competition, to keep us on our toes. Quality of life is ruling right now and is a high priority for everyone. Jeff Owen said there is work on his team going forward to create a centralized communication system so these stories can be collected, shared and marketed. Cheryl noted that there is a tab on the JCDC web site that is for Aspire and will be a hub for information for us. Tina Gross asked if the site readiness team gave any insight in how our quality of life is doing here. Cheryl explained that the recommendations were specifically for the site but they gave some overview of what they look for in a community and it is primarily a broad high level overview. John Rondot asked if we get any feedback when a prospect decides not to come here. Cheryl said sometimes we do but not always. She gave an example of Express Scripts which chose a northern county over Greenwood. Quality of life was the second top reason for their choice.

Lisa thanked Cheryl for the information and update. It was very timely information for the teams. She has worked with all four teams now. She explained how she created the new goal tree to be more visual, and at the same, the structure be similar to one another so that it can be carried over and understood by all teams. The vision is to make Johnson County the destination to live, work, and play. The mission is to develop and foster opportunities for economic growth in the county. This all leads to the goals of each team. She has now taken that one step further and created a page for each team detailing their goals and strategies to make this easier to follow and understand. Each person will receive a copy of all of these so that they can understand the work everyone is doing, reference this when needed, and follow. There will also be a contact person for each goal and strategy.

Joe Moore then gave a summary of the Quality of Life survey that was recently conducted with the Aspire group. He showed the breakdown of the respondent's ages and where they lived. Age 45-54 was the largest age range and Greenwood was the largest city in the results. Most respondents worked in Franklin while they mostly played in Greenwood. He then showed the top 12 responses for highly satisfied and highly dissatisfied. Respondents were most satisfied with Police and Fire, while they were least satisfied with local restaurants. Jody Veldkamp asked if we have a way to benchmark these and compare to the other counties. Since this is a first run at the survey it is the benchmark so far. There is another benchmark possible with the MIBOR survey they conduct every few years. Mike Hefner said it looks to him that they like to live here but do not like the wages and they feel it is hard to get to work. Mike Crumbo said it is very significant that the things that are high on the dissatisfied are the things the site selector said decisions were made on. Lisa said this will be expanded to a broader range of folks across the county and as this is collected they will continue to share with everyone.

Dana Monson gave a brief overview of the responses from the Pay It Forward questions. One question was asked of all players, "What do you like most about Johnson County?" The number one answer was "the people", followed by community spirit and small town feel. The people and the communities were the most favorable to the golfers who said they did not live in Johnson County. Jeff said the survey data is a gold mine for marketing and it will be a strong factor going forward. Cheryl said it is also significant that 26 golfers had nothing to say about Johnson County and shows there is no story for them. This is the part that must be changed.

The group then broke up into the teams for a short session.

The teams then gave a short update.

Aspire Johnson County
Central Nine Career Center, Greenwood
September 18, 2014

Talent: The team is looking to create focus meetings to determine what is needed from educators. They are working on a round table for health providers using the Endress+Hauser Manufacturing Career and Education Forum model.

Quality of Life Assets: The team is sending out the survey to service groups. Rotary will be the next group the survey is sent to. They are looking at others who can also help us poll folks like the library. Also looking at who needs to be at the table to have subject matter experts in each of our 8 focus areas.

Infrastructure: The team has found an opportunity to expand their work and gather the plans for infrastructure in the different municipalities. Looking at who is involved from the public and private sector.

Branding: The team will be focusing on destination marketing and not tourism. They will create and implement a not for profit destination marketing organization. The goal is to have the first board to launch January 2015. It will mirror the state regulations for members of this board. The Aspire logo is continuing to be developed. We have one designed but there is quite a bit of discussion on this so there will be a decision held on Monday with the steering committee. They need stories from each committee to market and tell their work.

Cheryl said for next month we will have a short report on what is going on in the region from a quality of life standpoint. She will also try to get Carol Rogers, Deputy Director of the Indiana Business Research Center on the schedule for demographic & benchmarking information. Jeff will give an update on branding Aspire. The consensus from the group today is that they would like to have more speakers and educational opportunities to learn about the various issues each team is working on.

