

Why Choose Brown County ?

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WORK IN BROWN COUNTY

Embrace clean, green, light industry when you choose to work in Brown County.

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LIVE IN BROWN COUNTY

Get away from the hubbub of life when you choose to visit Brown County.

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PLAY IN BROWN COUNTY

Upgrade your quality of life when you choose to live in Brown County.

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HCI Site Visit Agenda

April 12, 9:00 a.m. to 10:30 a.m.

Welcome from Host Community	5 minutes
Introduction of All Attendees	5 minutes
Brief Overview by State Team Members of the HCI Program	5 minutes
Presentation from the Host Community	30 minutes
Questions by the State Team of the Host Community	20 minutes
Questions by the Host Community for Response by the State Team	20 minutes
Wrap Up and Next Steps	5 minutes

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1 MINUTE

Welcome

To the HIC Review team - Welcome to our beautiful community. We are excited to host you today on our journey to becoming an HCI selected team!

To our BC HCI team and community members – we are so glad you could join us!

We have a very tight agenda and want to leave plenty of time for our questions at the end. Our goal is to complete this presentation in 30 minutes or less

We would ask any questions **during the presentation** be reserved for the HCI Review team. All other participants to hold their questions until the end

Thank you!

Our Community - SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> Quality of Life Excellent Schools, Career Resource Center History of Successful Projects & Leadership Acceptance of CVIs – a sense of urgency 	<ul style="list-style-type: none"> Communication is No. 1 Strategic Planning and Governance Need to Expand Economic Base
Opportunities	Threats (Challenges)
<ul style="list-style-type: none"> Sustainable and Collaborative Leadership Build on Past Successes Tap the passion and potential of the citizenry 	<ul style="list-style-type: none"> Economic Sustainability Competition for people and jobs Community Support for Development

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STRENGTHS – Larry Pejeau – Brown County Community Foundation

Brown County (BC) is part of what is known geologically as the Norman Uplands. Its beautiful terrain of rolling hills and deep valleys was created as the glaciers receded northward.

BC is the most forested county in the State and is home to the largest State Park, Brown County State Park, as well as numerous State and National forest lands. This beautiful county offers many recreational opportunities. You can hike along the Knobstone or Tecumseh hiking trails, challenge yourself on our world class mountain bike trails, fish or hunt, ride zip lines or just enjoy the serenity of our quiet and open spaces. Brown County is a wonderful place to live, to work and to play.

Brown County has excellent schools, with all three neighborhood elementary schools offering pre-k classrooms and science labs. K-12 programs are well rounded with a focus on STEM education. Brown County offers lifelong learning at our Career Resource Center that is sustainable thanks to a large grant from Lilly Endowment.

Brown County has the oldest mean age in the State and our fastest growing demographic is retired folks. They decided to retire in the county because of the quality of life. This group

is well educated and along with many of the multi-generational citizens provides a large and engaged community of volunteers supporting our local nonprofit organizations.

Together Brown County citizens, young and old, have a history of success stories. For a county of only 15,000 people we have a wonderful Public Library, YMCA, two vibrant art galleries, a History Center and much more. We have a recognized brand as the Arts Colony of the Midwest. We have many cultural amenities including the T.C. Steele State Historic Site, the Bill Monroe Bluegrass Festival and the Brown County Playhouse to name just a few.

Recently we have become aware of the Community Vitality Indicators (CVI) and we believe these are good benchmarks to measure our success as we work to grow and attract resources and implement positive change. We understand the urgency facing many rural communities and we are becoming increasingly more aware of the issues that we must address to sustain our quality of life. We believe we have the leadership and the desire to use these benchmarks to move forward and are excited about the opportunities the HCI grant could provide.

WEAKNESSES – Julie Winn, League of Women Voters

No one likes to talk about their weaknesses, but if we had none, we wouldn't be looking for your help!

We need to recognize, define and address them.

