



Quality of Place & Workforce Attraction Plan

BROWN COUNTY, INDIANA

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Photos Courtesy of: Geoff Thompson, www.geoffthompsonphotography.com

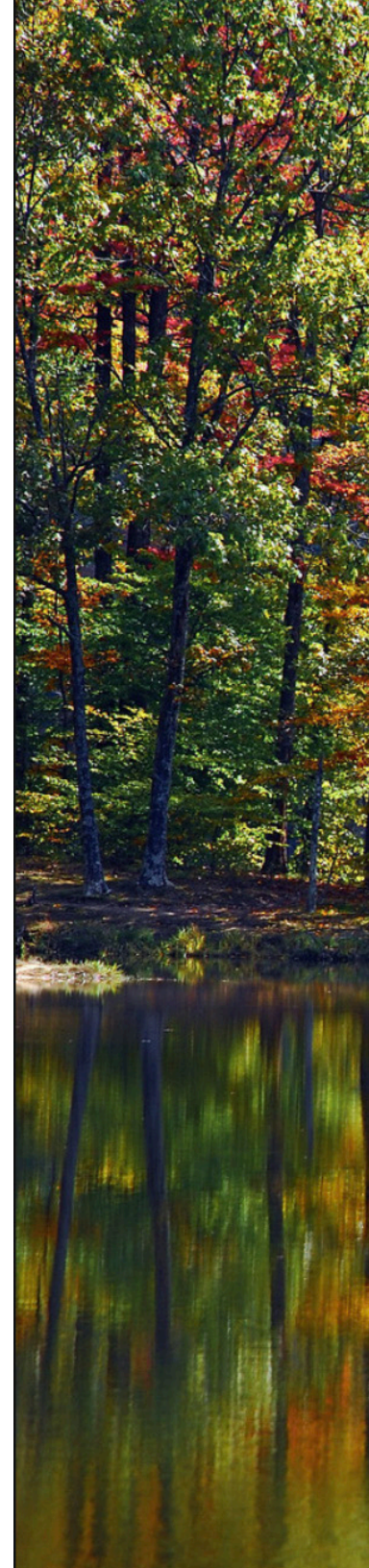




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Our Story

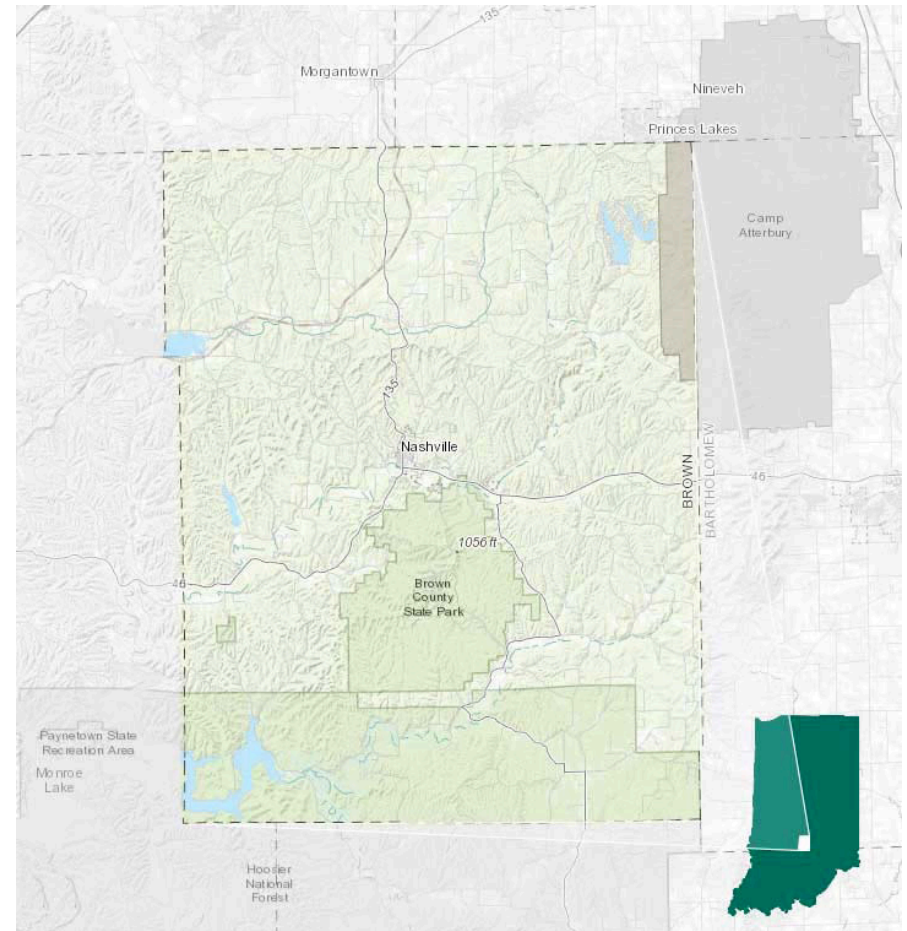
BROWN COUNTY WAS ESTABLISHED IN 1836 in the rolling hills of southern Indiana, named for General Jacob Brown of the War of 1812. Founded as a pioneer colony, original settlers drew their wagons from Kentucky, Tennessee, Virginia, and the Carolinas in search of new land. Soon, log cabins dotted the beautiful landscape. Thus, the future of this culturally-rich, environmentally-friendly, and artistically-compelling community began.

Many of the original settlements in Brown County are now considered jewels among Brown County's renowned collection of log residences. Their craftsmanship and workmanship set the foundation for Brown County's future and the pioneering spirit from which the county was founded would reprise itself in many iterations over the following centuries.

By the early 1900s, a new type of colony formed, and Brown County was christened as "Peaceful Valley" by a group of Chicago-based artists who followed renowned painter T.C. Steele to Indiana. Inspired by the majestic landscape and colorful locals, these painters spread the word of Peaceful Valley far and wide. Soon art students followed, in addition to writers, potters, weavers, naturalists, and photographers, establishing an art colony in the heart of Nashville, the county seat. Over the years, artists have continued to make their way to Brown County, keeping the art colony alive and fueling tourism that has served as the community's economic engine since the 20th century.

Brown County: An ROI Ready Community

Regional Opportunity Initiatives, Inc. (ROI) supports regional development opportunities through education, workforce, and quality of place initiatives in an eleven county region known as the Indiana Uplands. To help improve economic and community prosperity in the region, ROI created the Ready Communities grant program. The Ready Communities program provides counties and communities the resources necessary to strategically plan for, develop, and implement projects and programs that build quality of place, grow regional capacity for workforce development and attraction, and improve the attributes and amenities that make the Indiana Uplands a desirable place to live, work and play. Through the Ready Communities program, Brown County seeks to



index county assets, develop an opportunity outline, and identify potential projects to develop or amplify existing quality of place and workforce attraction initiatives. If the county is successful in implementing many of the projects outlined in this plan, certain community performance indicators should improve; e.g. assessed value (real property and private property), local tax revenue, per capita income, population growth, educational attainment rates, and public school enrollment.

Quality of Place

Quality of place incorporates attractive living conditions, availability of cultural and recreational amenities, and the palpable sense of community and vibrancy an area offers to visitors and residents. Success in amplifying quality of place will come in the form of new residents moving to the county, collective agreement about the county's identity and values, and increased visibility and recognition of natural assets and community-based events.

The retirement community in Brown County is thriving. Boomers move to the county to experience the scenic beauty, enjoy the remote location and share experiences with other down-to-earth residents. This active, older cohort of citizens adds to the county's knowledge base and provides unique cultural and professional context that enhances community involvement for peers and younger residents. Brown County's retirement community is directly related to the area's strong sense of volunteerism, which contributes greatly to quality of place.

The county's natural and historic assets elevate quality of life attributes for the entire Indiana Uplands region. Hoosiers throughout the Uplands, the State of Indiana, and visitors from across the nation benefit from the serene community. Brown County welcomes an estimated two million tourists every year. Traveler spending supported the most jobs in Brown County in 2013 at 642. However, compared to other private sector jobs, leisure and hospitality wages rank among the lowest at \$300 per week. In Brown County, 53.1 percent of the population live at low to moderate income levels (<\$30,000 per year). (*Brown County Redevelopment Commission*)

Brown County's unique topography of scenic hills, ridges and valleys, created through erosion of bedrock during the Late Glacial Maximum, serves as its greatest asset. Community consensus affirms that protecting this asset

needs to be at the forefront of a successful development plan for Brown County. By maintaining and remediating existing natural assets, the potential for expanding ecotourism is high throughout the county. Brown County has by far the highest concentration of forested land of any of Indiana's counties, estimated at 90 percent coverage, without any large commercial farms (*United States Department of Agriculture*).

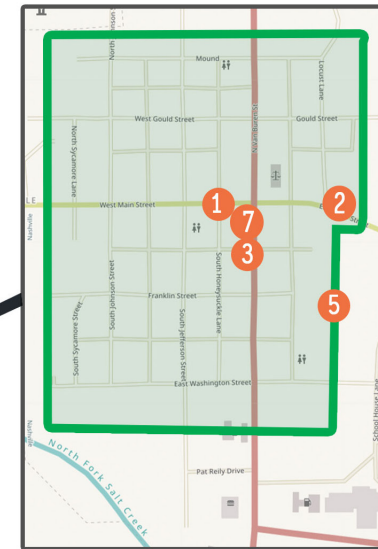
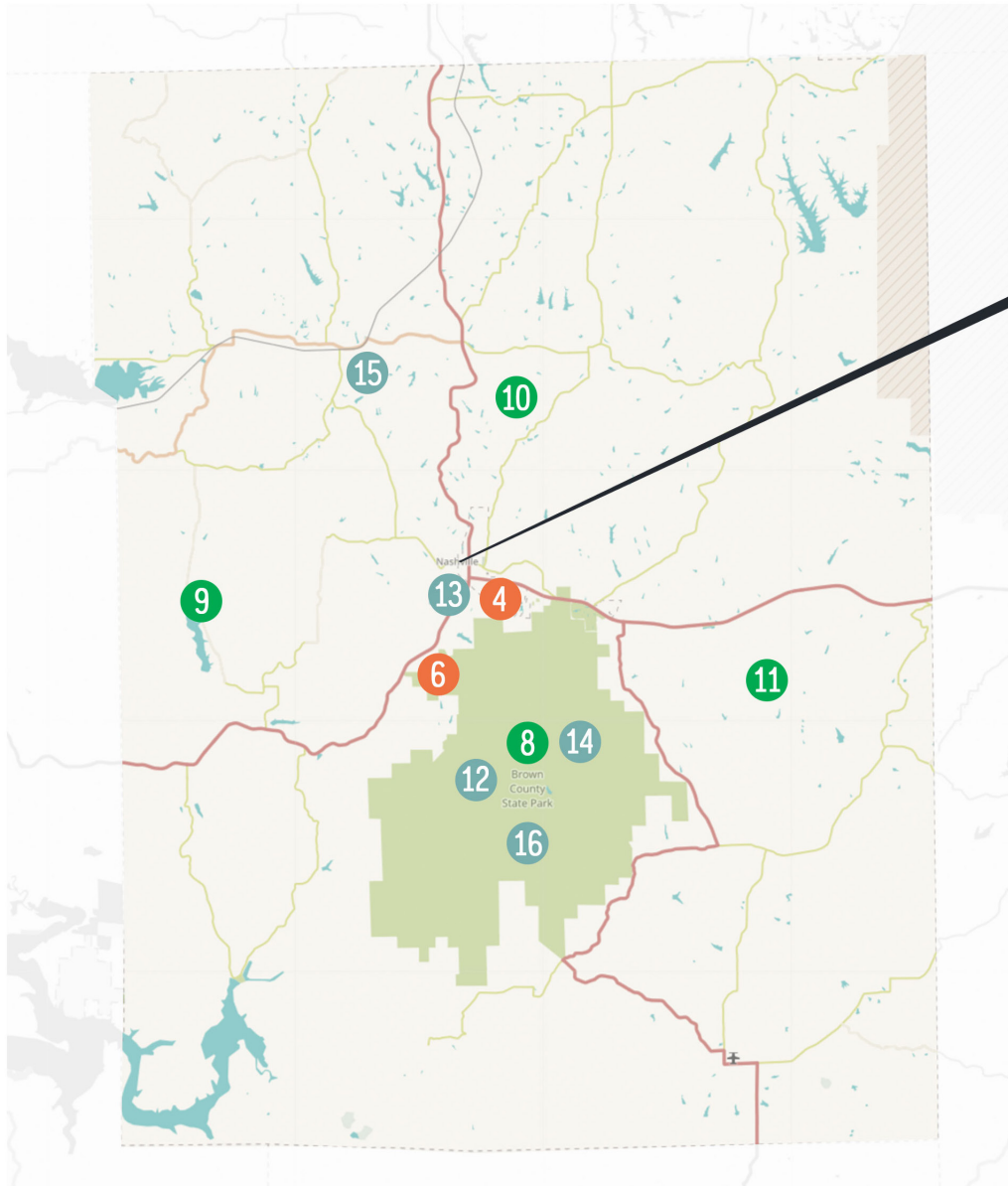
The unincorporated towns in Brown County offer more opportunities to experience the county's culture, history and beauty. Beanblossom, home of the Bill Monroe Memorial Music Park and Campground, has hosted bluegrass music performances for over 60 years. Helmsburg and Gnaw Bone offer visitors quaint antique shops, art galleries, and cabins for overnight lodging. Story boasts the Story Inn, which provides unique lodging experiences; guests enjoy the vintage cottages and fine Hoosier cuisine prepared and served in the restored general store.

