

COMMUNITY — BASED — ACTION PLANNING



Initial Action Plan

Rush County

Fall 2021

Introduction

Community-Based Action Planning (CBAP) is not a typical planning process. It is designed to help navigate the complexities of community change through meaningful and constant collaboration, individual and collective motivation, and incremental and energizing progress. To date, Rush County Stewards, Launchers, and Community Members have successfully completed several stages of the CBAP journey. Congratulations on your efforts to engage, to learn, to plan, and to launch into action.

The Initial Action Report that follows captures the work you've collectively done to date, during the Launch Pad in particular. It is a working document designed to be flexible and ever-changing. During the Initial Action Phase, elements of this report will be consulted, reviewed, and advanced or altered in pursuit of building momentum and tackling next steps. The information compiled here will also help identify opportunities to celebrate.

The Initial Action Report includes the following sections:

- Preparation Phase Report Highlights (pg. 2)
- Data Co-Analysis Review (pg. 2)
- Issue and Opportunities Summary (pgs. 3 - 6)
 - Combined and complete list
 - Categorized to align with the foundation strategies
 - Prioritization
 - Prioritized list
 - CCWA example
- Initial Action Plan Worksheets and Updates to Initial Action Plan Worksheet (pg. 7 - 8)
- Final Thoughts (pg. 9)
- Solutions, Networks, Deadlines, and Metrics per prioritized Issues and Opportunities (Appendix: pgs. 10 – 18)

“The secret to making progress is to get started,”

~Mark Twain



Preparation Phase Report Highlights

During the Preparation Phase, Stewards, Launchers, and Community Members were asked to watch several videos and complete related activities. These efforts were designed to build capacity and provide data to help inform the Launch Pad. The Preparation Phase Report summarizes the findings in full, but some highlights are also noted here.

Community-Based Action Planning is not always about doing more. Sometimes removing barriers is the key to progress. This is made easier if existing efforts are reviewed, understood, and noted.

Launchers reviewed an assortment of plans including: City of Rushville Comprehensive Plan, Rushville 5-year Master Park Plan, Rushville Arts Master Plan, Town of Carthage Comprehensive Plan, and the Rush County Economic Development Plan. These plans provide a range of information including broad aspirations, more defined goals, and/or specific tactics. Recognizing and reviewing existing plans allows efforts identified and pursued through Community-Based Action Planning to be synergistic and not redundant or even counter-productive.

In addition to existing plans, it is necessary to gather community insights and account for what matters to people in the community. The 5-Person Challenge is one engagement tool that can help collect data for co-analysis. Some of the top results from the feedback submitted during the Preparation Phase include:

- Youth activities
- Mental health
- Education/literacy
- School improvements
- Community center
- Trails, natural areas

Data Co-Analysis

One of the first tasks at the Launch Pad was a data co-analysis. Information gathered during the Preparation Phase was reviewed and discussed. The following notes reflect key takeaways or “aha” moments from the existing plan review, quantitative data review (Data Snapshot), and qualitative data review (5-Person Challenge). All planning processes should be rooted in data, thus the importance of this endeavor.

Existing Plan Review

- Overlap of arts, parks, etc.
- Surprised to see that Carthage has a comprehensive plan



Quantitative Data Review

- Poverty rate is below the state and nation
- Living wages—not making enough to move income
- Livability index—what is behind the housing figure, what subfactors are included?
- Population loss or flat

Qualitative Data Review

- Students are in school, don't have visibility on community issues
- Could slow people down to observe what is going on in community
- Surprised that school improvements so high on priority list (note: sample included many students)
- Mental health is high on the list
- Healthcare in general is not mentioned much
- Overlap of issues and priorities—i.e. healthcare
- Support law enforcement—drug epidemic

Issues and Opportunities Summary

With the co-analyzed data in mind, Launchers broke into two groups to brainstorm issues and opportunities. The groups later reviewed each identified issue or opportunity to eliminate redundancies and find synergies.