Cheryl thanked Erin Smith for her work with Pay It Forward and the grant we received. Erin said she was grateful for the work of the entire committee. She understands our time is vital and important but now we need to put dollars behind our work. There is an event at Vino Villa on October 7. Tickets are \$50 each and will be matched by the JCCF matching grant. We need to buy tickets to the event and if all one hundred tickets are sold and four \$500 sponsorships secured, we will meet the \$15,000 match. The Pay It Forward money was committed before this match so we need to have this event to make the match.

The meeting was adjourned.

Next Meeting: Thursday, October 16, 8:30 – 10:00.

Respectfully submitted: Dana Monson

Aspire Johnson County
Endress+Hauser, Greenwood
October 16, 2014

Larry Heydon welcomed everyone and informed the group that the JCDC board voted unanimously to keep Aspire as a program of JCDC and keep the structure continuing with Cheryl and Dana. The current financials show that the expenses will be less than the donations so at this time it does not appear that JCDC will fund a default budget for Aspire. The board also voted to have one of the co-chairs of Aspire as the Chairman Emeritus of JCDC. This means that Larry will remain as co-chair until 2016 when Greg Taylor will take that position. The other co-chair will be at-large, meaning either a JCDC member or a non JCDC member. This will also be staggered terms so Brent Tilson will either go off in 2015 or 2017.

Brent Tilson then welcomed everyone and said these discussions are great and have been thoughtfully deliberated for quite some time. He stated this is a very exciting time to be part of Aspire. He then thanked Erin Smith for her work on the Vino Villa event which raised the \$15,000 needed for the JCCF match. What he felt was even more exciting was the new faces there and new dedication to Aspire. Cheryl said the funds have officially been transferred to the Aspire account at the Community Foundation. This was the largest grant they have ever given.

Jeff Owen then gave a short presentation on the branding project for Aspire. The goals of the project were to tell the stories of AJC, engage participants, and engage potential donors. He explained the difference between this project and the destination marketing that the branding team is doing. There needed to be a connection with a current established organization and this is why there is a similarity between JCDC and Aspire branding. There was also a need to keep costs to a minimum yet get this completed as soon as possible since there were current fundraising events going on that needed the logo. There is also an understanding that this branding will change periodically as the organization grows.

The marketing persona was explained which was "Tommy and Tammy Trailblazer". This was developed to capture the persona of the average current member. Among the main identifiers were people who were passionate about the community, type "A" personalities, were successful in their endeavors, have a strong network, open to new ideas, and have a positive reputation. This developed into a key word process to define Aspire. Some of these were grassroots, organic, movement, legacy, impact, invest, future. From this the slogan became Imagining, Inspiring, Impacting a great community. The fonts and colors are similar to JCDC. Next steps will be to develop the AspireJohnsonCounty.Org website, develop social media channels, collect and tell the Aspire stories, create a marketing plan, and secure funding for marketing efforts. Spinweb is creating a mirrored site for this which will sit on the JCDC site and will be managed through their administration page.

John Rondot asked if there are other Johnson Counties in the US. Jeff explained that there are but our slogan doesn't need to say Indiana because our audience is in Johnson County and we are not focused on the other counties. He then asked if there will be a logo. Jeff explained that there was much discussion on this and it will eventually happen but not at this time. It is about a \$5,000 process to complete.

Lee Lewelln then started the demographic discussion. He explained that he initially identified basic demographic information to start the process of gathering benchmarks for the county. However, data is only as good as the evaluation. It can often be interpreted in multiple ways and manipulated to say

what a person may want if they have a particular agenda. Carol Rogers is here to give some demographics about the county but she is not here to interpret this data. That is for us to do.

Carol Rogers, Deputy Director of the IBRC at Indiana University, gave a presentation entitled Let's pretend we are strangers to Johnson County. Carol is a current resident of Indianapolis. She said Johnson County was always referred to as South. What are we south of? Indianapolis.

She asked everyone to pretend that they are strangers to Johnson County. What is the first thing we do when we are researching a community? We google it. When you google Johnson County you find Johnson County government, a Wikipedia page, courts and clerk, and records. There is much about government but very little that is fun or interesting to visit. There is no one that edits the Wikipedia page but since it comes up so frequently Aspire should consider editing this page. When you click on the news results page you find out much about what police are doing, the fact that a Michigan left is being discussed by Greenwood, and that there is a diamond interchange going forward. Then she searched maps and searched nearby for hotels and Red Carpet Inns came up. She then searched for bike paths. There are very few bike paths here but a great amount can be found in Carmel. She compared traffic patterns and found that basically we are good except for 31 and 135. Next, she went to images. The images were about maps, a bit of history, the courthouse, and logos of the library and JCDC. This is what strangers see when they are looking at Johnson County.