Workforce Development and Attraction

In order to develop a workforce from within and attract young professionals, a county must focus on readying young people for 21st-century careers in emerging fields, providing industry exposure through mentorships, internships, and facility tours, and connecting labor with regional employers. Successful implementation of Workforce Development and Attraction projects could yield an increase in population, more residents with vocational certifications, the emergence of new businesses operating in innovative sectors, and the development of more work-based learning initiatives.

Brown County is not like other lightly populated counties in Indiana. More than 31 percent of Brown County's labor force commutes outside of the county for work. With 15,000 residents, Brown County ranks eighth out of 92 counties

Select County Assets



Arts & Culture

- 1 S3 Shared Studio & Maker Space
- 2 Brown County Art Gallery
- 3 Brown County Playhouse
- 4 Maple Leaf Performing Arts Center
- 5 Nashville Retail District
- 6 T.C. Steele State Historic Site
- 7 Brown County Art Guild

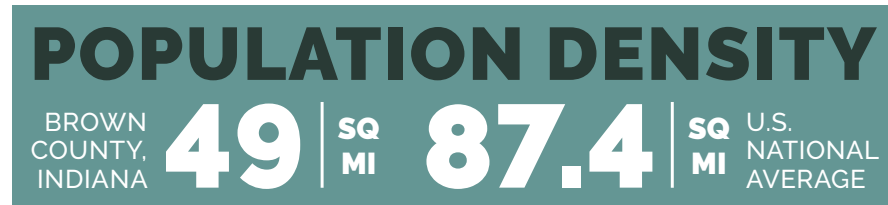
Nature Preserve

- 8 Brown County State Park
- 9 Yellowwood State Forest
- 10 Hitz-Rhodehamel Nature Preserve
- 11 Laura Hare Nature Preserve

Trails

- 12 Browning Mountain
- 13 Salt Creek Trail
- 14 IMBA Epic Mountain Biking Trail
- 15 Tecumseh Trail
- 16 Nebo Ridge Bike Trail

in population. Brown County has a population density of 48 people per square mile compared with 182 people per square mile state wide. (*STATS Indiana*)



Over the last 10 years, enrollment in Brown County Schools has fallen to 1,792 students from 2,232 and the district has faced significant budget losses (Indiana Department of Education September 2018 ADM). The district boasts two four-star elementary schools, one National Blue-Ribbon elementary school, multiple middle school "We the People" state and national championship teams, participants in the International Intel Science Fair, National History Day finalists, a state championship performing arts team, and gold and silver award winning instrumental musicians and vocalists. The district reported a graduation rate of 98 percent in 2016 and an attendance rate of 96 percent (*Brown County School Corporation 2016 Annual Performance Report*). And though budgets are tighter than ever, the district now boasts a desirable 14:1 student-teacher ratio.

County-wide, school enrollment isn't the only population in decline. Brown County's population of roughly 15,035 is on a downward trajectory with projected numbers of 12,785 by 2050 (*STATS Indiana*). The county seeks to reverse these outflow trends (i.e., attract workforce) by informing the uplands region of its innovative workforce development programs and excellent schools and further developing youth industry exposure initiatives.

Amenities and Attributes

Brown County is ideally situated between I69 and I65. The county's proximity to large cities (Indianapolis and Louisville), Indiana University, and the Hoosier National forest affords opportunities for residents to easily explore the amenities found throughout the Uplands region and beyond. The county's location near Monroe, Bartholomew and Johnson Counties also offers residents the added benefits of these areas (retail, healthcare, industry, events, dining) that add to quality of life. More employment opportunities exist by way of large, established businesses in neighboring counties, including education, medical, and pharmaceutical companies in Monroe County and engineering and manufacturing businesses operating in Bartholomew County.

An area's amenities and attributes contribute to community cohesion and provide resources for individuals and families. Community organizations and clubs, public events, and infrastructure all serve to unify communities and contribute to quality of life. Brown County will leverage its strong spirit of volunteerism to strengthen certain amenities to support the health, safety, and quality of life for all residents.

Brown County desires to be an even stronger asset to the Indiana Uplands region and looks forward to intentional, sustainable growth through collaborative partnerships and design thinking. Brown County believes the Ready Communities program will truly be a transformative opportunity serving as the catalyst for a robust and desirable ecosystem throughout the region.

Many creative-minded people call this community home, and county leaders anxiously look forward to intentional participation in the Ready Communities Program and beyond.

Indiana Uplands





Engagement

BROWN COUNTY CONDUCTED a number of leadership discovery activities, stakeholder engagement initiatives, and asset analyses. We assessed place-based advantages through two community input sessions, examined existing quantitative and qualitative data sources, conducted a county-wide electronic survey to prioritize projects and conducted a Town Hall to unveil the plan's content. Community members were also encouraged to contact consultants anytime throughout the entire planning process.

Engagement Activities

ONGOING QPAT Meetings
ONE Planning Grant Workshop
TWO Stakeholder Input Sessions
ONE Town Hall
ONE County-Wide Survey
UNLIMITED Constituent Phone Calls

Ready Communities Advisory Team

Maddison Miller, Brown County Community Foundation
Larry Pejeau, Indiana Arts Commission Region 8 Arts Partner
Shirley Boardman, Indiana University
Jan Mills, Retired, Former Mayor of West Lafayette
Dr. Laura Hammack, Brown County Schools
Maynard "Brandy" Brandon, Brown County Rotary Club
Dwight Thompson, President of Brown County Rotary Club
Mike Laros, The Maple Leaf Performing Arts Center
Jim Kemp, Brown County Redevelopment Commission
Mary McInerney, Brown County Community Foundation

Participation

MORE THAN 100 INDIVIDUALS & 28 ORGANIZATIONS participated via in-person engagement activities and provided feedback on priorities and potential projects

ORGANIZATIONS

BETA (Brown County Enrichment for Teens Association)	Brown County Schools Career Resource Center
Boulders Lodge	Brown County YMCA
Broad Band Task Force	Centerstone Research Institute
Brown County Alcoholic Beverage Commission	Historic Preservation and Heritage Consulting
Brown County Arts	Indiana Arts Commission
Brown County Community Foundation	Indiana University Purdue University Indianapolis
Brown County Community Resource Center	Maple Leaf Performing Arts Center
Brown County Convention and Visitors Bureau	Miller Architects
Brown County Habitat for Humanity	Mother Herb
Brown County Humane Society	Nashville Arts & Entertainment Commission
Brown County Redevelopment Commission	New Image Lifestyles
Brown County Regional Sewer District	Peaceful Valley Heritage
Brown County Rotary Club	Regional Opportunities Initiative
Brown County Schools	The Emerald Pencil

Prioritization Survey Results

The anonymous prioritization survey was shared with county residents through the Brown County Democrat, employer networks, email distribution and word-of-mouth. 307 residents responded to the survey. In addition to ranking initiatives in priority order, residents shared new projects and ideas through open-ended feedback.

Town Hall Takeaways

Brown County's Town Hall was held January 23, 2019 at the Brown County Playhouse in Nashville. Participants gave direct feedback during breakout sessions on Quality of Place, Workforce Attraction & Development and Amenities & Attributes.

Quality of Place

- Incorporate the rich history, love of environment, artisan spirit and community uniqueness into all signage, events, etc.
- Increase childcare options for young families and develop better after school programs for older kids
- Diversify housing options and offer more rental housing
- Provide opportunities for remote workers
- Create a "greener" Brown County
- Improve transportation throughout the county and make sidewalks safer, expand existing trails and connect them to unique areas
- Develop a men's shelter
- Improve infrastructure like water, septic, and broadband throughout the county

Workforce Attraction

- Insert traditional arts like pottery and painting into STEM programs
- Develop programs for graphic arts and computer science
- Revitalize trade and building training programs
- Create a middle school arts program where students create art, market and sell their products, and manage customer outreach to blend business administration and arts training

Amenities & Attributes

- Work with small, local farms to create agritourism opportunities
- Establish a Future Farmers of America chapter in the county
- Create a culinary arts program that sources food locally

QUALITY OF PLACE:

Please rank the following in priority order, from most important (1) to least important (9).

Overall Rank	Initiative
1	Increase affordable housing options (based on the county's median income of \$50,000 that would equate to \$125,00-\$150,000 home or rents at \$800/month or below)
2	Develop youth-friendly recreational opportunities
3	Revitalize the "Brown County Partnership", getting community minded residents and representatives from government, business, and nonprofit sectors in regular meetings to improve communication.
4	Expand recycling and nature conservancy efforts
5	Expand existing biking, hiking, and walking trails and develop new trails
6	Further develop the Brown County brand and increase marketing efforts for our community
7	Enhance historic preservation initiatives
8	Increase community beautification efforts
9	Develop a comprehensive community calendar for all events, announcements, government meetings, etc.



WORKFORCE ATTRACTION:

Please rank the following in priority order, from most important (1) to least important (6).

Overall Rank	Initiative
1	Expand technical trade programs and apprenticeships for youth
2	Increase K-12 STEAM initiatives (science, technology, engineering, arts, and math)
3	Improve employer attraction, retention, and expansion efforts
4	Grow vocational training and opportunities for adult learners
5	Capitalize on surrounding counties' workforce efforts
6	Support the development of a formal retiree network

AMENITIES & ATTRIBUTES:

Please rank the following in priority order, from most important (1) to least important (7).

