Consolidated HCI Application Questions

31 March 2017

The Hometown Collaborative Initiative (HCI) is intended for self-identified communities with a total population of 25,000 or less that want to develop a new generation of local leaders; build a supportive community environment for small business and entrepreneurs; or invest in place through creative quality of life initiatives related to public spaces, design, local foods, and tourism among others. A core principle of HCI is that broad-based input and buy-in is vital to the long-term success and sustainability of all community development initiatives.

Question 1 – Your Community

Question 1 – Your Community: Present information about your community, including some of the features of your population, the characteristics of your economy and other information that will help paint an accurate picture of your community. Please do not forget to identify the specific geographic area that you are including as part of your community (for example, an incorporated city, two towns that want to work together on the HCI effort, the county, etc.).

We are considering the entire county as part of our community. There are four townships, one town, and two conservancies. Nashville, established in 1836, is the county seat and the only incorporated town in the county.

Geography – Brown County

Widely considered one of the most beautiful places in America, Brown County is located 40 miles south of Indianapolis on State Road 135. It is home to the largest State Park in Indiana -- one of the most popular parks in the United States. State Road 135 runs north and south through the middle of the county. State Road 46 runs east and west through the middle of the county.

The area enjoys an abundance of unspoiled natural resources; hill country terrain with spectacular views; a wide variety of opportunities for recreation, arts, and entertainment; excellent access to education and culture; and a diversity of colorful people from many different backgrounds and walks of life. It has a rich artistic tradition and a wealth of historical assets: the first Nashville courthouse was constructed in 1837 and rebuilt after a fire in 1874. The courthouse is listed on the National Register of Historic Places.

Brown County has the highest concentration of forested land of any of Indiana's 92 counties with nearly 90% coverage and almost no large farms at all. Much of the county's 312 square miles are State and Federal lands or privately owned and not open to development (or taxation).

It is among the least populated of Indiana's 92 counties but enjoys some qualities that make it a great place to live, work and play. With just 14, 912 residents, (81st in the state) Brown County has a population density of just 48 people per square mile, compared with 182 statewide.

In addition to its proximity to Indianapolis, Brown County is also very close to Columbus and Bloomington, and only 90 minutes from Louisville, KY.

Demographics

Among Brown County's working people, about 60% commute to other counties, notably Monroe, Morgan, Bartholomew and Johnson, as well as the Indianapolis metro area. Those who work in the county are mostly employed in retail, hospitality, and services, given that tourism is the major economic engine. In either case, gaining their attention and engagement is difficult because they are busy with work and family.

Among retirees, a growing demographic in Brown County, those who have moved here tend to be well-educated and financially secure; some are very active in civic affairs, but many others do not engage locally and are essentially invisible on the local scene. Retirees who have always lived/worked in Brown County are less well-off and have deep roots and a strong sense of ownership of the county's history.

Across the entire community, there is a distinct split between "been-heres" and "cames-heres." Members of both groups can be involved in community affairs and civic activities, but they tend not to intersect, choosing different paths for involvement.

Demographics – U.S. Census Bureau

Description	%
Persons under 5 years	4.2%
Person under 18 years	19.3%
Persons 65 ears and over	21.8%
Female	50.3%
White	97.2%
Black or African American	0.3%
American Indiana, Asia, Alaska Native	0.9%
Hispanic or Latino	1.6%
Two or more races	1.3%

Education

Category	Comparison with State (2014)	Total People	% of Pop 25+
Total Population 25+		11,093	100
Less than 9th Grade	Better	233	2.1
9th to 12th Grade, No Diploma	Worse	1,126	10.2
High School Graduate (incl: equivalency	Better	4,176	37.6
Some College, No Degree	Better	2,378	21.4
Associate's Degree	Worse	831	7.5
Bachelor's Degree	Worse	1,154	10.4
Graduate Degree or More	Better	1,195	10.8

Income and Poverty

Description	County
Median household income (in 2015 dollars), 2011-2015	$54,615
Per capita income in past 12 months (in 2015 dollars), 2011-2015	$29,903
Persons in poverty, percent	11.4%
Percent of K-12 students that receive free or reduced lunch and participate in the National School Lunch Program (NSLP)	54.8%

Economics

Like many small rural counties throughout the country, Brown County is experiencing a steady decline in our economic tax base along with a downward trend in population and school enrollments. An analysis and assessment of our 2016 Community Vitality (Performance) Measures(CVIs) is provided in figure 1.0.

