

# COMMUNITY READINESS INITIATIVE

# Step-by-Step Guide for Communities

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This document is a draft. Step 4 and Step 5 are forthcoming. The most
current draft can be found at http://cri.cberdata.org/communityFAQ.

Brought to you by the INDIANA OFFICE OF COMMUNITY AND RURAL AFFAIRS and BALL STATE UNIVERSITY

# **Draft Current 2016-09-21**

# The Community Readiness Initiative is the vision of the Indiana Office of Community and Rural Affairs with support from Ball State University.





#### **Credits & Contacts**

#### **OCRA Team**

317-233-3762 • www.in.gov/ocra

Geoff Schomacker, deputy director of OCRA
Colette Childress, project manager
Community Liaisons (listed at www.in.gov/ocra/2330.htm)

#### **Ball State Team**

#### **Indiana Communities Institute**

765-285-2773 • cri@bsu.edu or • www.bsu.edu/ici

David Terrell, director of economic development policy and director of the RUPRI Center for State Policy Jeani Shrack, coordinator of education and training programs and secretary to vice president of GRACE CRI graduate assistants

#### **Center for Business and Economic Research**

765-285-5926 • cber@bsu.edu • www.bsu.edu/cber

Michael J. Hicks, director of CBER Srikant Devaraj, research assistant professor Victoria Meldrum, manager of publications & web services Graham Watson, web development manager

#### Who Do I Contact About...?

#### Why CRI Is Good for My Community

Your OCRA Community Liaison

• www.in.gov/ocra/2330.htm

#### **Getting Started**

David Terrell • drterrell@bsu.edu

#### **Payment Inquiries**

Jeani Shrack • jlshrack@bsu.edu

#### Technical Issues (logging in, missing data)

Graham Watson • gtwatson@bsu.edu

#### **Becoming a Trained CRI Consultant**

FAQs and latest developments

http://cri.cberdata.org/consultantFAQ

#### **Media Inquiries**

David Terrell • drterrell@bsu.edu

## **Step 1: Signing Up**

#### **Planning**

You can help your community prepare for the Community Readiness Initiative by completing a few simple tasks.

#### **Determine the Geography of Your Community**

Depending on the urban/rural density of your area, a community may be a single municipality or be a grouping of nearby towns, or it may encompass the entire county. However, participation in the CRI works best when your community is defined as a single place with one unit of governance.

#### **Organize a Local Team**

The local team (usually 3-6 people) spearheads community participation in the CRI. Your local team may include, for example, representatives from local governance (especially the mayor's office), town council, economic development, community planners, etc. **One person should be selected to serve as the primary contact throughout the CRI process.** 

Depending on the community size and degree of cooperation, the duration of the CRI may range from several months to a year or more. Having the right people on your local team may make this process a lot easier—seek out those who are enthusiastic, pragmatic, and actively participate in the community.

#### Which Organization Is Paying for the CRI?

Each step of the CRI has an associated cost, which must be paid before the community can proceed to the next step. It's easier to decide ahead of time which group will be funding this project. Maybe it's the mayor's office. Maybe it's a community foundation. At any rate, now is a good time to get these questions answered. A more complete description of payment is found at the end of this chapter.

#### **Information Gathering**

The CRI focuses on building a widespread understanding of your community's current economic health and building a cohesive, practical vision for future growth.

Start by gathering documentation for any previous planning your community may have done for community growth (economic, cultural, residential, and/or governmental aspects). This may include strategic plans, vision statements, revitalization projects, grant submissions, feedback from consultants, or anything that may be useful in identifying how your area has previously planned for growth.

Data-driven profiles can also be useful to identify the driving economic forces in your area. You can find demographic and economic information for each county via the Ball State CBER Data Center, www.cberdata. org. Relevant sections include Indiana County Profiles, the Community Asset Inventory and Rankings, and the Brownfield Grant Writers' Toolbox.

After your team has collected an assortment of plans and data, you should be able to identify patterns in the types of projects your community excels at and/or struggles with. Discuss your observations with the rest of the team. Has there been a lot of focus on one aspect, like business attraction, educational programs, or arts and culture?

This information and discussion is merely to get your local team thinking about what has worked and hasn't for your community in the recent past. Once you've completed the CRI, these findings will be useful in determining and prioritizing future projects for your community.

#### Sample Form

Once you've assembled your local team and shared your vision, it's time to formally enroll in the Community Readiness Initiative. Visit <a href="http://cri.cberdata.org">http://cri.cberdata.org</a> and click on 'Enroll Now' to bring up the enrollment form. A sample is found on the following pages.