Overall Rank	Initiative
1	Expand broadband and WiFi access
2	Improve childcare availability and affordability
3	Increase healthcare accessibility
4	Modernize water and waste management services
5	Preserve natural assets and enhance conservation efforts
6	Expand public transit and transportation options
7	Provide access to local foods



Data

THE FOLLOWING DATA was gathered from STATS Indiana Public Data Utility data reports, covering various socioeconomic factors that impact the context and solutions of the Quality of Place & Workforce Attraction Plan. See additional household, economic, demographic, education and workforce data in the Appendix.

EDUCATIONAL ATTAINMENT

98.0%

GRADUATION RATE FOR PUBLIC
HIGH SCHOOL STUDENTS

Versus Statewide: In 2018, Indiana's waiver graduation rate was 88.1 percent, and the non-waiver rate was 80.78 percent. (Indiana Department of Education)

31.7%

PERCENT OF POPULATION HOLDING
ASSOCIATES DEGREE OR HIGHER

Versus Statewide: 33.24 percent of Indiana's population has attained an associate's degree or higher (U.S. Census Bureau, 2000 Census and 2010 American Community Survey)

INCOME & POVERTY

\$56,323

MEDIAN HOUSEHOLD INCOME

Versus Statewide: Indiana's Median Household Income: \$52,182 (2013 – 2017 American Community Survey 5-Year Estimates)

\$42,554

PER CAPITA ANNUAL INCOME

Versus Statewide: \$47,104 Indiana per capita income (adjusted for inflation) (US Bureau of Economic Analysis)

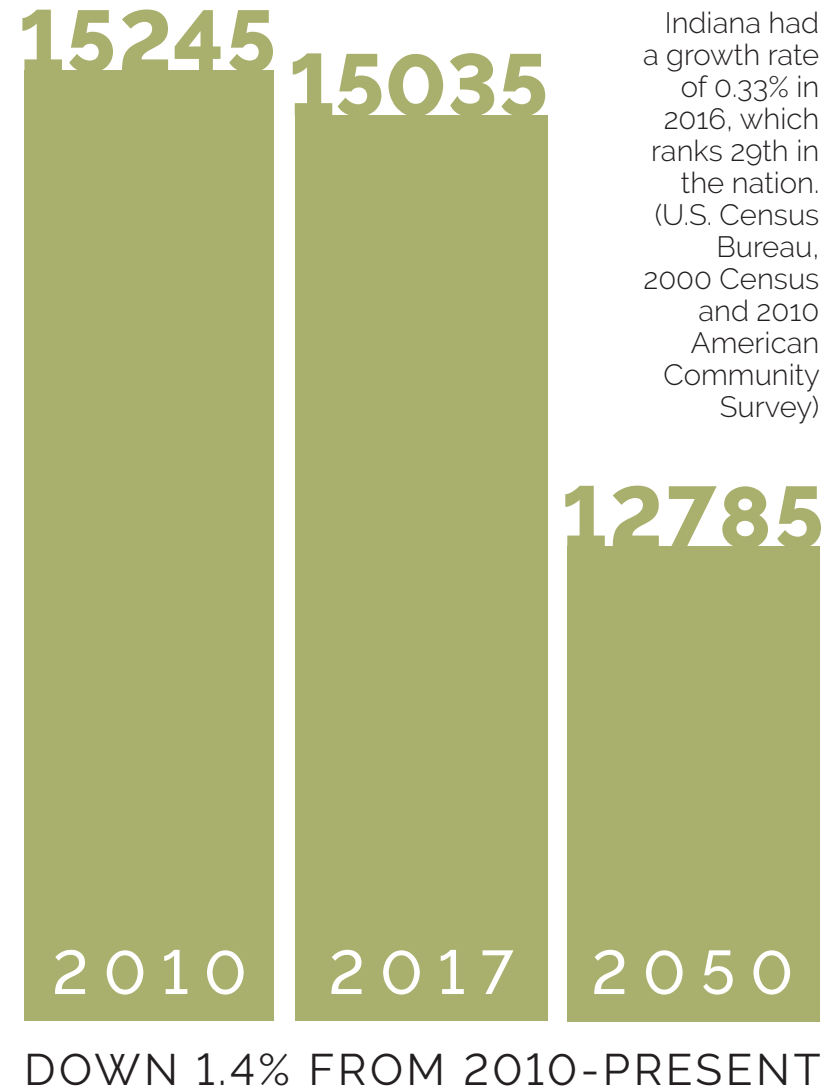
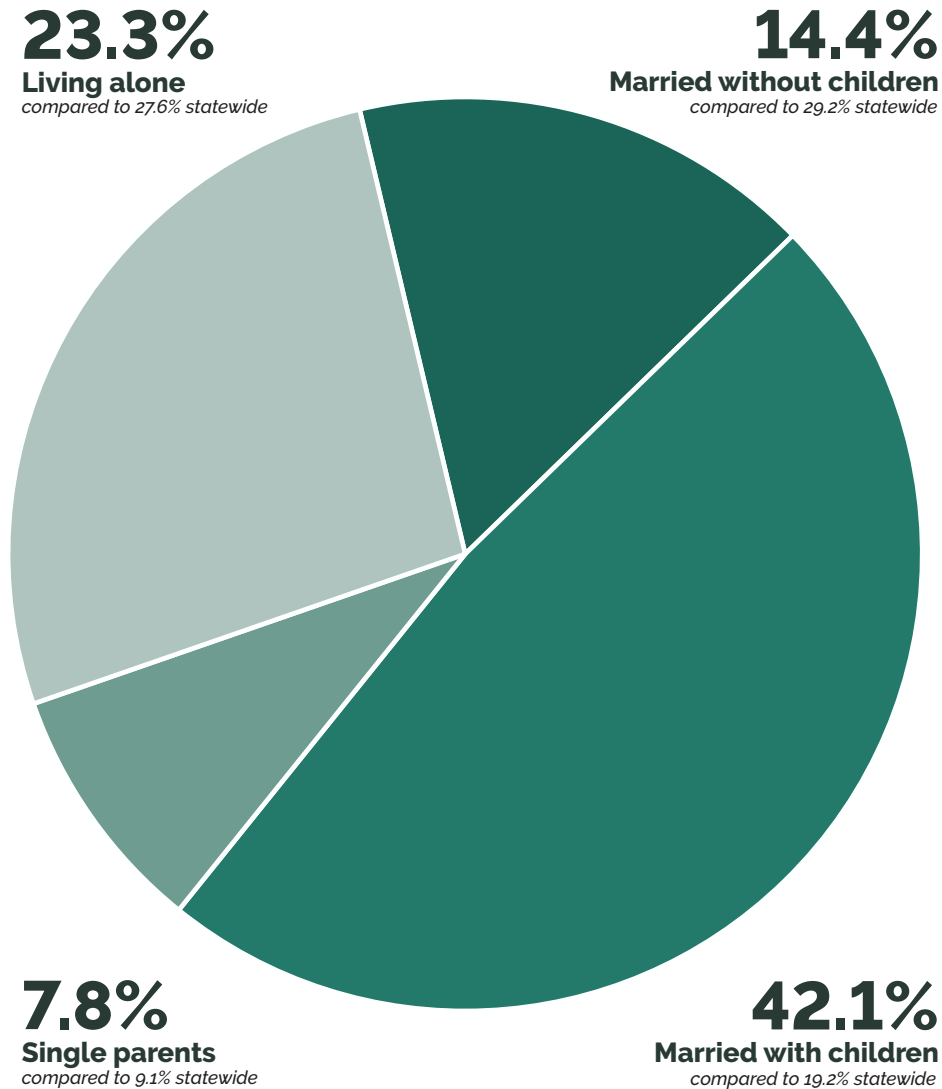
10.9% 19.0%

OVERALL POVERTY RATE POVERTY RATE AMONG CHILDREN

Versus Statewide: 14.6% of all Hoosiers live below the poverty rate (2013 – 2017 American Community Survey 5-Year Estimates)

HOUSEHOLD TYPE

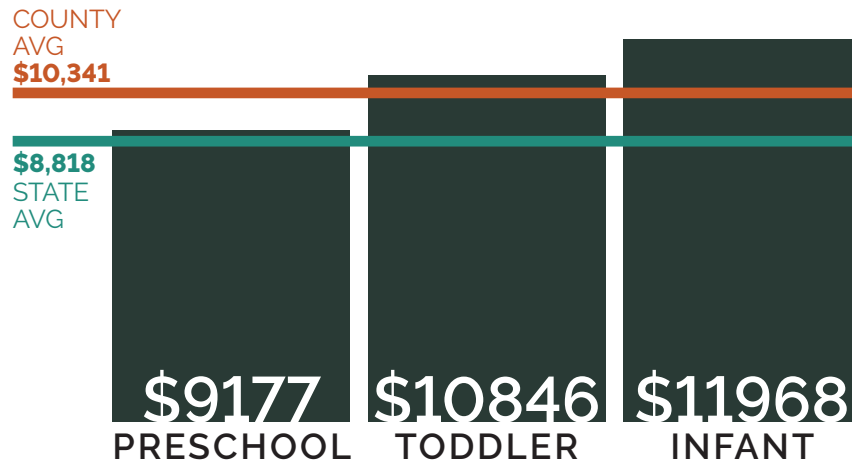
POPULATION CHANGE



COMMUTING TRENDS

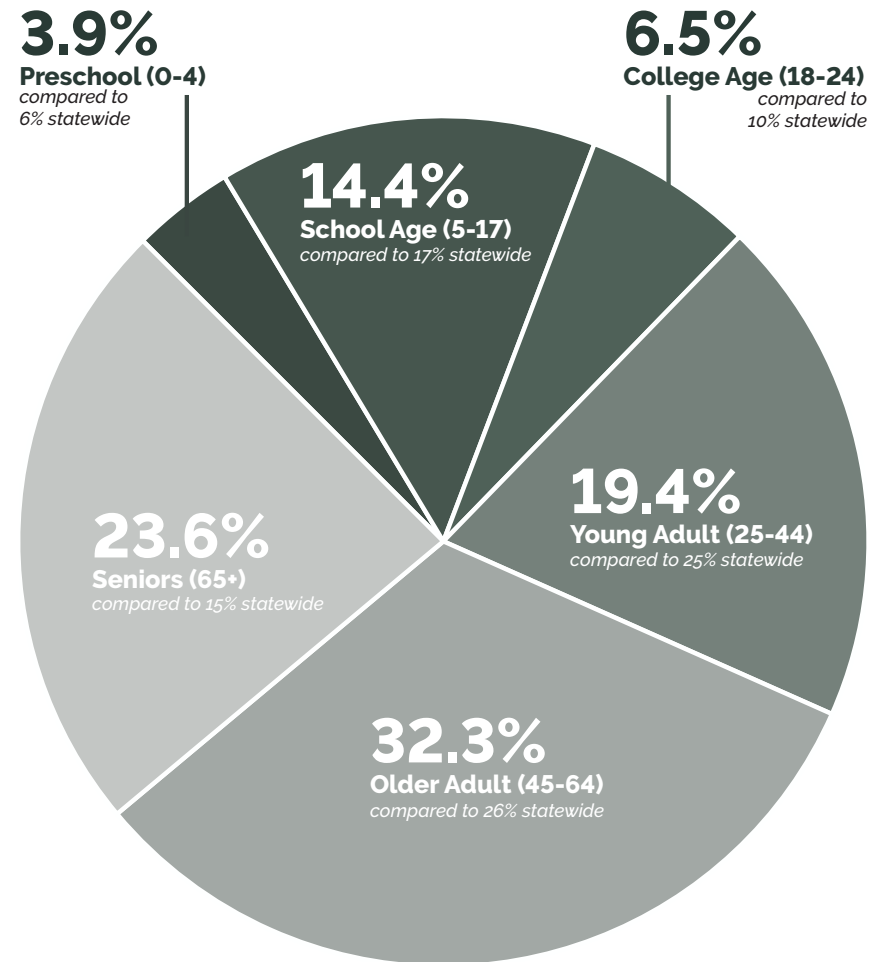
3,534 Number of people who live in county but work outside county	735 Number of people who live in another county but work in county	194 MONROE Top county sending workers into county	1,188 BARTHOLOMEW Top county receiving workers from county
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CHILDCARE COSTS



AGE DISTRIBUTION

MEDIAN AGE: 49.3 YEARS



Indiana's 2017 age distribution (US Census Bureau)



Context

IN DEVELOPING THE QUALITY OF PLACE AND WORKFORCE ATTRACTION PLAN, residents provided input related to desired planning projects and referenced previous planning efforts to create goals and objectives for amplifying place-based strengths, leveraging existing assets and amenities, and attracting tourists and new residents to the county.