OCRA -- Community Vitality Measures (CVI)	
Description	*Assessment*
Assessed Value, The total dollar value, assigned to all real property and improvements and personal property subject to taxation.	Not keeping pace with inflation
Per Capita Income This is the mean money income received in the past 12 months computed for every man, woman, and child in a geographic area	Upward trend over the past 5 years, but still below 1999 highs
Population Growth Population growth is the change in the population, resulting from a surplus (or deficit) of births over deaths and the balance of migrants entering and leaving a geographic area.	Consistent and steady decline.
Educational Attainment Rate This measures changes in the educational status of each community by age and by the level of education completed.	Below state averages in many areas such as percent of 25+ population with an associate degree or higher
Public School Enrollment This is the total number of children (K-12) enrolled in public schools in a geographic area. (1)	Steady and historical decline in enrollments and funding shortfalls.

Figure 1.0

(1) On support for Schools, County residents supported a 2016 school referendum to increase local taxes.

If CVI trends are not reversed by growing the tax base, the community will have to rely on recurring property and income tax increases and/or cuts in services. This is not a sustainable course of action. In fact, actions or lack of action that leads to higher taxes and fewer services will accelerate the decline.

In addition to the vitality measures, a recent survey conducted by Ball State in support of our 2016 Community Readiness Initiative (CRI) reinforced that the county is uniquely positioned in making a successful transition in support of a needed 21st Century Community Economic Development Policy that includes the following:

- Luring people (talent attraction, retention, and development)

- Locally based ED (traditional ED becomes regional)

- Quality of services, amenity-based

- Assumes jobs move to people

- Value-added mindset – "The value proposition."

The 2014 Strategic Plan for Economic and Community Prosperity in South West Central Indiana, provides a thorough analysis of regional challenges and opportunities. Findings from the study were summarized in the 2016 Brown County Presentation of the Southwest Central Indiana, Regional Opportunity Initiative (ROI), "Advancing economic and community prosperity in the 11-country region of Southwest Central Indiana" and identified a regional economic plan that includes the following objectives:

- Advance sense of regionalism and foster a high-value quality of place.
- Focus on industry sectors that provide the greatest opportunity for economic growth in the region.
- Implement an education and workforce plan focused on connecting education to industry, creating a native workforce prepared for the demands of employers.
- Establish and develop an Applied Research Institute to be located near the Naval Surface Warfare Center, Crane Division.
- Explore the development of a Rural Center at Indiana University to study and address societal challenges found in rural communities.

This presentation reinforces that our leadership challenges are not just a county issue, but a regional, state, and national challenge as well. One of the key findings reinforces that Brown County has the highest median age in the region which challenges us to involve our younger citizens in helping to design a sustainable future and to leverage the experience and wisdom of our older residents. It also requires that we enhance our industry base from just tourism to other sectors. Accepting the premise that "jobs move to people" and people are attracted by the Quality of Life (Placemaking), we have an opportunity to attract residents and businesses that will lead to the types of economic growth that will be supported by the community.

Our vision for transitioning the Brown County community and economy to address the challenges required for success in the 21st-century economy includes building upon our expected successful experience from the Hometown Collaborative Initiative (HCI). Reversing the CVI trends and sustaining improvement requires a long-term commitment. To support this commitment, we recognize that we must build upon a leadership, economic and community (quality of life/placemaking) development model that will support the vision for Brown County to *always* be considered A Better Place to Live, Work or Play.

<u>Question 2 – How the community will benefit</u>

Question 2: Provide an explanation of how you believe the community will benefit from being part of HCI. Try to be as specific as possible.