Now we need to look at this from the view of someone who wants to relocate here either as a resident or as a business. A basic INDOT map was first shown. Then the Indiana statistical area for Indianapolis-Carmel-Anderson was looked at. Even though Johnson County is in this, Greenwood is not in the title in spite of its size. We should look into having this changed through our elected officials. While we are part of the biggest metro area in the state we are not named. Other statistics show we are growing and should continue to grow. We are 440th nationwide in population (2013) and 297 for growth rank for 2012 (most recent data). The projection is for us to be 204,409 by 2050. Hamilton is projected to be 547,758 by then. We have 8% of the population of the Indy metro area (9 counties). Hamilton has 18% even though they do not have I65 and we do. The basic stats show we are a family oriented county with an average of 3 people per household. Our unemployment rate is very low right now. The data also shows many people complete high school but our BA degrees are very low especially compared to other counties. This shows a need to aspire to more education after high school. Carol has created a dashboard for Johnson County and this can now be embedded into the JCDC website.

Carol also did some research on how many people live and work in Johnson County. She found 43.7 % do live and work here and 57 % live here but work outside the county. The largest number of these commuters are driving to Marion County, approximately 30,000. This does tell us that they want to live here, not necessarily live where they work. This is actually a positive for the county. Cheryl commented that many people do see this as a negative in that we do not have the jobs or the right type of jobs. This shows that it's how you interpret the data as to how it is viewed. Carol then noted that this also means we are importing income dollars and that is a good thing for the county. Our home value has appreciated much better than the state which is a positive thing. While some may view this as a negative by saying that we do not have affordable housing, this is actually showing that the homes and living here is valued. Median household income is also higher than the state average. The county has also seen solid job growth between 2008 and 2013, almost a 10% increase. This is better than the region and the state both. Likewise our manufacturing jobs have continued to increase better than the region and state. The health care industry is also growing here substantially. We are above the national goal in terms of health status but below the state in this rate. We are 14, the state is 16, and the nation

is 10. There is a site called indianaindicators.org that can show these indicators of health and compare different counties in the state.

The desire of most counties is to be sticky and keep not just the residents but their kids as they become adults as well. In order to do this a community needs to have social offerings, good aesthetics such as physical beauty and green spaces and openness including network-building opportunities and quality of life options. This networking opportunity includes Aspire which is a great opportunity for the residents. Carol did a search on our social offerings and found many golf courses, bowling, parks, health clubs and sports for kids. Openness is harder to find but two online that she found were Gateway services and the Johnson County library system. However, it is very hard to find one place to go online to find where to go for fun, food etc. Restaurants, entertainment etc. are not readily found.

The final question is what draws people to Johnson County and makes our community a desirable place to live. What draws people to stake their future here? Are communities with attached residents better off?

Bev Martin asked Carol if she would show more of the dashboard and explain what that is. Carol explains it is called a dashboard because it is visual. It compares our county to the region and to the state as well as the US. We can then have a better understanding of where our county fits in and what we excel in and where we are lacking. There are many statistics there including workforce, health, quality of life, population, housing etc. Brent noted that this was so helpful and shows why at the beginning of this project many folks said we are good enough. The data shows we are ok but not great. The younger generation is not sticking here and that is an issue we have to begin to address. Carol noted that Johnson County has a real opportunity to be the fun county for the region. Many want to think of Carmel this way but the reality they are also considered very snooty and elitist and will exclude people. Johnson County does not do this and this needs to be promoted to the region. There is energy here that is not seen outside the region. Cheryl said this type of data also gives the teams strategy points to follow. Jeff commented that the web page search is very telling in that we are only seen through the government, police issues, and press releases.

Lee thanked Endress+Hauser for hosting us today. He noted that the new format will be focused on information and education for the group and get out around 10:00 am.

Aspire Johnson County
November 20, 2014
Ivy Tech College Franklin

Larry Heydon welcomed everyone and thanked Tina Gross and Ivy Tech for hosting us today. He then introduced Lee Lewellen.