QUALITY OF PLACE

ASSETS

ARTS CULTURE	NATURAL BEAUTY	TRAILS	MORE
S3 Shared Studio & Maker Space	Brown County State Park	Hitz-Rhodehamel Trail	Nashville Retail District
Art Alliance Brown County	Yellowwood State Forest	Salt Creek Trail	Maple Leaf Performing Arts Center
Brown County Playhouse	Hoosier National Forest	World-Class Mountain Biking Trails	Peaceful Valley Historic Preservation
Art Walk & Studio Tours	Cordry Sweetwater Lakes	Tecumseh Trail	Breweries, Distilleries & Wineries

QUALITY OF PLACE

OPPORTUNITIES & OBJECTIVES

BRANDING & EXTERNAL MARKETING

Brown County needs to inform non-residents about the value of its natural, cultural, and community-based assets. A 2017 Hometown Collaboration Initiative SWOT report listed communication as the county's #1 weakness. Currently, Brown lacks a cohesive narrative that speaks to shared principles and the county's exceptional quality of place characteristics. The Brown County story is rich; it needs to be told in an honest and convincing fashion. The county would benefit from a brand strategy that amplifies its assets and a marketing campaign to educate enthusiasts about county resources like year-round outdoor recreational opportunities, community events, excellent schools, and the renowned arts culture that makes Brown County the Arts Colony of the Midwest.

Nashville's retail district is deservedly thriving; guests from around the country visit to shop, dine, and experience the arts downtown. Brown County's unincorporated towns (Bean Blossom, Gnaw Bone, Helmsburg, and Story) offer similar amenities in more remote settings. Brown County seeks to promote the history, heritage, and beauty of these areas by marketing assets such as the Story Inn, general stores, antique shops, art galleries, and cafés. Brown County could develop a wayfinding system that directs residents and visitors to certain locations by way of branded signage and other visual cues that incorporate a town's personality. According to Axia, wayfinding efforts can contribute to a deeper relationship between a place and its key audiences. In addition to providing orientation and navigation, a branded system introduces personality, storytelling, and most importantly arouses the senses and stimulates emotions through its connection to the core values of the brand. Brown County seeks to continue building a recognizable brand

that will bring visitors to the county and the surrounding region. The Uplands region's brand should represent multi-faceted sectors and resources, resourcefulness, and humility. Brown County hopes to become an Uplands brand ambassador by consciously embodying these qualities and promoting its natural assets to grow tourism, improve amenities, and support population growth throughout the Uplands. Brown seeks to demonstrate our value to the Uplands region through branding that highlights our excellent schools, focuses on our artistic and hardworking residents, and educates people about the county's natural beauty, entertainment options and forthcoming infrastructure improvements.

Objective: Effectively market Brown County as the perfect place to experience the exhilaration, refreshment, and down-to-earth perspective that's offered across 316 beautiful miles of the Indiana Uplands.

INTERNAL COUNTY COMMUNICATIONS

Brown County is a progressive, naturally-inspired, culturally-rich, caring, and welcoming community. As such, there is a lot happening throughout the year. Local arts, crafts, and music festivals abound. As noted in Brown County's Vision 2020 planning document and multiple ROI Ready Community stakeholder input sessions, the county requires more sophisticated communication coordination in order to inform residents and visitors of community activities and to boost efforts to grow and improve existing events.

Objective: Improve internal communications to increase the visibility of events and subsequently grow tourism through

BROWN COUNTY TRAILS MAP

Hiking /
Walking Trails



Horseback
Riding Trails



Hiking / Walking +
Biking Trails



Biking +
Horseback Trails

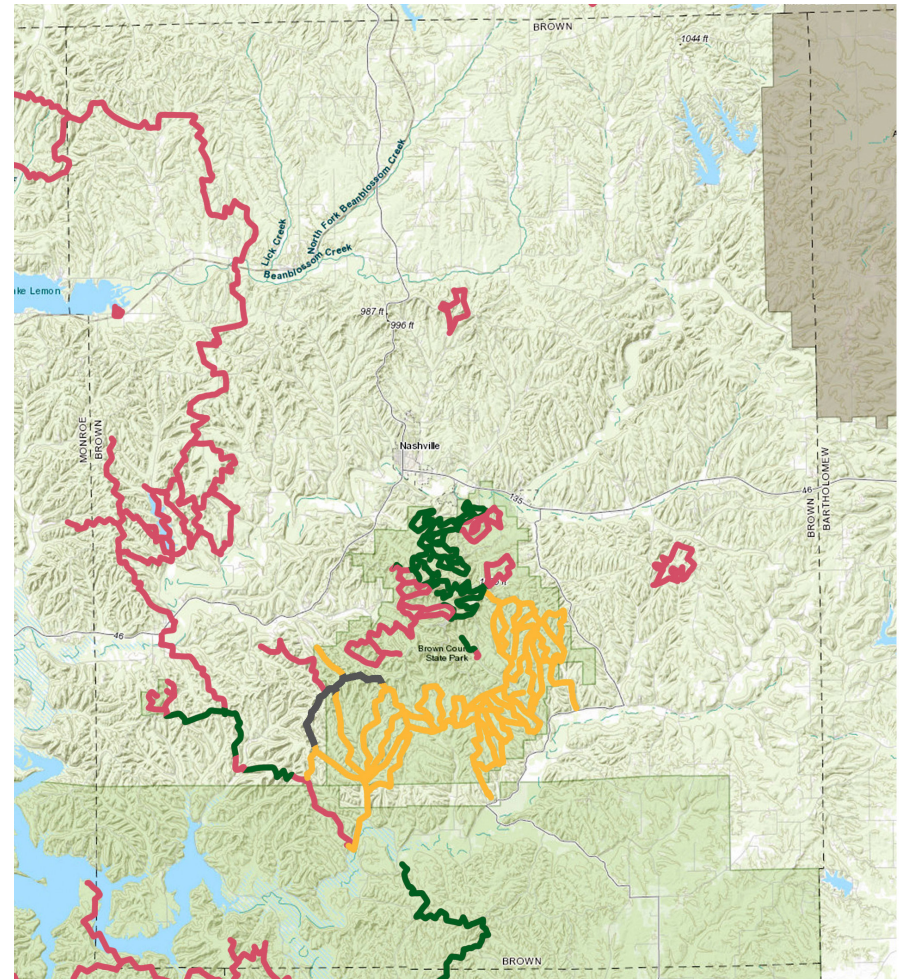


concerted, county-wide collaborative efforts. Promote the inclusion of a wide diversity of participation.

TRAIL CONNECTIVITY

The trail system in Brown County is a tremendous asset. Visitors come from all over the globe to use the top-rated biking and hiking trails that span the county. Though nationally recognized, citizens feel the trails are still underutilized by residents and potential visitors. The Uplands region would benefit from county-to-county connection of trails and formalized working relationships between the community and Brown County State Park, Yellowwood State Forest, the Indiana Department of Natural Resources, and other managers of nature preserves and conserved lands. Trail marketing, clean-up, and extension initiatives would improve quality of life and provide more opportunities for quality experiences for Brown County residents and visitors. According to Headwaters Economics, developing long-distance rail-trails and multi-day self-guided tour routes (as opposed to offering only day-long-length trails) can help increase the number of cycling tourists and increase the economic impact from cycling, particularly in rural communities.

Numerous communities around the US have successfully stimulated economic development via promotion of local trail systems as recreational assets for visitor and for local residents. For example, the Pennsylvania Wilds program has developed a series of destinations and promotion programs to attract visitors to the most rural region of Northern Pennsylvania. Activities include hiking, snowmobiling, hunting, and stargazing at some of the United States' best night skies. In Southwest Virginia, the Spearhead Trails system attracts ATV users from around the US. Trail systems enrich local life; in Martinsville, VA, the local Harvest Foundation invested in a series of walking, biking, and



Indiana Department Of Natural Resources

river trails as a part of a wider strategy to combat the region's obesity, diabetes, and related health challenges.

Objective: Continue to increase trail connectivity and maintenance to benefit residents and visitors alike through further developing the Salt Creek Trail and other trails into a system that integrates with Brown County's historical and cultural attractions. Dedicate more volunteer hours to upkeep, potentially through recurring trail cleanup day events, and coordination with state and neighboring county's agencies.

WORKFORCE ATTRACTION

ASSETS

**COMMUNITY-BASED
CAREER RESOURCE CENTER**

**INDUSTRY & SCHOOL
PARTNERSHIPS**

**EXCELLENT, NATIONALLY-
RECOGNIZED SCHOOLS**

**UNMATCHED INDUSTRY
EXPOSURE FOR MIDDLE &
HIGH SCHOOL STUDENTS**

OPPORTUNITIES & OBJECTIVES

TRADE PROGRAMS, VOCATIONAL OPPORTUNITIES, & EMPLOYER COLLABORATIVES

The Brown County school system, in partnership with the Career Resource Center (CRC), does an excellent job facilitating industry exposure initiatives through facility tours, Co-Ops, and after school programs like the intermediate and junior high school's robotics clubs (made possible through a \$25,000 STEM grant from ROI). The county will continue to improve existing student experience initiatives and develop new opportunities for tours, workshops, and training programs in order to upskill students and connect them with subsequent employment opportunities. The county seeks to grow Brown County High School's Eagle Manufacturing program, where participating students can train in business administration, engineering design, CNC machining and graphics/promotional materials. Building upon career pathway programmatic successes will serve to incentivize parents to enroll their children in the county schools and, if successful, would slow or reverse student outflow trends.

It is essential that students get access to real work opportunities through work-based learning experiences. The Federal Partners in Transition (an interagency planning effort between DOE, HHS, DOL and SSA) note that work-

based learning experiences have been shown to be one of the strongest predictors of adult employment success for students. The Workforce Innovation and Opportunity Act (WIOA) mandates that at least 20 percent of local WIOA youth formula funds be used for work-based learning experiences like summer and year-round employment, pre-apprenticeship, on-the-job training, or internships and job shadowing. Eligible training providers deliver these services in local communities, which can be accessed through local American Job Centers.