HCI's overarching benefit is that it will challenge Brown Countians to work together to overcome past differences and past failures, and to join their disparate voices in defining what positive change here can and should be. If we are selected, this initiative offers the county the opportunity to live up to the potential its assets suggest is there and offers its residents the chance to contribute to success.

More specifically, going through the HCI process will:

- Build/improve communication networks into the various areas of our community and county. As described in the Challenges section, communication within the county is often hindered both by insufficient means and by the lack of productive contact among various demographic groups.

- Encourage the community to examine past studies to harvest data points and ideas to include as we move forward. There have been several initiatives, of varying success, over the last two decades to gather both data and community input into a vision for the county and for strategic planning.

- Offer a platform to knit ideas together, from the perspectives offered by distinct groups within our county. These groups can be separated by many different barriers. Some examples are 'age,' 'economic,' 'social,' 'educational,' or native born versus many variations of how long persons have lived here.

- Educate our population on the emerging science of data analytics and data-driven decisions, producing avenues for local advancement in a more efficient manner. Too much of our past efforts at defining a vision and a strategy have been rooted in discussion and assumptions. While the results have not necessarily been wrong, they have reflected the biases and preferences of those involved rather than in where the data points.

- Build the capacity to transfer this learned behavior into the larger community to include local government, the small outlying areas, and our local Not For Profits. We see an enormous advantage in the methodology of the HCI that will permit a real "train the trainer" approach to teaching and modeling the process far beyond the original coordinating team.

- Raise awareness for those persons who have been advocating for change, many of whom have dropped out because of burnout, encouraging them to emerge and re-engage into a community building format that is based upon what is best for the community. As is often the case in volunteer endeavors, only about 20% of available people commit the necessary time and effort. In a small county, this means volunteer burn-out is a problem. The HCI's new approach has already attracted a lot of new faces to the table, and this, in turn, will re-energize those who've been around but are fatigued.

- Offer a place and a format for individuals to engage, leaving behind disputes and grudges, some which have been identified as generational. As discussed in the Challenges section, Brown County, like other places, has its share of conflicts and animosities that we want to get beyond.

- Open the door for new community members as well as for those who for whatever reason have chosen not to engage even though their ideas are vital to the big picture discussion. Success begets success, and an interesting and successful new approach is its own recruitment tool.

- Begin the endeavor of actually defining and implementing change, with at least one project, the pathway project, accomplished - a win for us all. This in turn grows confidence in participants and then in the community at large that change can be defined, managed and implemented.

Question 3: What obstacles or barriers might your team face as it seeks to launch the HCI effort in your community? How does your team intend to address these obstacles or challenges?

Communication *is the primary difficulty in the near and continuing term, both message and means.*

- Message: The crafting of a successful message to address diverse and skeptical audiences will be a key challenge. This needs to be in circulation ASAP with updates on a regular basis. The core of the message must be: "the modern-day economy requires Brown County to define and implement actions for a healthy and vibrant future or pay the price. The coordinating team that will pursue the HCI is a pilot for what we hope will be a deep-rooted change in community approach and behavior that stresses collaboration, leading to a series of successes that improve our vitality in coming years." In addition, the message must address:

- A new opportunity: Brown County has several existing studies that have delineated community needs and strategic plans, and have identified the county's assets. However, the history of visioning and strategic planning in Brown County is mixed, as execution was dependent on personalities for success, and local government input has been mixed as well. More recently, Nashville's application to the Stellar Communities program drew strong opposition from many in the community. This soured relations among those in the pro and con camps and has exercised some chilling effect on moving forward with projects. We need to get across that this is not Stellar. The two major critiques of that exercise were 1) it was rushed, and the community was insufficiently consulted, and 2) the list of projects was insufficiently vetted and included several the community had already rejected or was wary of. HCI offers a chance for the community to design its path together, and there is no pre-set list of projects. **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, coalesce around a process for ongoing success.**