Combined and Complete List

- (A) Population Loss: Placemaking
- (B) Better, Reliable, Affordable, Accessible Internet (Improved Infrastructure)
- (C) County-wide Comp. Plan; Land Use; Zoning ("Road Map")
- (D) Transition Housing (Missing Middle Housing) + Infill Development
- (E) "Dark Windows" Program (Housing, Airbnb, Inns, etc.)
- (F) Downtown Beautification (Water Features, Facades, Green Space, etc.)
- (G) Remote Workforce Promotion
- (H) Locally-oriented Renewable Energy
- (I) Early Care/Education for All Shifts (Child, Pet, Elder, etc.)
- (J) "Big Brothers/Sisters" for Adults; Relationship Building Program (Tie to Continuing Education)
- (K) Post-Secondary Skill Trade Education and Apprenticeships



**Issues and Opportunities, combined
and complete list continued**

- (L) Tourism Promotion Behind Existing Assets (Niche Markets; Markets; Heritage/Agritourism, Outdoor Recreation)
- (M) Creation of New Tourist Opportunities (Destination Development)
- (N) Trail Development
- (O) Expanding Medical Specialization Locally
- (P) Economic Development Planning; Including Small Business
- (Q) Develop Higher Education Jobs and Business Succession Planning (What Will it Look Like?)
- (R) Local Transportation Planning
- (S) Classes Outside of High School for In-Depth Knowledge and Experiential Learning
- (T) Parks Programming; Adding Value to Existing Parks

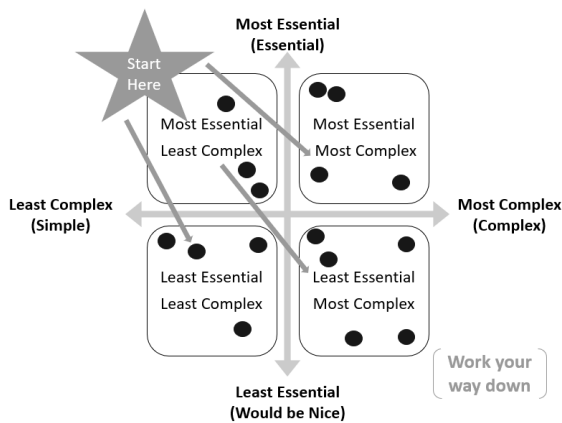
- (U) Connectivity as a Theme (Relationship Building, etc.); Joint Messaging Behind Projects
- (V) Joint Messages Behind Projects for Funding, Recruitment
- (W) Joint Communication Strategy; "Getting the Word Out"
- (X) Enhancing Connections with Cincinnati
- (Y) Building an Event Center
- (Z) Promoting and Enhancing Electric Vehicle Charging Stations
- (AA) Improve Local Gateways
- (BB) Mental Health; Explore New and Existing Programs; Accessibility
- (CC) Local Pride Campaign; Clean-up; History; Small-Town Life
- (DD) Remove Cultural Stigma around Work in General



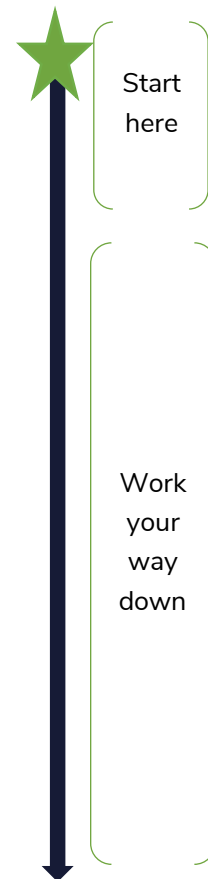
Issues and Opportunities

Prioritization

The above, complete list of issues and opportunities was prioritized using two different polls. Launchers were asked to rate on a scale of 1 to 5 how essential and how complex each issue or opportunity was, in their opinion. On the essentialness scale 1 represented “least essential” (would be nice) and 5 represented “most essential” (essential). On the complexity scale, 1 represented “least complex” (simple) and 5 represented “most complex” (complex). The goal was to identify the issues and opportunities deemed most essential and least complex as a starting point. Additional issues and opportunities can be addressed on later, after early success is realized and momentum is built.