Communication:

- Community trust deficit: real and perceived issues with transparency, conflicts of interest, and community consultation
- Means of communication are limited
- Disengagement of key demographics like youth
- MESSAGE: this is an opportunity to define and address urgent challenges as a community. Promote inclusion of a wide diversity of participation and views.
- MEANS: the Democrat, social media, new methods HCI brings, but most of all, people-to-people networking across all demographics.

Strategic Planning and Governance:

- More than one Vision, no Strategic Plan
- Community differences on direction
- Limited resources and capacity in local government
- HCI's data-driven analysis can better inform local officials on where the evidence points and what community views are thus encourage strategic planning that can be implemented rather than shelved

Economic Base in Need of Expansion

- Brown County's economic focus has long been tourism and associated retail/hospitality,

which protects our beauty but offers relatively modest wages.

- 60% of working residents commute outside the county.
- Over half of lands are protected and thus not taxable but county services are still required.
- HCI's data-driven approach will help us to
 - explore these facts further and identify other facts we had not focused on
 - define possible options
 - review with the community whether and how to expand beyond tourism
 - provide the evidence to support or reject possible courses of action offered as means of expanding our property and income tax bases.

OPPORTUNITIES – Tina Bedy, County Redevelopment Commission (RDC)

Sustainable and Collaborative Leadership Our HCI team said:

“I see the objective of developing new leadership capacity in the community as essential for ongoing health of our community.” Dave Bartlett

The HCI initiative will provide our community an opportunity to build upon a leadership, economic and community development model to support *our vision for BC to be a better place to Live, Work and Play.*

Give us the foundation to develop and sustain a leadership culture that embraces collaboration and a process that produces results where we all win.

Build Upon our Past Successes

“The visioning plans that our community collaborated to create are excellent framework to grow within.” JoAnne Heinbaugh

Several of our existing studies outlined our community needs, strategic plans and county's assets. HCI offers us a chance to take this information along with information gathered in the Foundation phase to design a path together with no pre-defined “end in mind”

Tap the Passion and Potential of our Citizens

“In the four years I have been here, I felt an emerging sense of unity. I also see how much we could achieve if we worked together more.” Nancy Crocker

We believe this initiative can leverage the diverse talents from a cross section of our citizens. It can help us learn to knit differing perspectives and ideas together into plans that benefit all segments of our community.”

THREATS (Challenges) – Tim Clark, County Redevelopment Commission (RDC)

ECONOMIC SUSTAINABILITY. National, State and Regional Studies reinforce the economic challenges facing rural counties. Compared with roughly 15 percent growth elsewhere in the State, the population in Brown County is projected to decline and in most rural counties, the 65+ population is expected to grow by nearly 62 percent, while every other age cohort is expected to decline.

COMPETITION FOR PEOPLE AND JOBS. Brown County has a unique advantage in quality of life but we are also competing for people and jobs *and for people that can create jobs – the entrepreneurs.*

COMMUNITY SUPPORT FOR DEVELOPMENT, Our challenge from an economic development standpoint is to attract the types of development that will be supported by the community - that will have the look and feel of Brown County.

For example, when one of our oldest and most respected business leaders - Andy Rogers, decided to build the Brown County Ramada Inn on State Road 46 – which is referred to as the Seasons Lodge, Newspaper articles around the time the hotel was completed in 1970 talked about how it stood out as not looking like any other Ramada Inn.

“It was something else, more unique,” Rogers said. Everything Rogers has built has been done with a unique, local brand in mind. *“It’s gotta be Brown County,”* he would say.”

More recently, when the owners of Big Woods Brewery introduced plans to develop a new corporate headquarters, brewery and distillery on 94 acres, they reinforced that the development would be designed to reflect the *“vision to maintain the natural beauty of the site in order to create an accessible, park-like setting for employees and guests.”*

In expanding our economic base from just tourism, to include new residential as well as commercial developments, the design will need to reflect our unique local Brown County Brand—it’s got to have a Brown County look and feel.