#### Sign Up for the Community Readiness Initiative

**Jump-Start Your Community** 

The State of Indiana Office of Community of Rural Affairs (OCRA) invites your community to participate in the Community Readiness Initiative. Through the CRI, you will gain insight into the strengths and weaknesses of your community so you can determine the course of action that will foster better community planning and growth.

Once you complete the sign-up form, you will be contacted by the CRI team at Ball State University (<u>cri@bsu.edu</u>) to continue the Community Readiness Initiative process. A description of the CRI process can be found at <a href="http://cri.cberdata.org/communityFAQ">http://cri.cberdata.org/communityFAQ</a>.

Let's begin now!

*	1. Your county (Indiana only):
*	2. Do you represent a specific city/town within that county?  No. This is a county-level group.
	Yes. I'll include the name of my community below.
	My community is
*	3. Which group, business, or organization do you represent?
	Example: "Sample County Regional Development Council" or "Anyplace Town Council"
	This set of questions is continued on the next page

* 4. Your contact ir	nformation		
Name (first and last	:):		
Company:			
Job title:			
Preferred email add	iress:		
Daytime phone nun	nber:		
provide the prima	imary contact person for the group in ary contact person's information on this is the primary contact for your located to additional contacts (others)	the next page.) cal team. If you select "yes," you	
Primary Contact Info	)	Additional Contacts	
* 6. Primary contact per	son for your group:	* 7. Contact #2	
Name of primary		Name (first and last):	
		Company:	
Company:		Job title:	
Job title:		Preferred email address:	
Preferred email address:		Daytime phone number:	
Daytime phone number:			
		* 8. Contact #3	
If you selected "no", the	en you'll enter the info for your	Name (first and last):	
primary contact for you additional contacts fro	ur local team. And then you'll enter m your local team.	Company:	
	.,,	Job title:	
		Preferred email address:	
		Daytime phone number:	

# COMMUNITY READINESS INITIATIVE

#### Sign Up for the Community Readiness Initiative

You're almost finished!

After you submit the form, your request will be reviewed by the CRI team at Ball State University and the Indiana Office of Community and Rural Affairs.

Once your request to participate in the Community Readiness Initiative has been approved, you will be contacted by <a href="mailto:cri@bsu.edu">cri@bsu.edu</a> for instructions on how to proceed, including options for payment. An explanation of each step and the associated incremental costs can be found at <a href="http://cri.cberdata.org/communityFAQ">http://cri.cberdata.org/communityFAQ</a>.

At this time, do you have additional questions or comments about the Community Readiness Initiative?	
	This is the last question on the enrollment form. If you have questions at this point, you may contact David Terrell at <b>drterrell@bsu.edu</b> .

#### **Payment**

One of the benefits of the Community Readiness Initiative is that it provides the same benefits of developing a strategic community growth plan with a professional consulting firm but at a fraction of the cost.

Once your community has been accepted into the Community Readiness Initiative, cri@bsu.edu will contact you with payment information. Once we receive payment, you will receive instructions to begin Step 2, which is the Leadership Alignment. Accepted forms of payment include credit card and invoiced check.

For more info, contact Jeani Shrack at cri@bsu.edu.

\*\*If you haven't already, add cri@bsu.edu to your email contacts. You will receive your username and password for our website's special features.\*\*

#### **CRI Steps and Associated Costs**

Step 1: Assemble Team & Sign Up

\$3,500 due

Step 2: Leadership Alignment Assessment

**Step 2A:** Leadership Summit (if required, pay \$1,500)

\$3,500 due

Step 3: Community Alignment Assessment

**Step 3A:** Community Summit (if required, pay \$1,500)

\$5,000 due

Step 4: Preliminary Findings

No cost

Step 5: Outcomes

### **Step 2: Leadership Alignment**

#### **Online Controls**

#### **Username and Password**

Look for an email from cri@bsu.edu, cri@cberdata.org, or Ball State Indiana Communities Institute. Don't forget to check your junk mail folder just in case.

The email will include a message similar to this:

Subject: Your new Community Readiness Initiative account has been created

Date: 01 Jan 2016

From: Ball State Indiana Communities Institute

<cri@bsu.edu>

To: fake.testperson@anyplacetown.org

Fake Testperson,

Thank you for enrolling your community in the <u>Community Readiness Initiative</u>. A new account has been created so that you can enter information needed for the next step in your community's CRI process.

Log in to the CRI website using the following information:

 ${\tt Email:} \ \underline{{\tt fake.testperson@anyplacetown.org}}$ 

Password: abc123XYZ

Once logged in, you can change your password and begin the next stage of CRI.