Objective: On-board more industry partners and formalize a process for employers to outline to school board representatives and CRC leadership what skills gaps are present, the type of workforce training that is needed, and highlight certain industry trends. These partnerships will serve to support industry needs, ready the county's workforce, and label Brown County as a state leader in industry exposure and workforce development initiatives.

INCORPORATING THE HUMANITIES IN STEM LEARNING PROGRAMS

By 2027, the number of STEM jobs will grow 13 percent, compared to 9 percent for non-STEM jobs—with positions in computing, engineering, and advanced manufacturing leading the way (*The Education Commission of the States*). Wage growth complements employment availability; the Department of Labor reports that out of 100 STEM occupations, 93 percent of them provide wages above the national average. The county's K-12 programs are multifaceted and have recently started to place more focus on Science, Technology, Engineering, and Mathematics (STEM) education. Currently, each of Brown County's three elementary schools offer pre-K classrooms and science labs. Brown County also offers lifelong learning programs through the CRC. The county seeks to incorporate an early arts program into STEM learning initiatives to preserve



and promote Brown's arts culture and pair innovative, 21st-century workforce training with the humanities to foster well-roundedness among its pre-K-12 students. Humanities training could be focused on graphic arts, culinary arts, and traditional practices like painting, pottery and weaving.

A promising set of recent trends has focused on engaging libraries as a venue and support network for STEAM (Science, Technology, Engineering, Arts & Mathematics) education. Successful programs engage children - and their parents - in this work. In Georgia, the state library system provides small grants to help libraries create local projects such as library-based gardens, Lego Connect programs, or robotics camps.

Objective: Research STEAM program best-practices and develop a plan to incorporate humanities training into current STEM learning initiatives. Research the feasibility of utilizing vacant buildings for an all-ages STEAM center.

AMENITIES & ATTRIBUTES

ASSETS

ECONOMIC DEVELOPMENT PLAN UNDER DEVELOPMENT	THRIVING RETIREMENT COMMUNITY	DISCOVER BROWN COUNTY MOBILE APP
CULTURE OF VOLUNTEERISM & NON-PROFIT SUPPORT	THE BROWN COUNTY DEMOCRAT	COMMUNITY- BASED YMCA
LEAGUE OF WOMEN VOTERS	BILL MONROE BLUEGRASS MEMORIAL PARK & FESTIVAL	STORY INN WINE & BEER FESTIVALS
SALT CREEK GOLF RETREAT	MUSIC & ART ON EVERY CORNER	BROWN COUNTY VISITORS CENTER
BROWN COUNTY HISTORICAL SOCIETY MOBILE APPLICATION		BIRTH-TO-5 COALITION

OPPORTUNITIES & OBJECTIVES

HOUSING

Housing developers often discover a challenge when searching for buildable tracts of land in Brown County. There have been only 13 new-construction homes built in the county over the last four years. According to the U.S. Census Bureau, Brown County has an estimated 8,512 housing units, 49% built pre-1980 and another 49% built from 1980 to 2009. As the county assesses buildable land and potential areas for economic development, leadership eagerly awaits the results of ROI's housing study for the Indiana Uplands region which will consider housing and industry trends, unique populations, property valuation data, local permitting, and GIS data. County residents have also expressed interest in researching best-practices for capitalizing on state historic preservation tax credits to accelerate residential building for smart growth while preserving the community's charm.

Objective: Utilize the findings of the forthcoming ROI housing study to provide better resources for developers and offer more diverse and affordable options for varied family orientations. Promote the use of historic preservation tax incentives to accelerate growth.

CHILDCARE

Brown County parents increasingly look for evidence that their child is receiving both a theoretical and practical set of experiences and an education that will ultimately prepare him or her for the world of work. With an understanding of the inherent value a preschool education has on a child's intellectual and emotional development, Brown County developed a Pre-Kindergarten Scholarship Program. This is a cooperative effort between the Brown County Community Foundation (BCCF) and Brown County Schools to help low-income families participate in an innovative pre-K education program. This program involved joint planning between the BCCF and schools with input from other communities and state government. After committing to a three-year scholarship program subsidy and school district preschool classroom and curriculum enhancements, the program has positioned itself toward a sustainable business model.

Despite pre-K scholarship planning efforts, the county still lacks access to high-quality, educational early childcare centers. Many working adults express dissatisfaction with childcare options throughout the county and see the issue as a hindrance for advancing careers and workforce attraction. Though the county's after-school programs are robust and trusted, preschool and daycare options remain limited. According to STATS Indiana, Brown County offers zero Child Care Centers or School-Based programs rated "High-Quality." The average annual cost per child is \$10,341 in Brown County; 15 percent higher than the state's average of \$8,818. Brown County currently has just one Head Start program to support the entire county. Though there are many birth-to-five initiatives like the weekly events held at the Toy Chest and the YMCA, there are too few reliable, week-day options for "drop-off care."

Objective: Increase childcare options. Research national best-practices for childcare training programs, fast track childcare zoning options, and incentives for residents to earn childcare credentials. Determine how to best utilize Brown's pre-K scholarship program to develop new childcare centers.

ENVIRONMENTAL EDUCATION & AGRITOURISM

Residents understand that Brown County's beauty differentiates the county. Its environmental assets are good for the Uplands' quality of place and economy - and Indiana more broadly. Residents have expressed the need for higher standards of environmental protection, regularly occurring clean-up initiatives to protect the county's beauty and to promote natural assets more effectively; essentially securing the Brown County brand promise to visitors and residents alike. Brown County's environmental protection initiatives could coincide with future agritourism and local food promotion efforts. Providing unique experiences not available in larger, more urban areas is a defining characteristic of agritourism, an \$800 million-dollar industry in the United States. Adding agritourism to the county's outdoor recreation options could launch Brown County into the state's top five counties for tourism, improving upon its current rank of 11 out of 92.

Objective: Increase nature conservancy and sustainable tourism initiatives in order to capitalize on the county's natural beauty. Create and promote environmental education initiatives paired with agritourism and heritage tourism planning efforts.

\$42.7M \$22.5M LODGING
\$6.4M FOOD & BEVERAGE
\$4.3M SHOPPING
GENERATED IN TOURISM SPENDING, UP 10.9% FROM 2016

*2017 Economic Impact of Brown County Tourism - Rockport Analytics

AMENITIES & ATTRIBUTES

OPPORTUNITIES & OBJECTIVES

HEALTHCARE

Brown County's growing senior population presents a need for assisted living options and home health care access. The county has an abundance of options to explore; assisted living facilities can range from small settings such as five or fewer residents receiving limited services in a provider's personal home to large, ornate retirement communities whose services include high-end options such as valet services, private therapy and coordinated group travel to other states (Rural Health Info Hub). County leaders can

coordinate with Concepts in Community Living, Inc., an organization that has helped develop and/or manage assisted living facilities in over 30 states, to identify barriers and better understand best-practices in rural assisted living development.

The Brown County Health and Wellness Center offers general healthcare delivery to residents and Healthy Families for Brown County is focused on providing healthcare for younger children and educating parents. Currently, both organizations are challenged to engage residents and inform the community of available resources.

Objective: Explore funding options and best-practices for an assisted living center and support the promotion of existing community-based healthcare organizations.

RETIREMENT NETWORKS

Brown County has the oldest mean age in the state. 32.3% of the county's residents are between the ages of 45-64. 23.6% are older than 65 (*ROI "STATS Indiana Public Data Utility" data sheet*). The fastest growing demographic is retirement-aged people; many decide to retire in the county because of the quality of place assets referenced earlier in this plan.

Brown County retirees are well educated and, along with many other multi-generational residents, provide a knowledgeable, wealthy, and engaged sub community



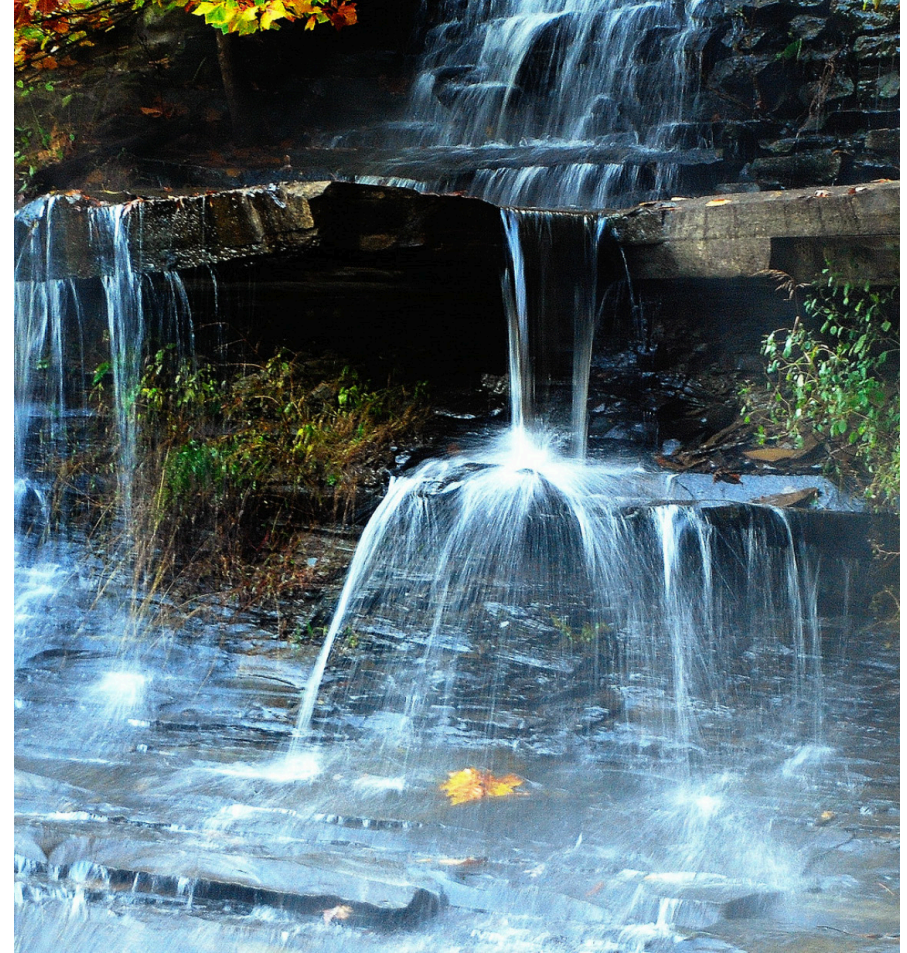
of volunteers that support the county's local nonprofit organizations. Stakeholders have expressed interest in capitalizing on the vast retirement community through formalizing a retirement volunteer organization and/or a retirement professionals' network. Both organizations would support youth mentorship initiatives to encourage the county's younger population with civic participation and provide leadership guidance, soft skills training, and career coaching.

A number of national and regional organizations focus on this important mission of engaging retirees in community development and transformation. Examples include: Experience Corps, Engaged Aging, SCORE and various chapters of United Way, among others. Programs like RISE engage seniors in environmental education and may help address other issues noted in this report. It may make sense to engage these outside experts as this effort moves forward.

Objective: Formalize retiree network(s) to promote youth engagement in the community and support ongoing community cohesion initiatives through volunteerism.