Community Vitality Indicators

Vitality - capacity for survival or for the continuation of a meaningful or purposeful existence

Category	Assessment	Status
Assessed Property Value	Not keeping pace with inflation	R
Per Capita Income	Upward trend over the past 5 years; Below 1999 highs	Y
Educational Attainment Rate	Above State Average - HS graduation rate Below State average – associate degree or higher	Y
Population Growth	Projected to continue to decline through 2050	R
Public School Enrollment	Steady decline in enrollments and funding <i>Community supported referendum in 2016</i>	R

As Larry mentioned, OCRA's Community Vitality Indicators (CVIs) have been an effective tool for reinforcing the need for change among county leaders.

Indiana local governments derive 87% of their revenues from four sources: property taxes, local income taxes, state aid to schools, and state aid for roads." The CVIs correlate to property tax and income tax.

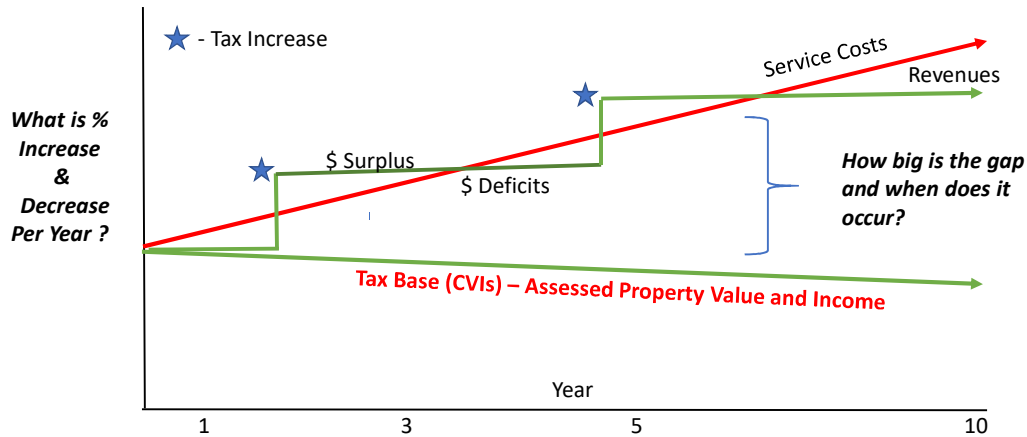
- The **assessed property value** has increased less than the rate of inflation.
- **Per capital income** has been trending up over the last five years, but when adjusted for inflation, it is still below the 1999 highs.
- On **Educational attainment**, we're above the state average on HS graduation rates but below the average with those with associates degrees or higher. Studies generally indicate that there is direct correlation of education and skills with income.
- Our **overall population** is expected to continue to decline through 2050.
- **Public School enrollment** has been declining since 2009 and the need for additional funding resulted in a successful referendum in 2016.

Although our schools are rated as excellent, declining enrollments can lead to fewer schools and more consolidations that may negatively impact our ability to attract new residents and businesses to the county.

Economic Sustainability & Growth

FROM: Declining tax base, lower revenues and higher costs

TO: Increase in tax base, increase in revenues and improved cost efficiencies



"Indiana local governments derive 87% of their revenues from four sources: property taxes, local income taxes, state aid to schools, and state aid for roads."
Ref: OCRA / Purdue – Rural Indiana Stats

ECONOMIC SUSTAINABILITY AND GROWTH – Tim Clark, County Redevelopment Commission (RDC)

These kind of trend charts often result in eyes glazing over but for me, they tell a story.

When tax base declines as measured by **assessed value and income**, you have less revenue and have to rely on tax increases and/or cuts in services.

Successfully growing the tax base will result in more revenue and less reliance on tax increases.