If you have any questions, please email <a href="mailto:cri@bsu.edu">cri@bsu.edu</a>.



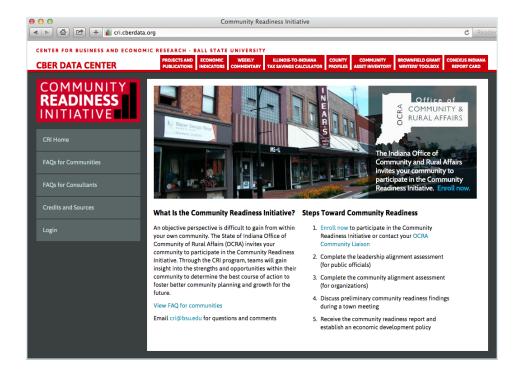
http://www.bsu.edu/ici
cri@bsu.edu • 765-285-2773

**The CRI website address is http://cri.cberdata.org.** After you log in, you may change your password, check the status of your community, and perform a variety of functions like invite specific people to participate in assessment, check on who has and hasn't completed the assessment, and view the collective results of the assessment.

#### **CRI Website Home**

This is what you'll see when you go to http://cri.cberdata.org. From the homepage, you can learn more about the project, read a FAQs of terms and concepts, find the people connected with this project, and log in to access your community's information.

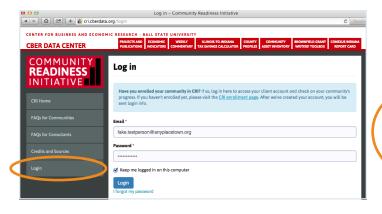
Each of those features is a gray button on the left side of the page.

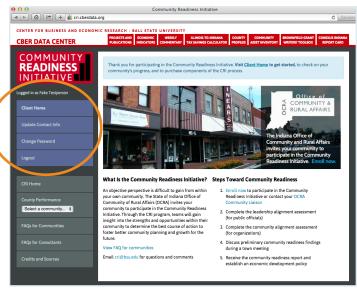


#### **Logging In**

Looking at the gray buttons on the left, click "Log In" and copy/paste the email and password from your CRI account email.

Once you've logged in, you should see a blue box at the top of the page welcoming you to the project. You will also see a set of blue buttons on the left side.





#### **Update Contact Info**

If your name or email address was misspelled, you can correct it using the "Update Contact Info" button.

# Update Account Contact Info Name \* Logged in as Fake Testperson Client Home Update Contact Info Change Password Logout Update Account Contact Info Name \* Fake Testperson Email \* fake.testperson@anyplacetown.org Update

#### **Change Password**

Your password can be any combination of letters, numbers, and special characters like \$!? and it should be at least 6 characters long.

\*\* If you want to make a strong password, consider using a 5-word passphrase. There's a nice explanation and passphrase generator here: www.useapassphrase.com \*\*

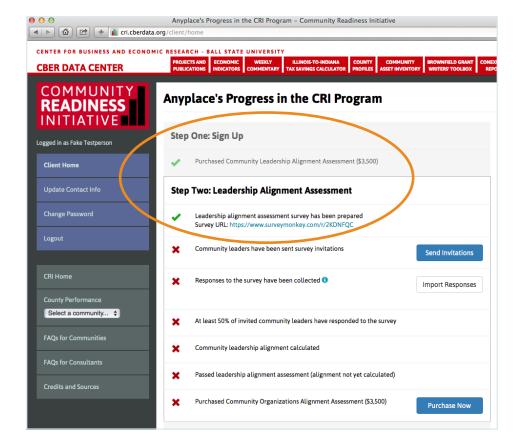


#### **Client Home**

This page displays the progress your community has made in the CRI. Each step has several actions that are a part of it. Most of the sections will be shaded dark, but one section will appear brighter, indicating that this is where you are in the CRI process.

At this stage, your progress should look like this, with two green checkmarks.

If your page has either of these items as a red X, or if Step 1 is in white instead of Step 2, then contact Jeani Shrack at cri@bsu.edu.



#### **Sending Invites**

#### Collect and Organize Your Invitation List (Limit to 30-40)

Step 2 focuses on gathering the knowledge and perceptions of the leadership in your community. In a spreadsheet (Excel or another program), collect the names, email addresses, and titles of the appointed and elected officials. These people may include plan commission members, city and county council members, economic development commissions, etc.