  - Urgency: we need to get across the urgency of the issues facing the county in regard to OCRA's Community Vitality Indicators, as well as an understanding of the competitive reality that every other county surrounding BC is working to achieve many of the same goals and attract the same young families with more resources. **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.**

  - Success is possible: Brown County has tremendous assets available to put us on a sustainable path with regard to the CVI's. We already have primacy of place, with natural and cultural gifts to exploit further. Our schools are good, and surrounding counties offer a diversity of employment opportunities to add to those we have here. **We have the assets; we have the energy.**

- Means: There is one weekly newspaper, The Democrat, in Brown County. It focuses exclusively on Brown County news and does a good job of covering county developments and activities. We will rely on The Democrat significantly. However, its print run is about 3600 and based on anecdotal evidence, there are sectors of the community that it doesn't reach.

  - The daily newspapers of neighboring towns (Columbus and Bloomington) only occasionally have a Brown County story. There is no radio station that covers news in Brown County, although there is an excellent monthly Brown County program on Bloomington station WFHB.

  - People get their local news through their church, work, their children's schools, socializing, Facebook, etc. the County Redevelopment Commission created a new website (www.choosebrowncounty.com) which includes links to an array of documents and information. Reaching out will require use of all these available

methods. In particular, it is critical that the coordinating team identifies partners in the various community populations who can explain and amplify the HCI message within their own friendship groups. A series of articles about the process and progress from a select number of the coordinating committee might also be a good strategy. This would demonstrate more than one champion.

Other obstacles or challenges

Real community differences: There are legitimate differences in views of what Brown County should be – fear of the "wrong" kinds of economic development, a love-hate relationship with tourism, a need to protect our natural beauty from all threats or change vs. protect but allow owners to exploit to some extent, etc.   This exercise is meant to bring these differences out and then address them.

Local government: As in any small community, the energy, commitment and competence of local elected and appointed officials vary not only person to person, but election to election. Over the last couple of years, we are coming out of a period where planning was ad hoc at best, and now the various organs of government and planning (notably the Area Planning Commission, Redevelopment Commission, Sewer Board, Town of Nashville bodies) seem to be pulling together better. The local government representatives on our team must remain committed and vigilant to ensure that all relevant bodies are supporting, not undermining, progress. The rest of the team will have to be willing to point out such problems as soon as they crop up.

Breadth of Engagement:. While we are very satisfied with the diversity reflected in our coordinating team, Brown County has a quite disparate population, and not everyone can be represented directly.   Engaging some generational Brown County citizens and families will be a challenge, as will bringing in the busy people who commute outside the county, and not having some of these folks at the table could prove to be an obstacle. This is a concern for many community groups and initiatives. While a strong communications outreach will help, we must also remain hyper-aware of any major gaps in the team, and move to fill them.

Funding a project will be a challenge for Brown County with its limited number of government and philanthropic resources. The coordinating team, working with the Community Foundation, will explore grant opportunities vigorously, in particular, those that might be available from the big employers who draw from our population.

Ambition: What is needed initially is a County success story. Not delivering a success will be one more obstacle for any future efforts, so the team needs to avoid being over-ambitious to start. Winning with one limited project will provide the impetus to keep it all going. At the same time, the team should put forth a list of potential additional moves to build on the first success.

Personalities and History: Brown County has its share of personal disputes and "history" among those who are active in government and/or civic activities. Pulling together a coordinating team with younger, newer blood helps to avoid old animosities. Friends of the process will also offer assistance by identifying potentially sticky issues so that a strategy for addressing them can be implemented if needed.

Question 4 - Strategic Approach

Question 4 – Connection to Existing Strategic Plan: Discuss if any of the three Building Blocks that are part of HCI are in alignment with the priorities included in your community's most recent strategic plan. If your community does not have a recent strategic plan, how might your participation in HCI help start the development and implementation of a good plan for your community?

Brown County does not have a strategic plan. The county, as a unit, has never embraced the desire and commitment necessary for a county-wide strategic plan. However, successful improvement efforts have been led by individuals and groups and have resulted in significant results. These have included visioning documents that drew on significant public input.