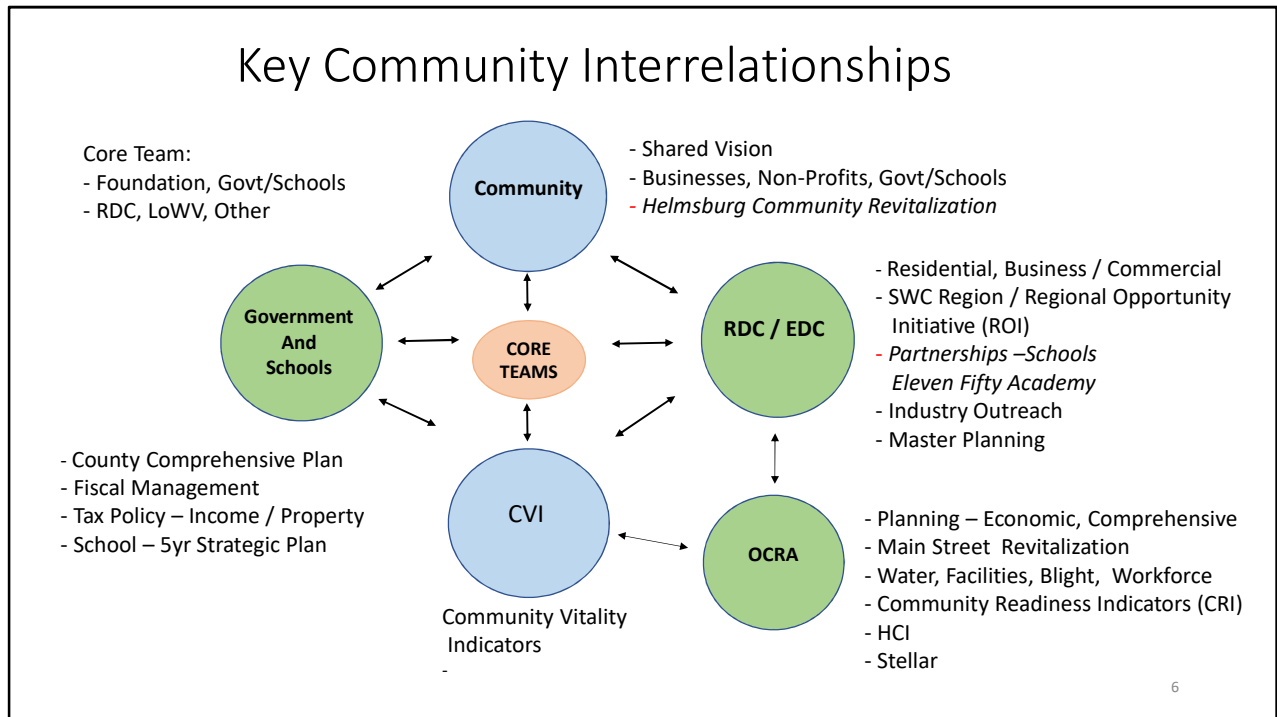
We are currently working with a graduate class from IUs/SPEA program that is helping us to identify data sources and as well as helping us to develop a decision support strategy that we can use to help validate the trends and provide feedback on the impact of our development efforts.

Regarding the trends, Two key question that must be asked and answered are: What is the % increase or decrease per year in revenues and costs and what is the gap between revenues and costs? This information will be critical in helping us to prioritize development efforts, make more informed decisions and help raise awareness on the need to improve

cost efficiencies

Making the kinds of change that will result in positive trends in the CVIs will require the development of an unprecedented level of collaboration and leadership that we believe will be supported by our successful selection as an HCI Finalist.

Key Community Interrelationships



Here we see a macro view of the interrelationships within our community today. Community, Government, Schools, various boards and support mechanisms.

There are and will be many “core teams” that develop over time to help keep initiatives moving and cooperate with our community and government.

Examples include:

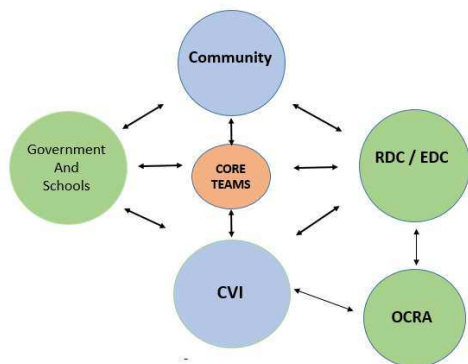
- The “interim HCI core team” that was formed to facilitate the HCI application process
- The core team for the OCRA Grant - economic plans are the RDC and GA
- The Helmsburg Leadership team core team is supplemented by RDC with cooperation from the community.
- There were “core teams” of a few people who drove the building of the YMCA, Library and Historical Center and the creation of a Community Foundation.