#### Send a Formal Message

We recommend that you send a formal message to the leadership in your community to explain this project. You will want to inform leaders that they should expect an email invitation from cri@bsu.edu to take a 15-minute questionnaire of their existing familiarity with the activities of the community. This email may go to their spam or junk mail folders.

Here's an example of how you might phrase your email:

Subject: Anyplace Community Growth: Give Us Your Input!

Date: 05 Jan 2016

From: Fake Testperson <fake.testperson@anyplacetown.org>

To: saved contact list

Community Leadership,

The town of Anyplace has enrolled in the Community Readiness Initiative (CRI), a program sponsored by the Indiana Office of Community and Rural Affairs in the office of the Lieutenant Governor. This program will help our community use data-driven insights to plan for smarter economic growth.

The next step is to gather knowledge from our appointed and elected officials in the public sector.

You should soon receive an email from cri@bsu.edu (Ball State Indiana Communities Institute) inviting you to take a short questionnaire about our community. This questionnaire might be sent to your spam or junk folder. Please contact me if you have not received it within 2 days.

This questionnaire should take about 15 minutes and your response is confidential. We ask you to answer to the best of your knowledge without any research. We want to gauge your existing familiarity with the activities of our community.

If you have any questions, please contact any member of the Anyplace project team. Thank you for helping Anyplace identify the assets that will help us plan for future community growth.

Sincerely,

Fake Testperson Anyplace Town Council fake.testperson@anyplacetown.org brownie@anyplacefoundation.org abe.human@anyplacetown.org 123-555-5555

Brownie Anyplace Anyplace Community Foundation Anyplace Town Council 123-555-5500

Abe Human 123-555-5050

#### **Inviting Your Officials**

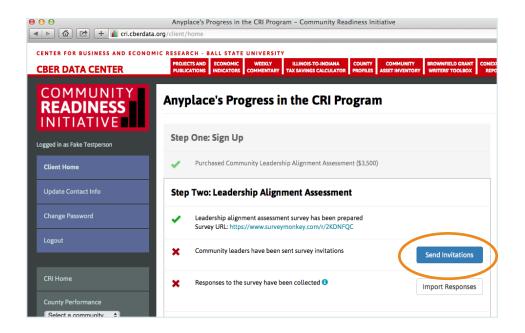
Log in to cri.cberdata.org and go to the client home. Click on the "Send Invitations" button in your step-by-step.

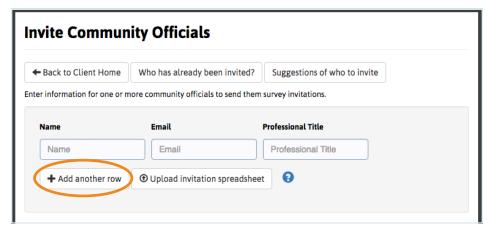
In this form, you can copy and paste the names, email addresses, and titles of the officials you want to invite. You can add as many people as you wish using the "Add Another Row" button.

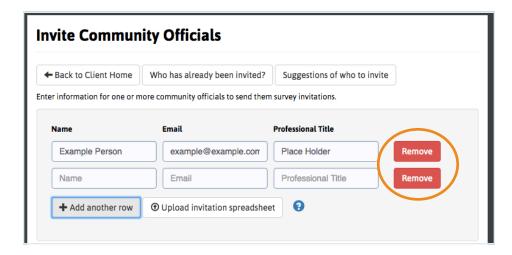
You can use the "Save for Later" button to remember what you have already entered. Your information is saved when the green "Saved" appears next to the button.

If your internet is unreliable, you might want to do this after every 10 names or so. The save feature uses site cookies, so do not clear your browser history, cookies, or cache until after you have sent your invitations.

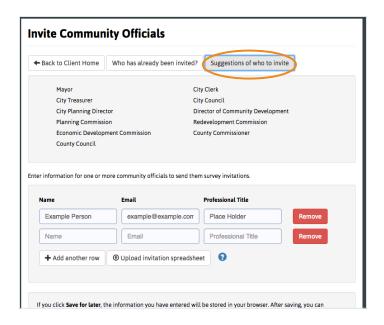
\*\*Make sure to LOAD your saved entries before you add more, or you will save over what you've already typed in!\*\*







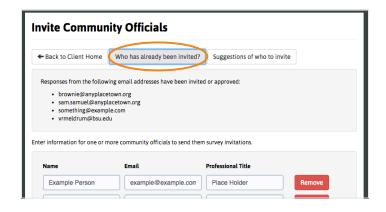
Who should you invite? The top right button will reveal a list of community people you might invite, like city/town council members, or the head of the parks department and the head of the street department. Click the button again to hide the list.