Leaders throughout the county – government, non-profits, concerned citizens, have recognized through the assessment of the counties Community Vitality Indicators (CVI), that we must consider all our options in creating a future that the community will embrace and support.

We intend to use the HCI to build on lessons learned from past initiatives and consolidate current strategic planning efforts within the community, economic development, and government areas respectively.

We see the HCI process as providing the opportunity to learn and apply best practices in the area of community development, and to educate our community and future team members about where we've been, where we are, and where we want to go.

We believe the integration of all three Building Blocks (Leadership, Economy, Placemaking) will provide us with the foundation needed for supporting positive change in the near, mid and long-term.

Leadership - developing a new generation of leaders

The community's recent history (circa 1990-2016) for strategic planning has relied on a few dedicated leaders and stakeholders committed to making successful improvements in one or more areas of community and economic development.

Brown County Vision 2010, which began in the early 1990s, was a visioning project that consisted of three initial sessions that were used to identify specific, manageable projects with follow-up provided with monthly community conversations. The process led to several

accomplishments and successes, including the establishment of the Brown County Community Foundation (BCCF). The BCCF became a sponsor for Brown County Vision 2020 and has also partnered in other strategic planning initiatives, as well as efforts to gather data and community views.

Another accomplishment of Vision 2010 that symbolizes the need for collaborative approaches that can be sustained was the development and publication of the *1993 Comprehensive Plan for Brown County and The Town of Nashville*. The plan was developed through a collaborative process led by the Area Plan Commission (APC). Although the 60-page document is complete with maps and can still be considered a relevant and a vital resource, it was not approved by the County Commissioners of the time, and was abandoned. Instead, subsequent APC teams issued periodic and summarized versions with much vaguer language that have been less useful in support of economic development. The most recent of these was approved by the Commissioners in 2011.

Brown County Vision 2020, which came out in 2009, represented a community-wide approach with input provided from over 500 county residents. The planning process was led by a partnership between the League of Women Voters, the Brown County Partnership, the Purdue Extension, and the Brown County government. The nine focus areas that were assessed and covered by this report include Community and Economic Development, Infrastructure, Environment, Family and Services, Health, Safety, Arts and History, Education, and Housing.

Vision 2020 started with The 2007 Brown County Needs and Assets Assessment which led to the publication of The 2008 Countywide Needs and Assets Assessment which was followed by the 2009 Brown County 2020: A Vision for the Future – Community Report.

Visions 2010 and 2020, in parallel with other supporting initiatives by one or more group in the County, contributed in the following accomplishments:

Community Accomplishments	
2000-2010	2010 – 2020
Brown County Community Library	Brown County History Center
Brown County YMCA	Salt Creek Trail (Phase I)
Brown County Partnership	Access Brown County (Door-to-Door Public Transportation)
Brown County Community Foundation	Brown County Playhouse rescue
2-1-1 Information and Referral Service	Indiana Arts and Entertainment District Designation
Brown County Law Enforcement Center	Home Repair Grants (2)
Career Resource Center	Community Volunteer Network
2007 Needs and Asset Assessment; The 2008 Countywide Needs and Assets Assessment	Heritage in Brown County - A Report Prepared for Peaceful Valley Heritage, Inc
2009 Brown County 2020: A Vision for the Future – Community Report	Vision 2020 Project on Wellness and Heritage Tourism. A new guide

In addition to accomplishments, we also had our share of challenges that reinforced the need for a better approach for working collaboratively. In 2012, the county decision to add an annex and renovate the courthouse which was to funded through a bond issue resulted in a successful remonstrance in 2013 by the citizenry. The League of Women Voters facilitated community conversations on the options for the admittedly inadequate courthouse which led to a grant from the Community Foundation to commission a study that was completed in 2014. County commissioners are in the process of establishing citizen committees to review the history of the project to include past studies and propose options for a way-ahead.