Label	Compound Index
W	18.93
BB	18.93
B	12.93
L	11.93
F	9.93
D	8.93
U	8.93
V	7.93
CC	7.93
K	5.93
T	5.93
C	4.93
I	4.93
AA	3.93
G	1.93
Q	1.93
E	-1.07
J	-1.07
P	-2.07
X	-2.07
M	-4.07
N	-4.07
R	-4.07
S	-5.07
A	-10.07
DD	-10.07
H	-20.07
O	-21.07
Z	-22.07
Y	-29.07



This graph combines the essentialness score with the inverse complexity score to arrive at a compound index. The issues and opportunities that the Launchers collectively identified as most essential and least complex are at the top. Generally, it’s a good idea to start with these items, build momentum, and then work towards the bottom of the list if, in fact, those lower scored issues and opportunities remain of interest once other work is completed.



Issues and Opportunities

Prioritized and Selected List

After considering which issues and opportunities were generally most essential and least complex, Launchers then self-selected into groups based on an issue or opportunity or, in some cases, a combination of related issues and opportunities, they wanted to begin working on in a variety of ways. Allowing Launchers to choose an initial issue or opportunity of most interest to them helped ensure people are working on efforts that they are motivated to solve and support.

Here were the prioritized issues and/or opportunities that Launchers selected to work on further during the Launch Pad (in no particular order):

- **Mental Health; Explore New and Existing Programs; Accessibility (BB)**
- **Improve Local Gateways (AA)**
- **Downtown Beautification (F)**
- **Tourism Promotion Behind Existing Assets (L):**
- **Post-secondary Skill Trade Education and Apprenticeships (K)**
- **Parks Programming: Add Value to Existing Parks (T):**

- **County-Wide Planning; Land Use Planning Update; Zoning (Road Map) (C):**
- **Local Pride Campaign (Blight Elimination/Clean up) (CC):**

Comprehensive Community Wealth Approach Example

In communities, priorities are often established and decisions made without full regard to possible impacts, both in the short- and long-term, but also whether they are positive or negative. To help address this, the CBAP process deploys the Comprehensive Community Wealth Approach (CCWA). CCWA is based on community “wealths,” or capitals, that were first established by researchers Flora and Flora in the 1990s. There are eight capitals associated with community assets as listed and described in the following table.

Capital	Brief Description
Financial	Money, Other Liquid Assets
Intellectual	Human Knowledge, Innovation, Ideas, Skills, Education
Human	Productive Capabilities of a Population Related to Health
Social	Trust, Relationships, Networks
Cultural	Practices, Values, and Identities Based in Society (art, beliefs)
Political	Influence, Power, and Goodwill that is Held, Spent, or Shared
Physical	Built Environment, Infrastructure
Natural	Resources Provided by Nature



These capitals are often used as a tool for asset mapping, but, through the CCWA, they also help recognize and understand impacts (short- and long-term, positive and negative), prioritize initiatives, and identify networks to help. The CCWA exercise deployed during CBAP fosters conversations about how to best share information with the public, mitigate challenges, and leverage synergies. The Launchers who looked at and analyzed “mental health (BB)” through the lens of CCWA, for instance, identified the following impacts on the various capitals:

- **Financial:** the cost to create programs (-/short-term); recovered productivity (+/long-term)
- **Intellectual:** trained professionals providing care (+)
- **Human:** health of population (+)
- **Social:** finding network (+)
- **Cultural:** eliminate stigma (+)
- **Political:** tension between groups with involvement or control (+)
- **Physical:** gyms, clinics, other amenities
- **Natural:** trails, other amenities

As the CBAP process continues, but also during future community development efforts, there should be a deliberate and ongoing attempt to consider projects or

policies through the lens of the Comprehensive Community Wealth Approach.