Lee gave a short review of our last meeting and the data points that were discussed. He then introduced Carol Rogers to showcase the Johnson County Dashboard and how the data works.

Carol opened by noting that this is to be a discussion and she wants to find out exactly what types of data we feel we need as we progress in our projects. She showed the dashboard which is located under the community tab on the Aspire Johnson County website.

The dashboard opens with a map of Johnson County detailing major locations and highways running through the county. The overview goes through population, growth, households, labor force, and unemployment rate. Lisa Fears asked if this is updated regularly. Carol explained that this is linked directly to the IUBRC and is continuously updated through them. Cheryl explained that this is data that is used frequently by site selectors, banks, and other commercial lenders. The more this is pulled and used the higher this will show on Google. The region, which is the metropolitan area, is also shown to give a better location perspective for visitors to the site. The same data is again shown for the entire region followed by a map of the state and the same information again statewide.

There are other sections on the dashboard which are accessed through the menu at the top of the dashboard. One example is a business dynamics section. These sections were chosen before the data was gathered so there is no skewing to only show positive aspects of Johnson County. Loren Snyder asked what a covered payroll employee is. It means that the employee is covered by unemployment insurance. The sections are set up with the graphs first then the tables. When you click on a more details section you get more graphs and an excel sheet.

Carol then gave a short overview of some of the other sections such as housing, which includes building permits and housing starts. Lisa asked if there is sense of where nationally the housing starts are highest. Carol said it is south and southwest United States. Forrest asked why there is a difference between the stats for housing starts and building permits. Housing starts actually have a shovel in the ground and construction going. Permits can be pulled but work not yet started. This could be delayed work. Another indicator that is looked at is the median home value. John Rondot asked where foreclosures fit into this graphic. Carol explained this shows the sales by realtors but data from sheriff's sales and foreclosures are not included. This would not necessarily skew the data.

Productivity and Income is another section. This data comes from Moody economy. One part of this is the non-farm proprietor's profits section. This is particularly good for entrepreneurship as these are often sole proprietors who are running startups. Lee asked if there is a way to include an explanation of why this information is here and what the value of that is. Carol said that is a great idea and she could see the value of this. Cheryl is making notes and will include this suggestion for the IUBRC.

Larry asked if the numbers of sole proprietors has changed in the last five years. Carol said it has declined since the recession for Johnson County. Forrest asked about the diversity of jobs in Johnson County. The data shows we are heavily manufacturing but there is a variety of these types of jobs. Lee

mentioned this has been a discussion for some time in the state but the reality is the state is heavily based in auto manufacturing and that it is still highly sought after as it is a bit easier to attract than some other types. Cheryl noted that we do have a diversity of manufacturing and thus fared better through the recession than some other counties did. We do look for a variety of sectors and do seek IT or back office companies but Carmel is still the desired location for these companies. Johnson County does not actively seek logistic companies but they come to us easily because of our location. This is also true for commercial and retail companies.

Lee noted this data also shows there is good number of residents with advanced degrees but they are generally working in another county and we are not leveraging and capitalizing on this.

Brandyn Ferguson gave an anecdote about an employee he hired last year who is living in Brownsburg. He has been resistant to moving to Johnson County but when the new website came out Brandyn forwarded the link to this person. He is now intrigued and is considering relocating because of finding out this information about the county.

Another area of interest is senior living. Linda Gibson said there has been an increase in requests for information about senior living and their rating. This is an area that is becoming a higher priority for many residents as the population ages. This is also an area that the quality of life team and talent team could be working on.

Carol then gave a short overview of Stats.Indiana and how to use this tool. This is the best tool to use to compare our county to other counties both in the state and nationally. This tool shows us that we are actually well positioned in the state. We do a poor job celebrating and promoting this information however. Brent noted that this is the data that we can use to help us benchmark and know what we need to move and perhaps create our projects around these objectives. Bev noted that when we talk regionally we should be including Bartholomew County in this as we do compete and work with them, we have residents that work there and we have a regional focus with them.