Also in 2012, The Town of Nashville sponsored development of a [Nashville Tourism Development Plan](#) and in 2014, Brown County and the Town of Nashville applied for a Stellar Communities Designation.

A recent article in the Brown County Democrat -- in conjunction with the County's intent to apply for an HCI grant titled: ***" Leaders wanted for project to boost collaboration".*** reinforced that the County and Town's approach to Stellar represented a step back from the good will engendered by the 2020 strategic planning process that we are struggling to restore.

> *"… Brown County and Nashville's try for a Stellar Communities designation in 2014, was marked by visible protests from some community members. Among those residents' problems with Nashville-Brown County's Stellar application were that it contained projects they believed were unwise, inappropriate or under-researched or all of the above. When the group voiced their views during Nashville's site visit that summer, state Stellar committee members encouraged the community to come together and talk about what people wanted.*" – Sarah Clifford, Brown County Democrat

To address the recommendations provides by the Stellar committee with the intent to re-kindle the community-wide approach for strategic planning and to build upon past successes, the Brown County Partnership updated an assessment in 2014 on the status of the 2020 vision titled: [A Strategic Renewal of Brown County 2020: A Vision for the Future](#). The initiative failed to re-kindle the enthusiasm and commitment of community and government leaders and the initiative was placed on "pause."

A follow-on assessment in 2016 indicated the need for development of a new generation of business, community, and government leaders that would integrate the wisdom and experience of the county elders with the energy, enthusiasms and insight provided by the new residents to the county and by the younger generation with a focus on community and economic development.

Our expectation from a successful HCI initiative is not only a successful capstone project, but building the capability to develop and sustain a leadership culture that embraces collaboration and a process that produces results where we all win.

Economy: growing small businesses and entrepreneurs

*Economic development by growing **small businesses and entrepreneurs** cannot be accomplished without leadership and the support of the community and government.*

In 2015-2016, county leaders recognized the economic challenges facing the region and the county and challenged the County Redevelopment Commission (RDC) to not only lead economic development efforts but to support community development efforts as well as part of a county-wide approach. Actions have included working with community leaders to celebrate past successes and to help identify challenges, resources, lessons learned, strategies and best practices.

RDC members – all of whom are volunteers, have developed contacts with national, state, and regional networks and are working to improve communications and cooperation with other Brown County boards that include the Area Plan Commission, Nashville RDC, Health Board and Sewer Board. The RDC is also actively supporting the Superintendant of Brown County Schools in the development of their five-year strategic plan and is sponsoring a coding week of training for the students provided by the Eleven Fifty Academy.

On a national level, the RDC is staying informed on the development of an emerging model that is being applied to support economic and community development in rural counties. The model is derived from the Baldrige performance excellence framework. This framework has a proven track record of supporting systemic improvements in organizations representing all major sectors of the economy to include business, non-profits, health care and education. The pilot initiative is referred to as Communities of Excellence 2026 which includes an early version of the criteria.

A guiding strategic concept for the RDC is the recognition that economic development *will not and cannot be* successful without the support of the community, county and town government. The RDC along with volunteers from the community accepted the challenge to submit our HCI application.

Placemaking – Focus on Quality of Life

In 2016, the RDC created the first-ever "RDC website for the county to help raise awareness on the benefits of Brown County as *A Better Place to Live, Work or Play.*   The site was designed as a ***first-step*** to support the importance of place (Quality of Life) in attracting new residents and businesses, and the design was inspired by the publication: Brown County, Indiana: A Beautiful Place to Live, Work or Visit.

The design of the site is also intended to support the interests and passions of our citizens that are working to make a difference in our community.

Live Here	Work Here	Play Here
• Community Foundation • Village/Nearby Places • Local Food • Arts/Culture • Outdoors • Education • Community Organizations • Healthcare	• Redevelopment Commission • Small Business Resources • Available Properties • Business Directories	• Convention & Visitors Bureau • Brown County Playhouse • Parks and Recreation • Brown County State Park and Mountain Biking

One of the newer and emerging attractions in Brown County is Mountain Biking. The biking trails in Brown County have recently been awarded Bronze-level status from the International Mountain Bicycling Association.