Solutions, Networks, Deadlines, and Metrics

Solutions Broking

Identifying and prioritizing issues and opportunities, ones based in data and considered through the lens of the Comprehensive Wealth Approach, is an early and overarching step in action planning. It is followed by coordinated efforts to get more in the weeds, so to speak. Solutions broking was deployed at the Launch Pad to identify tangible and actionable “first steps” to begin addressing or pursuing the prioritized issues or opportunities. This was done, both by looking ahead at what needed to happen to get started and by imagining



success and looking back at the actions taken to get there.

Launchers were then asked to identify the networks available to help accomplish those first steps along with any associated deadlines. Finally, Launchers considered how they would measure success related to the initial action items. The results from this exercise, per selected priorities, are included in the Appendix (in no particular order). It should be noted that the process undertaken to broker solutions, identify networks, set deadlines, and establish metrics should be repeated for each issue and opportunity. Additionally, the Launchers who self-selected to work on the prioritized issues and opportunities during the Launch Pad are the ones charged with getting the action started. Over time, as others are brought into the fold and/or as motivations change, who takes the lead on what project at a given moment in time may change.

Action Plan Worksheets and Updates to Initial Action Plan Worksheet

As Launchers become Implementers and ask other Implementers to join the effort,

there are several worksheets to reference in the Action Guide, including the Initial Action Plan Worksheet (1 and 2) found on pages 65 and 66. These worksheets can aid in your efforts to keep track of the issues and opportunities you are working to address or pursue. Additionally, on page 70, please note the Updates to the Initial Action Plan Worksheet which will be used during coaching sessions.

INITIAL ACTION PLAN OUTLINE WORKSHEET 1

Issues/Opportunities Identified	Why Is It Relevant? (Data, etc.)	Prioritization Description	CCWA Impacts

INITIAL ACTION PLAN OUTLINE WORKSHEET 2

Prompts

Steps Identified	Issue/Opportunity It Solves (can be more than one)	People Assigned to Take Identified Step	Deadline(s) for Taking Identified Step	Metrics(s) for Determining Success

UPDATES TO INITIAL ACTION PLAN WORKSHEET

Steps Identified	Metrics(s) for Determining Success	Have those metrics been achieved to date? Why/Why Not?	Is a Change of Course Required? If so, What?	Who is Responsible for Moving this Step Forward?

70



Final Thoughts

Congratulations, again, on the work you've collectively accomplished together during the Foundation Phase, Preparation Phase, and Launch Pad. Meaningful and lasting community work is an ongoing pursuit. Your efforts to date during the Community-Based Action Planning process, but also those you will soon be undertaking, will help make the work fun and rewarding. Up next will be a series of "all comers" sessions for any and all Implementers to attend. They will provide an opportunity to check in, measure progress, celebrate success, and move on to more work. Coaches will also be available on call throughout this process. Eventually, because of the capacity you've built during CBAP, you can all move forward together, prototyping solutions, and making a positive difference in your community.

In closing, please keep these things in mind:

- This is the just the beginning
- It's a dynamic, flexible process—by design
- You don't need coaches to get started ... go, do it
- Ask for help/involve others—a personal invite is impactful

- Use your Action Guide to review where you've been and to help ensure you are constantly accounting for data, the various capitals, etc., as you work through things
- Have fun



Thank you,

Your CBAP facilitators/coaches at the
Indiana Communities Institute and
Creative Insight Community
Development