Lisa Fears then gave a short quality of life gap analysis update. This team has spent the last two months looking at the makeup of the Aspire group and what resources they bring in relation to the 8 key indicators that were part of their survey. Each person was then placed in one or more of these categories based on their expertise. Education is highly represented. The finance area and economy was also highly represented. Housing was extremely low. There is very little representation in expertise for this. Healthcare was also low. Elder care is non-existent. The built environment was fair. Natural environment was initially well represented but many have dropped off and need to be re-engaged. Safety was not represented but yet it is highly ranked as good in our survey. Social activity is also under represented. Different members of this team are going to reach out through their networks to bring in the resources and expertise that is lacking for their team but also for the large group. Lisa thanked Jane Weisenbach for putting this initial list together. Bev noted that faith based organizations and military are also underrepresented. Larry announced that JMH has acquired 36 nursing home licenses and is working on improving their services for seniors and can help provide resources for this area.

Dana then gave a short update on the Community Conversations work. There has been a committee formed to plan these events. The conversations will be a series of 4, one for each focus area. The communications plan will be created and partnered with the full communications plan for Aspire. Lee noted that the reason we received this grant was because the Indiana Humanities want to use Aspire as a model for other counties.

Cheryl stated that the December meeting will be a celebration of the work that has gone on and recognizing the folks involved. In addition, plans will be discussed for next year and how our progress will continue. Lee said this is a great time to invite folks back who have stepped back from Aspire.

Larry then asked each of the four teams to give a quick update on their progress.

Infrastructure: Jody said I-69 has become a target for them. They are gathering resources on this and how this will affect Johnson County and what will be needed to ensure that it will be in Johnson County. He noted that there are three options for the final leg of this, two of which will affect Johnson County and one which will not.

Talent: Bev and Tina gave the talent update. Bev noted that they had great success with the manufacturing forum and the team is now working on a health form. The Indiana college coalition is also now part of their team. This is really a focus on higher ed., not just a four year college degree. The team will receive a grant from this coalition to continue their work on talent attraction and assisting guidance counselors in their work. Cheryl noted there will be a road sign placed saying we are a college success coalition county. Tina noted that the goal is to take Indiana from 35th in college success and improve higher education attainment by 65% in 2025.

Quality of Life: Brittany then said quality of life has established a consistent meeting time of the first Wednesday of each month. She noted that we would like to send the survey out to other service groups and if anyone has connections to service groups we would like to bring this to them.

Branding: Jeff is not present but Cindy is here for branding. She said branding has been working in subsections as opposed to a full team. They have worked on the creation of the website which is up and running. Matt Cree is working on by-laws for a destination marketing plan and now is looking at the operational plan for a bureau. The entire team will be meeting soon to regroup on the projects. Monday Dec 1 will be the next meeting for them. Loren asked for an update on the Johnson County CVB. We are working directly with the council and the goal is to have a public/private partnership in the creation of the destination marketing. This is a true partnership with them.

Larry then announced that JCDC will continue to support Aspire and continue to financially support the work. The budget is being created and once it is voted on the amount will be announced. Brent commented that there is a growing excitement and motivation with the group. He is pleased to see that.

Meeting adjourned.

Respectfully Submitted,

Dana Monson

Aspire Johnson County
Beeson Hall, Franklin
December 18, 2014

Brent welcomed everyone to our year end celebration and gave an overview of the morning. This is a year-end review of the accomplishments of Aspire and a chance to dream for 2015.

Lee Lewellen then introduced our morning speaker, John Sampson, and gave a short bio of the work that John has done with a multi county collaboration in Northern Indiana.

John was a member of the naval academy and this gave him a strong background for his career. His work has been primarily in Northern Indiana around Ft. Wayne. He worked with Lee on several projects over the years and gave him a strong understanding of collaboration in the region. He was very pleased to be invited here to Aspire by Cheryl. There are 92 counties in Indiana and 91 are not getting together to celebrate what they are doing as a county today. This is an amazing fact that should be celebrated.

He began by looking at the goals of Aspire including, fostering collaboration, bringing in diverse business, attracting and retaining talent, promoting the county, and developing new economic opportunities. There are difficult days ahead for everyone and the collaboration that is developed will bring the county through any of those days. The talent and workforce in the area are crucial to Indiana and the county. Without it, there are no new business opportunities.