Peaceful Valley Heritage and Preservation has been instrumental in working to include Brown County State Park on the National Register of Historic Places.

In 2017 in support of economic development, the RDC began working with the students and faculty at Indiana University School of Public and Environmental Affairs (SPEA) on a Housing Study as well as on the development of a financial model that can be used to assess financial sustainability in support of government decision-making.

The RDC has recently received approval by the County Council and Commissioners to pursue a County-wide Strategic Economic Planning grant from the Office of Community and Rural Affairs. In addition to this effort, the RDC is pursuing more immediate development-related opportunities to include support of a countywide wastewater treatment (sewer) strategy.

In support of economic development on a smaller community-level scale, the RDC is finalizing efforts to designate the community of Helmsburg as an Economic Development Area (EDA). This will authorize the RDC to support the Helmsburg Leadership Team in making needed improvements in support of development. A chronology of actions in support of this initiative is summarized in the following articles published by the Brown County Democrat newspaper.

Helmsburg – Community and Economic Development

- March 15, 2017, Community leadership team taking hold of Helmsburg's future
- Jan 5, 2017, Helmsburg development: What is area's next chapter?
- Nov 23, 2016, Residents of Helmsburg settled and stayed for various reasons; meetings ongoing to discuss village's future.

Among the key tools that were leveraged by the RDC was provided by the Office of Rural and Community Affairs (OCRA). OCRA's guidance on Community Vitality Indicators (CVI) and the development and communication of the CVI trends for Brown County have been instrumental in rallying community leaders around the need for positive change.

Community leaders recognize that reversing the CVI trends in support of economic and community development requires an unprecedented level of leadership and new approaches. We believe that HCI can establish the foundation that we will be able to sustain and develop in support of our vision for community and economic development.

Question 5 – Recruitment of Team Members: HCI is not intended to be a short-term project but rather a process that brings a committed and diverse group of people together who want to make good things happen in their community over a longer-term period. How will you recruit individuals who are willing to work together for several months to help make HCI a success in the community? What strategies will you employ to find new people to join your HCI team if original members decide at some point to rotate off the Coordinating Team?

We did not begin work on this application formally until late February when the Commissioners asked the County Redevelopment Commission (RDC) to take point on the HCI.

We were able to move quickly to inform the public, invite community engagement and pull together a strong Coordinating Team because an "interim group," comprised of representatives of county and town government, the RDC, the Community Foundation, and NGOs, had done some groundwork on economic and community development, based on our participation in the Community Readiness Initiative in 2016.

The interim group had pinpointed the need already for a healthier and more inclusive relationship between and among the community, the local government entities, and economic development as represented by the RDC. Our application represents this approach and can be seen as a SWOT (strengths, weaknesses, opportunities and threats) analysis as well. An expanded version of this interim group (see section below Community Leadership Never Stops) will be the Community Support Group in our overall conception.

HCI is a long-term process, meant to introduce new behaviors and a collaborative foundation for community improvement. We have taken the immediate steps, as outlined below, to pull together a high-quality Coordinating Team to get started. We also have plans for ongoing recruitment in the medium term, if our application is accepted, in order to expand our Coordinating Team for this HCI cycle, and also to build a list of potential members to fill gaps. Finally, we have delineated an overall conception of how we can set the conditions for continual renewal of 1) individuals with leadership, passion and commitment who can serve to carry forward the HCI principles in future, and 2) the community engagement and understanding necessary for success.