APPENDIX**Mental Health; Explore New and Existing Programs; Accessibility (BB)**

First Steps	Networks Identified	Deadlines	Metrics
Set up meetings with existing orgs. using Rush2Health and Caring for Rush County		10/31/21	Have at least half of available groups at meeting
Engage RMH/local healthcare to discuss specialized care	Harcourt Counseling Meridian Cornerstone RMH Rush 2 Health	11/30/21	
Assign person responsible for online content and updating	Hanna A. (HS at-risk counselor) Broadband task force (virtual health) Community assistance programs LCC	11/30/21	
Develop brochure with available resources	Law enforcement Mental health avenues <ul style="list-style-type: none"> ▪ Parks, nature prog. ▪ Gyms ▪ Boys & Girls Club 	12/31/21	Print 500 brochures and place in all schools, health care offices and community support locations
Create "Rush County Mental Health" group for source of resources, presence on social media/web, Rush 2 Health	<ul style="list-style-type: none"> ▪ 4-H ▪ Arts council ▪ Mentoring programs 	12/31/21	Increase "likes" on Facebook pages by 500-1,000 likes
Hold community event to raise awareness, reduce stigma		4/30/22	Gather 500 people at community event; Develop event metrics based on type of event
Bigger Ideas from solutions broking: Create app, expand SPARC, expand CISM, focus on mental health of first responders, increase public awareness and reduce stigma, offer more support (other than incarceration) for mental illnesses and families, educate public about recognizing and finding help, establish walk-in clinics for those with mental health issues, identify ways to offer better insurance coverage			



Improve Local Gateways (AA)

First Steps	Networks Identified	Deadlines	Metrics
Gather community input	Chamber of Commerce ECDC Heart of Rushville (moveable sign)	Idea group meet, research other gateways: Dec. 2021	
Pick a gateway	Arts Council (artists, teachers, students) Master gardeners (upkeep and beautification)	"Idea" group to make presentation: Maya 2022	Gateways researched
Support and funding	Government input and approval		Logo designs done
Feedback on design	Historical society (theme help)	Design different gateways as funding allows: May 2022 (SR 3 and 44 first to include bicentennial info)	Presentation made
Land owner permission	Future of Carthage		Funding secured
Test it (prototype, build to move)	MEDC		
Gov. buy-in	Heritage		
Make gateway expandable <ul style="list-style-type: none"> ▪ Social media ▪ F+S (?) truck ▪ Website 	Glenwood Property owners Local catalysts (different for each place) Rotary	Work on logo (inclusive): March 2022 Get funding: 2022	



Downtown Beautification (F)

First Steps	Networks Identified	Deadlines	Metrics
Contact local florists for prices, ideas	Chamber, merchants, retailers Heart of Rushville (funding) High school clubs (volunteers) Landscapers/architects (knowledge) Art council (volunteers)		
Recruit help from local merchants (volunteer time to help with project)	Cain Signs (connection to artists + historical zoning guidance) Foundation (community focus and advice) Parks dept. (labor)		
Sponsor a golf event, concert, bike rides or other event to raise funds for projects	Local citizens (labor, knowledge, funding, networking) Rushville Regional Theater Group Catalyst team: <ul style="list-style-type: none"> ▪ Brian ▪ Lisa ▪ Kaci ▪ Teresa ▪ D ??? 		See combined metrics and deadlines for Downtown Beautification and Tourism Promotion Behind Existing Assets



Tourism Promotion Behind Existing Assets (L):

First Steps	Networks Identified	Deadlines	Metrics
Identify existing assets	City leaders ECDC Chamber Main St. Rushville		
Identify people interested in assets	Saucer Tossers (events, connectors, volunteers) Fish Moon 5 in 50 Motorcycle clubs and car clubs		
Identify how to capitalize on existing assets	Parks Dept. *all offer different social media to different audiences		See combined metrics and deadlines for Downtown Beautification and Tourism Promotion Behind Existing Assets



Combined Downtown Beautification and Tourism Promotion (F + L)