He then showed the metrics that the Ft. Wayne team he is working with used in their collaboration relating to workforce development. The annual per capita personal income against the national average was a strong indicator of growth and stability in the northeastern region. This has been steadily going down since 1995. It was considered a stealth decline and no one was doing anything about it in a serious manner. The northeast Indiana regional partnership was formed as a way to counter this growing issue. There are 10 counties in the partnership.

They began with the concept that if they could attract enough new businesses they could reduce this decline. The reality was they were continuing to decline and losing jobs, particularly in the automotive sector. Low skill, high wage jobs were going away and a new skill set and job classification was growing. The workforce was not changing in the same manner however. Globalization changed the way businesses work and run. They can now go anywhere there is a strong workforce because of technology and the workforce can live wherever they wish for the same reason. Companies don't care about political borders or the name of the community; they care about the workforce, and the supply chain.

Ray Gonzales asked what brought the decline in the first place. John feels it was from the recession, changes in the automotive sector and the improvements in technology which the region was not keeping up with. Steve Spencer asked if there was any movement with collaboration in the schools to counter the skills needed and a push for more specific skill training as opposed to only a 4 year college degree. John said this was a large part of the discussion.

The partnership brought in site selectors to give them a new perspective on Ft. Wayne and the region. They made a strong effort to change the opinion of the businesses and the site consultants in the area and change the negativity around the name of Ft. Wayne. They met with resistance and were told their products were not relevant to the new workplace. They didn't have infrastructure, no control of sites,

no shovel ready sites etc. Basically there was no investment in bettering the region and no effort to better the communities individually. This became the catalyst to change the region.

They asked for 20 million from the Lilly endowment for a talent retention program and finally succeeded in receiving this. This became vision 2020 and the start of product development. There was some pushback from a few in the region that this was mission creep. This was due to a lack of understanding of the reason behind the work to improve the workforce. The collaboration piece became the next focus for the partnership. They began to educate the various municipalities that they must work together and focus on mutual cooperation to succeed in the work of attracting business.

The long sustainability of the work is also paramount. The collaboration will be the glue that keeps everything running. John showed a short clip from Ted Talks, Simon Sinek, on the importance of collaboration. The why of what we do is the most important part, not the how or even the what. The partnership asked why their board invests in the partnership and the work. The words were intriguing, including prosperity, future, trust, people, betterment, change, joy/happiness, passion and success.

This can all transfer to the work Aspire is doing in Johnson County. The focus on the why of what we are doing is the basis of the work. Ray asked how Aspire gets others to understand why the collaboration of Aspire is so important. John said surround them with others who get this. Spread the message in a strong positive way. The model of a few people in a room making the decisions for everyone no longer works. The model of leadership today that works is collaboration, surrounding them with others who work together and understand the why. Collaboration is an unnatural act by non-consenting adults, one quote he shared. Understanding, trust, transparency, and mutual interest are the pieces that make collaboration work. Steve Powell commented that we don't collaborate because it is nice to do so; we collaborate because it is effective. John said an important concept for the northeast region is that what is good for one part is good for all. A strong catalyst for the growth in the region has been the understanding that we are all in this together. John showed the various regional councils and boards that have been developed as part of the process of collaboration in the region.

The mission of vision 2020 is attracting and developing talent in the region. They include quality of life, infrastructure, entrepreneurship, and business culture as the pillars of this. These are all looked at regionally, not just Ft. Wayne. They developed the concept that Ft. Wayne is a regional asset and a regional focus. They then adopted downtown revitalization of Ft. Wayne as a focus of the entire region. They look at education as a cradle to career focus and projects are developed around that. They are creating an alignment of education and a focus on the importance of every aspect of education and continuity of education.

John asked who is not here that we would like to have here. We need to start thinking about that and how to bring them in. We need to understand that the work done through Aspire is important and will move the county forward. The collaboration matters. We need to understand our why of our work and our passion. Our work is about changing the lives of our residents. We won't create the jobs, but we will create the culture and the community. We need to appreciate the work of Aspire and the passion we have.