 The following matrix suggests the entities responsible for key tasks moving forward, from the immediate term through the long term:

Time	Immediate-term (1-2 yrs)				Mid-term (1-5 yrs)	Long-term (5-10+ yrs)		
Focus	What now?				What's Next?	What-If?		
Action	HCI Coach	HCI – Community	HCI Collaborative Team	HCI Core Team	Follow-On Teams and Projects	Community (Brown Countians)	Community Support Group (CSG)	CSG Core
	L = Lead -- Shaded Areas Represent Supporting Roles							
Community Leadership Strategy			L		L		L	
Analysis of Strenghts, Weaknesses Opportunities, Threats (SWOT)							L	
OCRA - Planning Grants							L	
HCI Application							L	
HCI - Execution			L					
Recruitment of Follow-On Team Members and Teams			L		L		L	
Communication			L		L		L	

Getting Started – the Application

We have elicited a healthy amount of interest in the community in the HCI process and in serving on the Coordinating Team, given that the decision to push forward was only made in late February. The initial phase of informing the community, heightening interest and support, and recruiting individuals who will serve on the Coordinating Team comprised several elements.

After some early discussions by members of the County Redevelopment Commission (RDC), which will take government point on this effort, the interim group comprised of three RDC members, as well as representatives of the Community Foundation, the League of Women

Voters, the Town of Nashville and the local NGO community met to brainstorm the path to application. We put together an initial list of people who might be approached for the Coordinating Team, keeping in mind 1) diversity of interest and demographics, and 2) a need to pull in at least some who were either young or had not been active in civic affairs in the past.

We determined that we would have three public roundtables with the people we had identified and anyone else who was interested, to educate on HCI and to recruit involvement, and we decided on other near-term publicity efforts. The local newspaper, The Democrat, interviewed several RDC members and published a long article on HCI efforts titled: Leaders wanted for project to boost collaboration, including the times and venues for the public round tables The following week, the Democrat published an OpEd article by an interim team member titled: Brown County, We can determine our future The three round tables were well-attended and had resulted in our Coordinating Team as presented for this application.

Recruitment Never Stops

In the medium term, several of the people who attended our round tables were interested in the Coordinating Team but given time constraints for the letters of intent, didn't make that deadline. Others did not attend, but are coming forward as they key in on the initiative. And of course, there are folks who have not yet heard about HCI but are prime candidates for education and involvement.

We plan a process of ongoing recruitment, both for the Coordinating Team and for the larger community circle that is needed, targeting these categories. This recruitment responsibility will be shared by the Coordinating Team itself, and what we are calling the Community Support Team (see below). The application will be posted on our RDC website.

We also have an email group list of all who have attended or expressed interest and will provide frequent updates, and perhaps a newsletter once the HCI has begun. We will use the post-application announcement points (assuming they are positive), including the initial ok, the site visit, and the acceptance as one of five as publicity opportunities through the newspaper. We plan to have the Coordinating Team blog their experiences and will establish a Facebook page, and Twitter handle for this purpose. All of this will help not only to educate the public but also to surface a continuing supply of potential Team recruits.

We also have several attendees from the round tables or citizens who have come forward who expressly do not wish to be on the Coordinating Team but who are supportive and thus prime candidates for help with community outreach. They, along with others who are energized by the ongoing effort, will be the conduits for the Team to contact, gather data/input from, and build trust with various community segments (geographic or interest-based).

Community Leadership Never Stops

The briefing materials for HCI include a graphic that depicts the circles within circles of an ideal HCI structure – the core team encircled by the Coordinating team encircled by the community members who are engaged and contributing. We envision a parallel and connected set of circles, with a feedback loop going between the two sets. This second set includes a Community Support Team, with its own Core Group, encircled by the county at large.

The Community Support team is essentially a follow-on from the interim team that has put together the application but will expand to include key representatives from the community, business, NGOs, etc, who come forward wanting to help without being on the HCI Coordinating Team. The Support Group's functions will include being available for outside liaison, troubleshooting, and mediation of disputes if needed. More importantly, however, its role is to encourage a larger incubation of leadership and engagement in Brown County. We hope to work with and through the current Leadership Brown County initiative (an annual series of meetings and classes for people interested in learning more about the county and how to get involved), to expand the reach of HCI related training materials and methods.   This will allow for replenishment of the HCI Coordinating Team and the community circle around it. It will also help with growing the community circle over time, leveraging the HCI to increase leadership across the board.