THE BROWN COUNTY PARTNERSHIP

Brown County's Vision 2020 planning document noted that residents feel there is an absence of leadership continuity and limited understanding of inclusive planning processes. The now defunct Brown County Partnership defined its mission as a catalyst to identify and prioritize community needs, and to facilitate and stimulate planning to address these needs. It was comprised of local stakeholders from county and town government, business, education, tourism, safety, art, entertainment, faith community and healthcare. The organization provided a forum for communication and collaboration to achieve long and



short-term solutions and helped develop leadership capacity in the community – a critically important variable to consider for the implementation of the potential projects discussed in this plan. Brown seeks to create a similar community coalition that would coordinate volunteer efforts to implement many of the quality of place and workforce attraction initiatives outlined in this plan. The new coalition will include a diverse set of members representing disparate groups and interests to ensure all resident opinions are included in prosperity plans.

Objective: Re-establish and formalize diverse membership of The Brown County Partnership to execute ongoing planning and implementation efforts.

AMENITIES & ATTRIBUTES

OPPORTUNITIES & OBJECTIVES

PLANNING INTEGRATION

Brown County is currently working with Thomas P. Miller and Associates to create a strategic economic development plan. The plan will represent county sentiment and will account for best practices in rural community development and planning. Additionally, Brown County is developing a Hometown Collaborative Initiative (HCI) plan funded through Indiana's Office of Community and Rural Affairs. The HCI strategy will aid in the development of a new generation of local leaders and build a supportive

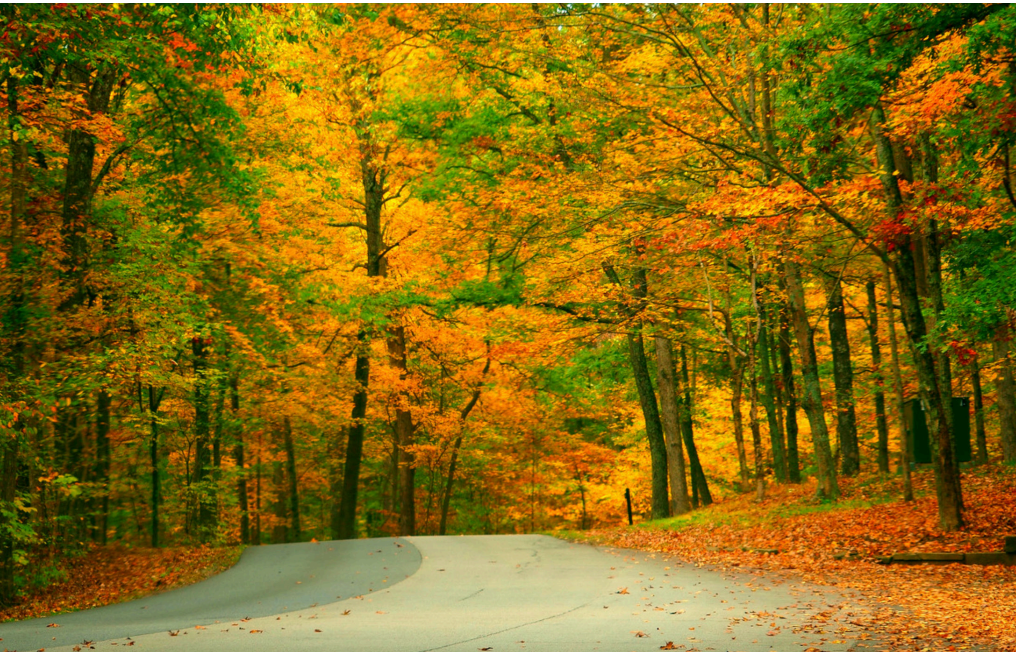
community environment for small business and entrepreneurs.

Objective: As noted in Vision 2020, synthesize the information presented in each plan to develop a refreshed, actionable comprehensive plan (the most recent comprehensive plan was developed in 2012).

BROADBAND

Brown County needs better delivery of reliable and affordable internet accessibility. The future workforce of Brown County needs the opportunity to learn and interact electronically through the internet to succeed in current education curriculum research and assignments and to gain skills used in all aspects of the American labor force. Currently, residents are often forced to use WiFi at public spaces and restaurants.

The Brown County Education Internet Scholarship program, a joint effort between the BCCF, Brown County Schools, and the three local internet service providers (Mainstream Fiber Networks, South Central Indiana REMC and Jackson County REMC), is being developed to provide funding assistance to families in Brown County who qualify for free and reduced-price meals. Additionally, Brown was the first Indiana county to receive the IEDC's Broadband Ready Community designation, which signals to the telecommunication industry that an area has taken steps to reduce barriers to broadband infrastructure investments. The scholarship program, ready community designation,



and the encouragement of broadband investment through tax-free zoning are steps in the right direction for securing reliable internet options for county residents.

Objective: Continue to support the Brown County Education Internet Scholarship and coordinate with broadband providers so children can access the tools they need to grow into active contributing members of the region.

WATER INFRASTRUCTURE

There are approximately 8,400 households in Brown County, and only about 700, or eight percent, have sewer access (*Brown County Redevelopment Commission*). If implemented, the Brown County Regional Sewer District's \$7.3 million Bean Blossom project would connect more residents to the three regional sewers rather than private septic systems. The county needs a comprehensive assessment that includes health statistics related to private septic systems, outlines the benefits of consolidating Brown's three regional sewer districts, and provides options and recommendations for water infrastructure improvement projects that would enable the county to strategically manage residential growth and understand the return on investment associated with property values.

Objective: Improve water infrastructure to increase safety and effectively manage residential growth.





Solutions

BROWN COUNTY HAS OUTLINED programs, projects and systems to address workforce gaps, amplify quality of place assets, and improve community amenities over the next two, five, and ten years. The solutions grid below tiers potential projects first by category (Quality of Place, Workforce Development and Attraction, and Amenities), then by representative execution timelines (short, medium, long term implementation phases) that account for funding likelihood, necessary resources, existing and future capacity, and current progress/momentum. Finally, potential projects are ranked by priority within the category; priority measures were sourced through community input and previously developed strategic plans.

Potential projects outlined in the Solutions grid were created by analyses of previously developed strategic plans developed by Brown County community organizations, government entities, and non-profits. Stakeholder input (listen-and-learn sessions, town halls and digital surveys) was gathered to validate and/or challenge the importance of these projects and to prioritize implementation efforts. If the projects

are successfully implemented, the Uplands region would experience an increase in regional capacity (through a well-trained workforce and strengthened community cohesion) population growth, enhanced aesthetic beauty (through clean-up efforts and trail connections, and environmental education initiatives) and improved attributes and amenities that make Indiana Uplands a desirable place to live, work and play.

1. QUALITY OF PLACE ENHANCEMENTS

Short-Term Projects: Solutions to be developed and executed over the next two years

	PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
1.1.1	Internal Communications	Community Cohesion & Support	Develop a plan for communicating county events more effectively and connecting service providers and event facilitators.	Development of materials and outreach plans (monthly) to share information with local residents and county partners, creation of county event calendar	Brown County Convention & Visitors Bureau, Brown County Community Foundation, Recreational Providers, Community Event Coordinators, Service Providers, Business Owners	
1.1.2	Place Branding & Asset Promotion	Aesthetics & Beautification Enhancements	Further develop the Escape Comes Naturally brand to enable county leaders and community organizations to showcase outdoor assets, highlight place-based differentiators, and effectively tell the Brown County story. Create a strategy for reaching target audiences.	Creation of support materials, identification of target audiences, indexing of assets, identification of outreach tactics	Brown County Convention & Visitors Bureau, Brown County Community Foundation, Department of Natural Resources, Recreational Providers, Brown County Redevelopment Commission, Brown County Schools	Department of Natural Resources, Office of Tourism Development

1. QUALITY OF PLACE ENHANCEMENTS

Mid-Term Projects: Solutions to be developed and executed over the next five years

	PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
1.2.1	Trail Enhancements & Connectivity	Connectivity Infrastructure Development	Increase trail connectivity and clean-up efforts, dedicate volunteer hours to trail upkeep, coordinate with state and neighboring county agencies.	Completion of trail connectivity plan, number of volunteers and volunteer hours dedicated to trails, number of engagements with state/ regional partners, value of shared investments in trail infrastructure	ROI, Brown County Convention & Visitors Bureau, Brown County Redevelopment Commission, County Commissioners, Brown County Highway Department, Keep Brown County Beautiful, Friends of Brown County State Park	Department of Natural Resources: Next Level Trails Program

2. WORKFORCE DEVELOPMENT AND ATTRACTION INITIATIVES

Short-Term Projects: Solutions to be developed and executed over the next two years

	PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
2.1.1	STEAM Learning Initiatives	Community Cohesion & Support	Research STEAM best practices, develop a humanities plan for STEM learning, research feasibility of utilizing existing buildings for STEAM center.	Funds raised for STEAM Center feasibility study, number of employers on-boarded to working group, new programs/ competitions developed	Career Resource Center, Brown County Schools, Brown County Community Foundation, Industry Leaders, B3 Gallery, Arts Alliance of Brown County	US DOL, Campaign to Invest in America's Workforce

2. WORKFORCE DEVELOPMENT AND ATTRACTION INITIATIVES

Mid-Term Projects: Solutions to be developed and executed over the next five years

2.2.1

PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
Trade Programs, Vocational Opportunities, & Employer Collaboratives	Community Cohesion & Support	On-board industry partners, conduct skills gap analyses, increase student recruitment efforts.	Increase in number of community partners and private investments in education/ training programs, resident satisfaction (students, parents and industry partners), number of students in programs, completion of skill gaps analysis and creation of new programs to address gaps	Career Resource Center, Brown County Schools, Brown County Community Foundation, Industry Leaders, Chamber of Commerce	US Chamber of Commerce Foundation, EDA, US DOL, Non-Profit Organizations, FFA

3. AMENITIES AND ATTRIBUTES ENHANCEMENTS

Short-Term Projects: Solutions to be developed and executed over the next two years

	PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
3.1.1	Community Support Coalition	Community Cohesion & Support	Re-establish and formalize new membership of The Brown County Partnership to revitalize ongoing planning and implementation efforts.	Roll out Community Support Coalition with new work program and goals, completion of key work program steps, inclusion of diverse representatives	Brown County Community Foundation, Brown County Redevelopment Commission	
3.1.2	Retirement Network(s)	Community Cohesion & Support	Formalize retiree network(s) to promote youth engagement in the community and support ongoing community cohesion initiatives through volunteerism.	Creation of new retiree network(s), number of participants (retirees and students), resident satisfaction rates	Brown County Community Foundation, Chamber of Commerce	Cornell RISE, AARP Experience Corps, Engaged Aging, SCORE
3.1.3	Planning Integration	Community Cohesion & Support	Synthesize the information presented in community plans. Develop a refreshed, actionable comprehensive plan.	Creation of one comprehensive plan, creation of publicly-focused materials (brochures, posters, social media) related to plan	County Commissioners, Brown County Redevelopment Corporation	

3. AMENITIES AND ATTRIBUTES ENHANCEMENTS

Mid-Term Projects: Solutions to be developed and executed over the next five years

	PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
3.2.1	Childcare	Community Cohesion & Support	Research national best-practices for childcare training programs, fast track childcare zoning options and incentives for residents to earn childcare credentials. Further promote pre-K scholarship program.	Raise funds for county-wide childcare assessment, development of childcare training programs, number of childcare certifications, number of new Head Start programs	Brown County Community Foundation, League of Women Voters, The Brown County Partnership, BETA, Career Resource Center, Brown County Schools	USDA, Indiana FSSA, HHS, ACF, OHS
3.2.2	Water Infrastructure	Connectivity Infrastructure Development	Conduct needs assessment to determine costs and benefits of consolidating sewer districts and investing in residential water infrastructure improvements.	Completion of water infrastructure needs assessment, number of engagements with state/ regional/ university subject matter experts, value of shared investments in residential water infrastructure	Brown County Regional Sewer District Brown County Redevelopment Commission	EPA, Indiana Water Infrastructure Task Force, DNR