Steve Powell commented that the region may be focused on Ft. Wayne but do other smaller cities and town also get attention. John said absolutely. Each area brings something unique to the region and these are not ignored or slighted but are recognized and supported. Ron West asked about

transparency in this. Do they show how much goes to Ft. Wayne and how much goes to the smaller areas? John said they do work to show this by showing the growth of each area and the region. The metrics are looked at regionally and the data shows that the communities are benefiting from the growth. Like it or not, when we are looked at globally we are considered part of Indianapolis. That is part of our identity. Loren Snyder asked about the resistance to the concept. John said he met with them one person at a time. Trust was developed and transparency was promoted. The why was promoted even though not everyone understood. He focused on the people in the room who got the why and were committed and built and grew that. This reduced the resistance. Accountability was also a focus. John ended by commending the participants of Aspire and the work that is going on in the county.

Team Updates:

Loren Snyder introduced the first team and the co-chair of the team.

Talent: Bev Martin.

The projects the team has accomplished in 2014 were the following:

- Adoption of annual industry specific employee roundtables. 2014 was advanced manufacturing and 2015 will be healthcare.
- Indiana college success coalition
- Asset collection of unique education entities and programs
- Collection and research of area employer needs
- Production of stakeholder map of Johnson County.

Bev said Tina Gross should get the scribe award for keeping everything on task and on time. Brandyn Ferguson gets the running with the bull's awards for risk taking. Dave Clendening and superintendents received the "few good men" award for giving us the truth even when we can't handle the truth. Nicole Otte received the first responder for always being the first to respond.

Brandyn Ferguson introduced the next team and co-chair.

Branding: Cindy Cook and Katy Cavaleri

The team has been very active for the past year with reinforcing what we knew about Johnson County as a great place to live work and play. Collaboration and communication are critical to the process and became the path to tell the story of Johnson County and of Aspire. The team worked on creating a document of information for destination marketing and began the process for this entity by working on bylaws and reserving the name Journey Johnson County. The team is continuing to engage local businesses in this effort and working with county council on funding mechanisms.

Aspire Johnson County marketing efforts are underway with the new website.

Katy gave an overview of the process used to create the website including, identifying the target market, creating the marketing persona of trailblazers, and identifying those members of the community. Through this process a logo and slogan were also developed. The team also collected our stories and created a social media plan.

Loren Snyder then gave an opportunity for everyone to become involved. There is a need for a replacement for county council in the New Whiteland and Whiteland, Franklin area. He will provide information to anyone who is interested.

Loren then introduced the third team and co-chair.

Quality of life: Brittany Benson

The team defined collected quality of life assets, performed a gap analysis of what sectors are not part of aspire based on the indicators explored, fostered collaboration around connected trails in the county, and explored the potential of creating a youth sports complex. She then gave the Quality of Life Holiday Top Ten List.

Brandyn Ferguson introduced the infrastructure team and chair.

Infrastructure: Jody Veldkamp

The team collected and reviewed 10 comp plans around the county. They then did a review of corridor plans for major roads, zoning plans for all communities and county, created extensive inventory of i-69 resources, and created an infrastructure map. The “we need it, I got it” award was given to John Rondot for gathering whatever he thought we need. The “I can’t believe I’m involved in this” award goes to all the members.

Lee gave a closing message congratulated the members on the accomplished that have been made this year.

Cheryl thanked everyone and reminded everyone we can make a difference. We will be at a point someday to consider bringing in regional partners as part of Aspire. It is amazing to see all the work that has been done and the goals for 2015. Cheryl then thanked many of those involved in the work this past year.

- JCDC board
- Community Foundation and Board
- Erin Smith and her leadership skills in fundraising
- Pay It Forward Foundation
- Larry Heydon and the JMH Foundation
- Brent Tilson and Tilson Hr
- First Merchants
- Mainsource Bank
- Horizon Bank
- City of Franklin
- City of Greenwood
- Town of Bargersville
- J Owen Media
- Express Employment
- Pile Wealth Management
- Vino Villa
- Lisa Fears for facilitating the teams
- Lee Lewellen for facilitating the large groups and starting us on this path
- Brent Tilson and Larry Heydon as co-chairs.

Larry then thanked Cheryl for her work with Aspire and her leadership, Pat Sherman, Jeff Owen, Greg Taylor and Jim Bogemann from the JCDC executive committee who stepped up to support this cause, and Brent for his partnership in Aspire.

Brent was very moved by the idea of the why that John spoke about. That is a very encouraging thought and what we can reflect on for next year.

The meeting was adjourned.

Respectfully submitted,

Dana Monson