We have various passions, initiatives, core and support teams, but not necessarily a common approach that ensures alignment and community involvement.

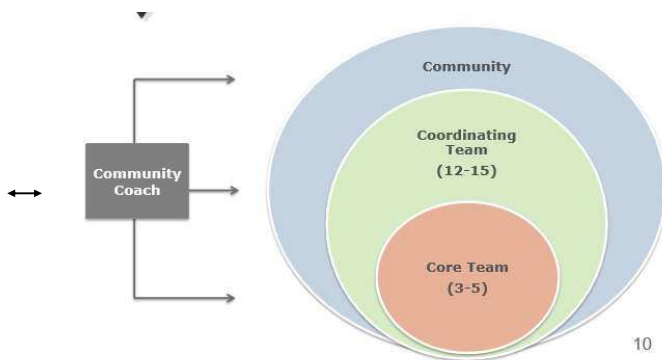
“We don’t have a commonly accepted process to generate, discuss and effectively implement community-wide plans.” Mark Lindenlaub

Building the Leadership Infrastructure

Key Community Interrelationships



The HCI Team Structure



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This is where we believe the HCI structure will provide great benefits to our community. The approach of recruiting a coordinating team that is trained in data assessment, collaboration and consensus and is guided by a central core team and community support will become the model we plan to expand in our community.

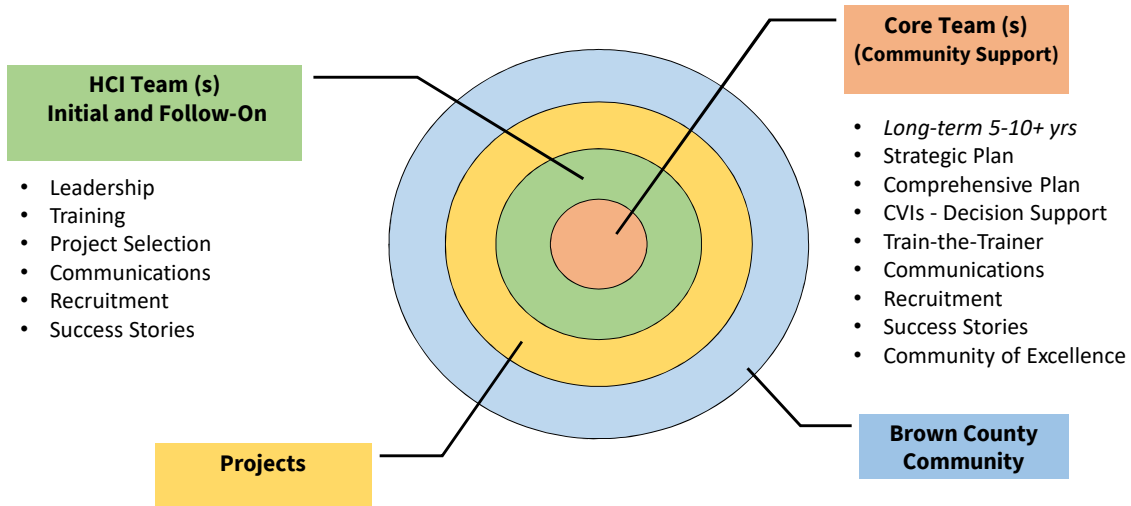
Our strategy is to use the methods and materials from the Foundation phase of HCI to develop a curriculum to train other groups within our community.

Our goal is to influence the existing “culture” of how we determine what needs to be done and how we do that work. We will use this to educate our community on where we have been, where we are and where we want to go.