3. AMENITIES AND ATTRIBUTES ENHANCEMENTS

Long-Term Projects: Solutions to be developed and executed through 2030

	PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
3.3.1	Housing	Connectivity Infrastructure Development	Use ROI Housing study findings to provide resources for developers and inform land-use policies. Promote revitalization incentives to accelerate growth.	Implement ROI housing study recommendations, gather rural land-use policy best-practices and case studies, conduct community survey	County Commissioners, ROI, Brown County Community Foundation, Brown County Area Plan Commission	USDA, IEDC
3.3.2	Broadband Accessibility	Connectivity Infrastructure Development	Research state and federal grant opportunities to establish county-wide secure and reliable internet connections.	Continue to coordinate with broadband providers and leverage Ready Broadband Community designation to support the execution of plans to provide high-speed internet for all county residents.	Brown County Community Foundation, Brown County Redevelopment Commission, ROI, OCRA, Broadband Providers	USDA, OCC, NTIA, DOE, FCC

3. AMENITIES AND ATTRIBUTES ENHANCEMENTS

Long-Term Projects: Solutions to be developed and executed through 2030

	PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
3.3.3	Healthcare	Community Cohesion & Support	Research the feasibility of creating an assisted living center, evaluate incentives for home healthcare providers, support existing healthcare organizations through public education initiatives	Conduct a needs assessment to evaluate demand for such centers, development of outreach campaign to inform residents of healthcare options	Brown County Community Foundation, Brown County Redevelopment Commission, Healthy Families for Brown County , County Commissioners, IU Health	NRHRC, HRSA, Rural Health Gateway, USDA, FCC
3.3.4	Environmental Education & Agritourism	Aesthetics & Beautification Enhancements	Create increased standards of environmental protection and establish clean up initiatives to secure the beauty of the county. Develop agritourism and heritage tourism asset analysis.	Develop county report card on environmental performance, raise funds and complete ag/ heritage tourism study	Brown County Community Foundation, Brown County Redevelopment Commission, County Commissioners, Keep Brown County Beautiful	Main Street America



Appendix

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ABOUT THE BROWN COUNTY COMMUNITY FOUNDATION

Since its establishment in 1993, the Brown County Community Foundation (BCCF) has committed itself to making a positive community impact through philanthropy. Blessed with hundreds of volunteers and donors, and a board focused on capacity building and donor stewardship, more than \$11 million has been distributed to charitable organizations and used in support of community projects. The Foundation has more than 200 endowed funds supporting nearly every nonprofit organization or activity in Brown County.

BCCF distributes more than \$500,000 in awards each year. In addition, more than \$500,000 in pre-K and high school scholarships have been awarded to Brown County students. BCCF not only acts as a grantor to local nonprofits, but is also instrumental in organizing and supporting fundraising efforts for many major projects in the community. In addition to acting as the fiscal agent, BCCF often provides grant writing, accounting, and administrative support for those projects.

The success of the BCCF has provided other partnerships that have supported the Brown County community. First and foremost, the Lilly Endowment has matched local donations and granted support through seven GIFT challenges and the Community Alliance for Promoting Education. The BCCF has cultivated relationships with other charitable foundations including The Cummins Foundation and The Smithville Charitable Foundation. Both have supported the community grants program with gifts of more than \$860,000.

In 2002, the BCCF was the driving force behind the creation of the Career Resource Center (CRC). With a \$5 million Lilly Endowment grant awarded to the Foundation for educational outreach, the community established a center for professional and academic growth. The many services include community college classes and a GED tutoring

program. The CRC has helped more than 500 Brown County residents get college degrees or technical certificates and 570 people have received high school equivalency diplomas.

In collaboration with the Brown County Partnership and seven key stakeholder groups, a county-wide needs assessment was organized and hosted by the BCCF in 2007-2008 to complete a County-Wide Needs and Assets Inventory. Data was collected in the areas of housing, health, economic development, education and youth, arts and leisure, safety and support services, and environment and infrastructure. Possible projects were prioritized and included: improvements to sewer and water systems; continued support and development of the CRC; promotion of the county's environmental aspects; continued development of affordable housing; and expansion of support for the health clinic. Focus groups made specific recommendations in each of the focus areas.

In June 2008, flash flooding led to household evacuations throughout Brown County. Areas along SR 46, in the villages of Helmsburg and Trevlac, and residences on Lake Lemon were inundated due to rising water. The BCCF managed the private disaster relief funds, and submitted multiple grant applications for assistance. Money was received from Indiana Disaster Relief Funds, Lilly Endowment Inc., and others. The BCCF provided resources to supplement gaps in funding that traditional sources did not cover. The Brown County Long-term Recovery Committee was formed and began the process of coordinating resettlement and replacement of destroyed infrastructure. The BCCF hired a social worker and a general contractor to serve as case managers throughout the resettlement process and to ensure that no one in Brown County faced homelessness.

Food security is a major concern for many residents of Brown County. More than half of public school children qualify for the federally subsidized free and reduced lunch

program. The BCCF assisted a group of citizens in their desire to start a Backpack Program. The BCCF opened a temporary pass-through fund allowing the group to raise money, achieve sustainability and become an independent nonprofit. More than 100 backpacks of food are provided each week for distribution to families in need.

In 2015, BCCF dedicated \$75,000 of a Lilly Endowment Inc. GIFT VI challenge grant to support a fundraising effort (Project Helping Hands) for Mother's Cupboard who had exceeded the capacity of their modest facilities. This collaborative effort provided a new home for Mother's Cupboard and Habitat for Humanity. The new building has ample storage, a walk-in freezer, a food pantry area and a modern kitchen. Its more central location on the Brown County Fairgrounds makes it easier for individuals to receive food and volunteers and businesses to donate time and resources. Mother's Cupboard serves about 4,000 hot meals a month and the pantry serves over 750 households. Information on available community services and programs is also available in the facility. Habitat and Mother's Cupboard both have office space and shared conference facilities at the new building.

Since 2014, the BCCF, along with 10 other community foundations, has played a leadership role in the Regional Opportunity Initiative (ROI). This initiative supports economic and community prosperity in the 11 county region of southwest-central Indiana known as the Indiana Uplands. The BCCF assisted in identifying local experts and coordinating research that will help the region implement educational and workforce initiatives, and strategies to strengthen quality of place.

In 2016, the BCCF received approval to be the Indiana Arts Commission's Region 8 Arts Partner. The BCCF is responsible for educating artists and arts organizations within the region about the numerous programs and grant

opportunities available. Approximately \$140,000 in annual grants is awarded through a competitive grant cycle that BCCF manages.

Through the competitive grants program, the Community Foundation's focused use of impact grants, and regional leadership roles, BCCF continues to address the greatest needs of the community and important areas of shared concern.

GROUP STELLAR & KGLOBAL PROJECT TEAM

NAME	TITLE	PROJECT ROLE
Carlos Carmonamedina	Art Director	Graphic Designer
Parry Carter	Account Director	Project Manager
Elliot Carter	Senior Account Executive	GIS Coordinator
Randy DeCleene	Partner	Project Principal
Brian Green	Account Director	Researcher/Review Team
Sara Hijaz	Account Supervisor	Researcher/Review Team
Amanda Jada	Research Associate	Researcher/Review Team
Rachel Lott	Vice President	Designer/Planning Team
Jamie Medlock	President/CEO	Project Principal
Erik Pages	President, EntreWorks	Subject Matter Expert/Review Team
Quinn Slaven	Research Associate	Researcher/Review Team

group stellar

Group Stellar is a communications agency specializing in public relations, stakeholder engagement, and community cohesion initiatives. We develop long-term plans and key messages that leverage competitive advantages.

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kglobal is a communications firm specializing in economic and workforce development. We work with states and localities to build brands, market assets, and develop strategic plans for diverse growth.

www.kglobal.com

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HOUSEHOLD DATA

2016	Brown
Poverty	13%
ALICE	22%
Above ALICE Threshold	65%

Reference: "ALICE in XX County" data sheet

2016 Single or Cohabiting Household	Brown
Poverty	14%
ALICE	19%
Above ALICE Threshold	67%

Reference: "ALICE in XX County" data sheet

2016 Families w/ Children Household	Brown
Poverty	18%
ALICE	18%
Above ALICE Threshold	64%

Reference: "ALICE in XX County" data sheet

2016 65 and Over Household	Brown
Poverty	8%
ALICE	31%
Above ALICE Threshold	61%

Reference: "ALICE in XX County" data sheet

Brown
Nashville - 54%
Washington - 40%
Jackson - 39%

Reference: "ALICE in XX County" data sheet

2016 Data	Brown	INDIANA
Population	14,965	-
Households	5,953	-
Median Household Income	\$56,323	\$52,314
Unemployment Rate	5.60%	5.00%
ALICE Households	22%	25%
Households in Poverty	13%	14%

Reference: "ALICE in XX County" data sheet

	Brown
Self-sufficient working hours ¹	130
Self-sufficient working hours ²	74
Self-Sufficiency Standard Wage is XX% of the Minimum Wage	326%
Self-Sufficiency Standard Wage is XX% of the Federal Poverty Line	249%

*1 = How much time one minimum-wage employee must work in one week in order to sustain a family consisting of 1 adult, 1 preschooler, and 1 school-aged kid.

*2 = How much time two minimum-wage employees must work in one week in order to sustain a family consisting of 2 adult, 1 preschooler, and 1 school-aged kid.