First Steps	Networks Identified	Deadlines	Metrics
[Create/Conduct] Tourism Council/Forum <ul style="list-style-type: none"> ▪ Invite organizations + individuals ▪ Identify assets ▪ Focus on bicentennial 	See F + L entries above	November 2021	
Identify 5-10 projects (for example): <ul style="list-style-type: none"> ▪ Window ? ▪ Fix clock at corner ▪ Clean town(s) ▪ Art in strange places ▪ Alley engagements ▪ Willkie park ▪ Parking lots ▪ Market events ▪ New courthouse ??? ▪ Decorate in front of overlook ▪ Outdoor public art ▪ Gateway ▪ Holiday 		Within one year	



Post-secondary Skill Trade Education and Apprenticeships (K)

First Steps	Networks Identified	Deadlines	Metrics
Skilled trade career fair	Factories Current tradespeople K-12 system Ivy Tech 4-H	Identify professions: end of Nov. 2021	
Implement community-based cooperatives	FFA Early learning and childcare resources Funding groups for trade (scholarships, support)	Identify existing employment agencies: end of Nov. 2021	
Educational cooperation	Forward thinkers to promote "non-college-required" professions Connersville Career Center (guidance)	Connect to existing fair: TBD	



Parks Programming: Add Value to Existing Parks (T):

First Steps	Networks Identified	Deadlines	Metrics
Social media marketing			
Promote community events	Master gardeners Bernise Meyer Library School		
Schedule of classes (multi agency)	Boy Scouts Girl Scouts Probation dept Brett Turner Soil and Water Purdue Boys & Girls Club Historical society Arts council FFA	TBD: After parks plan release (May 2022)	
Summer program (multi agency)	4-H M.O.R.E		



County-Wide Planning; Land Use Planning Update; Zoning (Road Map) (C):

First Steps	Networks Identified	Deadlines	Metrics
Start with county commissioners for funding and work on plan	Commissioner (Ron) Council Member (Kyle) APC member Consultant (HWC, etc.) Organization	Working group	
Meet with area plan commission and zoning	<ul style="list-style-type: none"> ▪ School ▪ Chamber ▪ ECDC ▪ City ▪ Broadband ▪ Towns ▪ Trustees 	sanctioned by commissioners and APC	
Meet with Indiana Farm Bureau	<ul style="list-style-type: none"> ▪ Businesses ▪ Industry ▪ Agriculture ▪ General public (survey) ▪ Renters ▪ Farmers ▪ Farm Bureau 	Budget secured with city council:	
Talk with Soil and Water about developments	<ul style="list-style-type: none"> ▪ Purdue and other educational institutions (key insights, smart growth, etc.) ▪ Key land owners (esp. around city/towns) ▪ Infrastructure needs (water, sewer) Not normally involved: <ul style="list-style-type: none"> ▪ Youth ▪ People of diversity ▪ Amish ▪ Non-chamber affiliated business ▪ Social media influencers 	Process drafted/confirmed and working group members contacted List of experts completed, contacted, scheduled, phase completed Survey defined, launched, collected, analyzed, discussed Schedule defined	TBD



Local Pride Campaign (Blight Elimination/Clean up) (CC):

First Steps	Networks Identified	Deadlines	Metrics
Maintain what we have	Rush Co. Heritage Heart of Rushville Willkie 5 in 50 bike ride Lions Clubs (Manilla, New Salem, Carthage)	Organizational planning by core committee: November 2021	Monthly/bimonthly plan # of participants \$ spent Amount of trash collected (pounds or dumpsters)
County ordinance and enforcement	Churches Scouts (boys and girls) Rush Co. Historical Society Rush Co. Chamber of Commerce Rush County Schools	Planned group meeting by: end of January 2022 Re-convene to plan next steps, discuss, celebrate: June 2022	
Community clean up days	DAR Other service organizations ECDC MEDC	Future meetings as needed	
Did you know (history quips)	City and County gov. Highway and street depts. CleanGreen Rush Trustees Incorporated towns		