“My hopes are that the HCI project will foster an inclusive panel of people from different demographics and perspective to help build a platform to help Brown County thrive not only in the immediate future, but long term as well” -- Nick Kelp

For us, HCI is not a one time event, but rather a repeatable process that helps us develop and implement short, intermediate and long term plans for our community. It has already attracted a lot of new faces and has re-energized those who have been around awhile.

Building the Leadership Culture



Why Choose Brown County ?



- If we do not choose to move forward together on a path to keep us economically healthy, we will be overtaken by changes we didn't choose
- This is a great chance to look at our data, define our needs, design one project that is a win for us; and in sum, come together around a process for ongoing success in the near, mid and long-term
- We have the assets; we have the energy, we have the desire and we have the commitment!

QUESTIONS ?

HCI Team Member Responses

“What you’re your thoughts?”

- HCI provides an opportunity to connect all socioeconomic levels in the community and growth by the community itself.
- When I initially arrived in Nashville I observed the county and town did not get along. People’s opinion were ignored. Over the last couple of years I have observed things changing. I have seen an effort by the commissioners to collaborate with members of other organizations.
- This is an opportunity to have public conversations, make it part of the process and let everyone decide the things to focus on.
- This isn’t just about Brown County – it’s bigger-it’s about helping the State overall. You can’t complain without getting involved. This is an opportunity to come together and develop a shared vision. The challenge is to understand our own biases. We need to “seek first to understand, then be understood” without judgement, without personal biases – work together with surrounding counties and have a positive impact on the State.

HCI Team Member Responses

“What you’re your thoughts?”

- When I went to the HCI information session my goal was not to get involved. I attend a lot of community sessions and when I walked in I did not recognize anyone. This was going to be different – I just couldn’t walk away from this opportunity.
- STP is a phrase we coined “same 10 people”. Agree with others, this is different. County leadership is not at the table by design – this is a community driven project. Fresh eyes are important.

Questions from BC HCI team to OCRA/Purdue

- Are there feedback loops for improvements to the HCI process and curriculum you developed?
 - OCRA – we embrace feedback. Some of the improvements we made from working with other communities in the past include”
 - Be more flexible in our design. Re-create what is needed for a specific community. Everyone is different, so we continue to improve as we work with more and more communities.
 - Developed “asset maps” with the communities. Stories are captured and teams include their “asset maps” as they travel from meeting to meeting.
 - Be patient – it may take awhile to see the impact of OCRA grant programs.
 - Get to communities voice, talk with our communities and include their voices in the grants.
 - Collaboration should be “cubed”. Local HCI + Community + OCRA + Purdue/Ball State
 - Currently making improvements to our community surveys used in the Foundation Phase based on experiences in other communities.

Questions from BC HCI team to OCRA/Purdue

- Is there a continued relationship with our community after the Pathway project is implemented?
 - There are three phases to HCI
 - Foundation Phase – we do a lot of hand holding as the local HCI team is learning
 - Building Block Phase – we step back a bit and let the local team lead, but provide coaching as needed
 - Pathway Phase – we act as “cheerleaders” for the local HCI team.
 - Post the Pathway Phase we are still here to support
 - In one community we are still getting calls/questions two years later.
 - We have seen value in setting up quarterly meetings with the local team post this phase.
 - Feel free to call and ask for help at any time.

Questions from BC HCI team to OCRA/Purdue

- What are the logistics for the local HCI meetings? Is there flexibility in the pace we move forward?
 - Your pace will be determined by you. Your community is unique and needs to work together to determine what works best for you and your schedules.
- What are the next steps? Is there homework we can do?
 - You can find a lot of information on the HCI.org website. Take time to read through the materials and the blogs from other communities
 - May 4th there will be a press release provided by Lt. Governor Susan Couch to announce the communities selected to participate in the program.
 - Once the announcement is made a decision is made who will be the site coaches for each community selected.
 - Feel free to contact our community liaison Andrea Deutsch if we have any questions.