Resource: Indiana Institute for Working Families Data Sheet

2016 Household Type Data	Brown		
	Rank	% Dist. In County	% Dist. In State
Married with Children	860	81	14.40%
Married without Children	2,504	84	42.10%
Single Parents	465	78	7.80%
Living Alone	1,390	84	23.30%

Reference: "STATS Indiana Public Data Utility" data sheet

2017 Residential Building Permits	Brown	
	% Dist. In County	% Dist. In State
Total Permits	79	-
Single-Family	79	100.00%
2-Family	0	0.00%
3- and 4- Family	0	0.00%
5+ Family	0	0.00%

Reference: "STATS Indiana Public Data Utility" data sheet

	Brown	Indiana
Children living in households where all parents work (2015)	72.0%	65.0%
% of income a single parent in poverty pays for high quality care (2017)	64.0%	54.0%

Reference: "2018 ELAC Dashboard County Profile" data sheet

ECONOMIC DATA

	Brown		
	Rank	% of State	Indiana (state)
Income and Poverty			
Per Capita Annual Income (2016)	\$42,554	17	98.7%
Median household Income (2016)	\$56,323	19	107.7%
Poverty Rate (2016)	10.90%	63	77.9%
Poverty Rate among Children (<18)	19.00%	41	99.5%
TANF Monthly Avg Families (2017)	11	85	0.2%
Food Stamp Recipients (2017)	999	86	0.2%
Free and Reduced Fee Lunch Recipients 2016/17	1,055	81	0.2%

Reference: "STATS Indiana Public Data Utility" data sheet

2016	Brown
Community Vitality Indicator Score Rank	15

Reference: "IN Office of Community and Rural Affairs - Community Vitality Indicators" data sheet

DEMOGRAPHIC DATA

	Brown	
	Rank	
Population 2010	15,245	81
Population 2017	15,035	81
Population 2020	15,393	80
%Change 2010-Today	-1.40%	52

Reference: "STATS Indiana Public Data Utility" data sheet

2017	Brown			
	Rank		% Dist. In County	% Dist. In State
Preschool (0-4)	587	87	3.90%	6.30%
School Age (5-17)	2,165	82	14.40%	17.30%
College Age (18-24)	971	82	6.50%	9.90%
Young Adult (25-44)	2,913	82	19.40%	25.30%
Older Adult (45-64)	4,853	76	32.30%	25.90%
Seniors (65+)	3,546	75	23.60%	15.40%
Median Age	49.3	-	-	37.7

Reference: "STATS Indiana Public Data Utility" data sheet

2017	Brown			
	Rank		% Dist. In County	% Dist. In State
American Indian	84	62	0.60%	0.40%
Asian Alone	64	75	0.40%	2.40%
Black Alone	98	77	0.70%	9.70%
Native Hawaiian	3	78	0.00%	0.10%
White	14,579	81	97.00%	85.40%
Two or More Race Groups	207	74	1.40%	2.10%

Reference: "STATS Indiana Public Data Utility" data sheet

2018	Brown		IN Uplands	
	#	%	#	%
Total Population	15,035	100.0%	404,408	100.0%
0-4	587	3.9%	22,219	5.5%
5-18	2,165	14.4%	60,987	15.1%
18-24	971	6.5%	58,752	14.5%
25-44	2,913	19.4%	94,843	23.5%
45-64	4,853	32.3%	101,861	25.2%
65+	3,546	23.6%	65,746	16.3%

Reference: "Indiana Uplands Data - At a Glance" data sheet

2018	Brown	IN Uplands
% of 25+ Population with Associates Degree or Higher	31.0%	32.0%

Reference: "Indiana Uplands Data - At a Glance" data sheet

	Brown
Population Change 2012-2016	-139

Reference: "IN Office of Community and Rural Affairs - Community Vitality Indicators" data sheet

2016	Brown
Population ages 65+	21.0%
% of individuals in poverty	12.7%

Reference: "2016 Digital Divide Profile" data sheet

Various years	Brown	Indiana
Young children ages 0-5 (2016)	719	-
Young children ages 0-5 who need care (2016)	543	-
Young children living in poverty (2015)	16.0%	25.0%

Reference: "2018 ELAC Dashboard County Profile" data sheet

EDUCATION DATA

High School Graduates Enrolling in College (2016)	Brown		
	# of HS graduates	# Enrolled in College	% Enrolled in College
HS diploma - Honors	29	26	90%
HS diploma - Core 40	53	28	53%
HS diploma - General	64	17	27%
Took and passed an AP Test	14	12	86%
Took but did not pass an AP Test	19	14	74%
Did not take AP Test	113	45	40%
Free or Reduced Lunch	53	19	36%
Non Free or Reduced Lunch	93	52	56%
ALL STUDENTS	146	71	49%

Reference: "Indiana College Readiness Reports" data sheet

High School Graduate Enrollment by College Type (2016)	Brown	
	# of HS Graduates	% of Total HS Graduates
Indiana Public College	62	42.5%
Indiana Private College (nonprofit)	7	4.8%
Indiana Private College (for-profit)	0	0.0%
Out-of-State Public College	1	0.7%
Out-of-State Private College (nonprofit)	0	0.0%
Out-of-State Private College (for-profit)	0	0.0%
Non-degree Granting School	1	0.7%
Did Not Enroll in College	75	51.4%

Reference: "Indiana College Readiness Reports" data sheet

	Brown	Indiana
Children Enrolled in known programs (2017)	244	-
Children enrolled in high quality programs (2017)	34	-
High-Quality enrollment in known programs (2017)	14.0%	37.0%
High-quality enrollment available for children with all parents working (2017)	6.0%	15.0%
Early childhood care and education workforce (2017)	24	-
Annual median salary for preschool teachers (2016)	\$22,230	\$23,370
Children enrolled in kindergarten (2017)	87.7%	90.7%
Children retained in kindergarten (2017)	5.6%	4.4%
Cost of retention (2017)	\$48,412	-

Reference: "2018 ELAC Dashboard County Profile" data sheet

Children Enrolled in High-Quality Programs by age (2017)	Brown
Infants	2
Toddlers	18
Preschoolers	14

Reference: "2018 ELAC Dashboard County Profile" data sheet

Indiana Public College Enrollment Data (2016)	Brown	
	# Enrolled in IN Public College	% of Total Enrolled in IN Public College
Bachelor's Degree (4 year)	28	45.2%
Associate Degree (2 year)	30	48.4%
Award of at least 1 but less than 2 academic years	2	3.2%
Award of less than 1 academic year	0	0.0%
Unclassified undergraduate	2	3.2%
Arts and Humanities	9	15%
Business and Communication	6	10%
Education	2	3%
Health	16	26%
STEM	16	26%
Social and Behavioral Sciences and Human Services	2	3%
Trades	3	5%
Undecided	8	13%

Reference: "Indiana College Readiness Reports" data sheet

2018	Brown	IN Uplands
% of 25+ Population with Associates Degree or Higher	31.0%	32.0%

Reference: "Indiana Uplands Data - At a Glance" data sheet

	Brown
Population Change 2012-2016	-139

Reference: "IN Office of Community and Rural Affairs - Community Vitality Indicators" data sheet

2016	Brown
Population ages 65+	21.0%
% of individuals in poverty	12.7%

Reference: "2016 Digital Divide Profile" data sheet

Various years	Brown	Indiana
Young children ages 0-5 (2016)	719	-
Young children ages 0-5 who need care (2016)	543	-
Young children living in poverty (2015)	16.0%	25.0%

Reference: "2018 ELAC Dashboard County Profile" data sheet

EDUCATION DATA

2016/2017	Brown		
		Rank	State AVG
Public School Enrollment	2,001	83	-
Adults (25+ in 2016 ACS)	11,025	80	-
Adults with HS diploma or higher	89.60%	22	88.10%
Adults with B.A. or higher	23.50%	16	24.60%

Reference: "STATS Indiana Public Data Utility" data sheet

2016	Brown
Public School Enrollment (as a % of <18 Population)	71.4%
Public High School Graduation Rate	99.3%
% of Population w/ Associates Degrees or Higher	31.7%

Reference: "IN Office of Community and Rural Affairs - Community Vitality Indicators" data sheet

2016	Brown
% of Population ages 25+ with less than a HS degree	10.4%

Reference: "2016 Digital Divide Profile" data sheet

Available Child Care Programs (2017)	Brown			
	Child Care Centers	School-Based	Registered Ministries	Family Child Care
Known	0	3	0	5
On PTQ	0	0	0	4
High-Quality	0	0	0	1

Reference: "2018 ELAC Dashboard County Profile" data sheet

2017	Brown	Indiana
Average Cost	\$10,341	\$8,818
Preschool	\$9,177	-
Toddler	\$10,846	-
Infant	\$11,968	-

Reference: "2018 ELAC Dashboard County Profile" data sheet

Public Assistance Available to Support Families	Brown
Total Available Assistance	\$377,619
CCDF	\$133,960
Head Start	\$140,371
Early Head Start	\$0
OMW	\$0
EEMG	\$0
Special Ed.	\$103,289
Title I	\$0
\$ Needed to fund high-quality care for young children living under 100% of FPL	\$1,261,602

Reference: "2018 ELAC Dashboard County Profile" data sheet

WORKFORCE DATA

2018	Total Pop 16+	Labor Force	Labor Force Participation Rate (LFPR)	LFPR Rank (out of 92 counties)
Brown	12,383	7,331	59.20%	70

Reference: "Indiana Career Connections and Talent" data sheet

2018	Unemployment Rate	Rank (lowest out of 92 counties)
Brown	3.00%	33 rd

Reference: "Indiana Career Connections and Talent" data sheet

2017	Brown		
		Rank	State AVG
Total Labor Force	7,547	79	-
Employed	7,292	79	-
Unemployed	255	82	-
Annual Unemployment Rate	3.4	50	3.5

Reference: "STATS Indiana Public Data Utility" data sheet

Commuting (2016)	Brown
Number of people who live in county but work outside county	3,534
Number of people who live in another county but work in county	735
Top County sending workers into county	Monroe - 194
Top County receiving workers from county	Bartholomew - 1,188

Reference: "STATS Indiana Annual Commuting Trends Profile" data sheet

2016	Brown
Avg Maximum Advertised Download Speed in Mbps	18.088
Avg Maximum Advertised Upload Speed in Mbps	2.71
% of Households with a 10/1 broadband connection	20.1-40.0%
% of people without access to fixed broadband of at least 25 Mbps down and 3 Mbps up	55.3%

Reference: "2016 Digital Divide Profile" data sheet

Workforce (2016)	Brown
Implied resident labor force	10,053
Number of people who live and work in county	6,519
Total number of people who work in county	7,254

Reference: "STATS Indiana Annual Commuting Trends Profile" data sheet

EXISTING PLANS REFERENCED

- Brown County Economic Redevelopment Commission Annual Report - 2017
- IU Public Policy Institute – Indiana and Brown County's Economic Future - 2017
- IU SPEA Report, Redevelopment Analysis - 2017
- Hometown Collaborative Initiative Presentation and Application - 2017
- Economic Redevelopment Commission Annual Report - 2016
- Community Performance Indicators Assessment - 2016
- Community Readiness Initiative: Brown County, Ball State University - 2016
- Thriving Rural Communities, Indiana University Public Policy Institute - 2016
- Heritage in Brown County: A Report Prepared for Peaceful Valley Heritage, Inc. -2015
- A Strategic Renewal of Brown County 2020: A Vision for The Future - 2014
- Access Brown County Public Transportation Service, Thrive Alliance - 2013
- Town of Nashville Quality of Life Plan, Revised - 2013
- Economic Impact of the Brown County Tourism & Travel Industry, Brown County Convention & Visitors Bureau – 2013
- Brown County Telecom Strategic Plan, Brown County Economic Development Corporation with Purdue Technology Center - 2011
- Comprehensive Plan for Brown County, Revised - 2011
- Brown County 2020: A Vision for the Future - 2009
- Brown Countywide Needs and Assets Assessments – 2008/2007

- Indiana Cultural Arts Center of Brown County: A Model, Brown County Economic Development Commission - 2008
- An Artful Approach to Building a Better Brown County, Ball State University - 2005

PARTNER & RESOURCE ACRONYMS

- US DOL: United States Department of Labor
- EDA: Economic Development Administration
- FFA: Future Farmers of America
- Cornell RISE: Retirees in Service to the Environment
- AARP: Formerly the American Association of Retired Persons
- USDA: United States Department of Agriculture
- FSSA: Family and Social Services Administration
- HHS: Department of Health and Human Services
- ACF: Administration for Children and Families
- OHS: Office of Head Start
- IEDC: Indiana Economic Development Corporation
- OCC: Office of the Comptroller of the Currency
- NTIA: National Telecommunications and Information Administration
- DOE: Department of Energy
- FCC: Federal Communications Commission
- NRHRC: National Rural Health Resource Center
- HRSA: Health Resources and Services Administration
- SCORE: Service Corps of Retired Executives
- EPA: Environmental Protection Agency