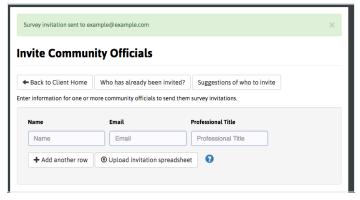


You can check to see who has already been sent the questionnaire using the top middle button. Click to reveal the list, and click the button again to hide it.

If no one has been invited, the site will say so. If people have been invited, then their email addresses will be listed. This is especially helpful if you a couple of days pass and you can't remember who you already invited.

When you do send invitations, press the "Send invitations" button. A green bar will appear at the top of the page as confirmation.





#### **What Your Officials Receive**

When you press the blue "Send invitations" button, an automatic invitation will be sent to the email addresses you have entered. Anyone who has already been emailed will not be emailed again.

The email will include a message similar to this:

Subject: Invitation to participate in Community Readiness Initiative

questionnaire

Date: 06 Jan 2016

From: Ball State Indiana Communities Institute

<cri@bsu.edu>

To: fake.testperson@anyplacetown.org

You have been invited by  $\underline{\text{Ms. Fake Testperson}}$  to participate in a Community Readiness Initiative questionnaire about your community.

This is a project in partnership with the <u>Indiana Office of Community and Rural Affairs</u> (OCRA) and Ball State University's <u>Indiana Communities</u>

Institute. The questionnaire should take about 15 minutes to complete.

We ask you to answer to the best of your knowledge without any research. We want to gauge your existing familiarity with and your perceptions of the activities in your community. If you do not know how to answer a question, you may type "n/a" in the answer field.

To participate, visit the following URL within the next five days:

https://www.surveymonkey.com/r/KC859GZ

If you have any questions, please contact  $\underline{\text{Ms. Fake Testperson}}$  or email  $\underline{\text{cri@bsu.edu}}$ .



http://www.bsu.edu/ici
cri@bsu.edu • 765-285-2773

#### Sample Form

#### The Leadership Alignment Assessment (Questionnaire)

A sample of the questionnaire appears on the following pages. When an invited person opens the questionnaire from this email and completes it, the response is automatically (and anonymously) accepted into the database.

If someone takes the questionnaire from a forwarded email, or from a link that you have copied into a reminder email, the response is stored, but marked as an "unapproved" response. If you recognize the address, you can accept it and incorporate it into the results.

# COMMUNITY READINESS INITIATIVE A LOW-COST, HIGH-IMPACT, PRIVATE SECTOR APPROACH TO ECONOMIC AND COMMUNITY DEVELOPMENT HTTP://CRI.CBERDATA.ORG

#### **TEMPLATE:** Leader Alignment Questionnaire - Town (County)

act	ivities of your co	stionnaire is to measure your EXISTING Fammunity. Please answer to the best of your strong to the your strong to your strong to the you		
* 1. \	our contact inform	ation		
Nan	ne			
Pos	ition			
Org	anization			
		(the one that was invited to CRI)		
Ema	ail			
* 3. 0	Community represe	ented (municipality, county)		
cor	nmunity.  a. City or town(s) plar  b. County plan  c. Regional plan (mul  d. I do not know of an			
con	mprehensive plan) known, please say	ent economic development and/or community that you know of in your community and the you.  continued on the next page		
* 2. \\ Ema  * 3. ()  4. F cor  Whe  * 5. F cor unk	Community representation  Please check the benmunity.  a. City or town(s) planeted beneared town and the county planeted and t	ented (municipality, county)  ox for each comprehensive community plan to tiple counties)  y existing comprehensive plan for my community area  (Example: County in 2005, city in 2010) If unknown, you ent economic development and/or community that you know of in your community and the you.	bu may leave this blank.  by development plans (other than a	

me	ntioned above. If unknown, please say so.
	las your town recently received a federal grant for economic or community development (CDBG, DODA, EDA, etc.)?
	Yes
	No
	I do not know
8. lı	n comparison with Indiana, the per capita income in my county is
	a) Higher than the <b>state</b> as a whole
	b) Lower than the <b>state</b> as a whole
9. lı	n comparison with Indiana since 2000, my county population is
$\bigcirc$	a) Growing, and faster than the <b>state</b> as a whole
	b) Growing, but slower than the <b>state</b> as a whole
	c) Shrinking
10.	In comparison with the United States since 2000, my county population is
	a) Growing, and faster than the <b>nation</b> as a whole
	b) Growing, but slower than the <b>nation</b> as a whole
	c) Shrinking
Thi	s set of questions is continued on the next page
	•

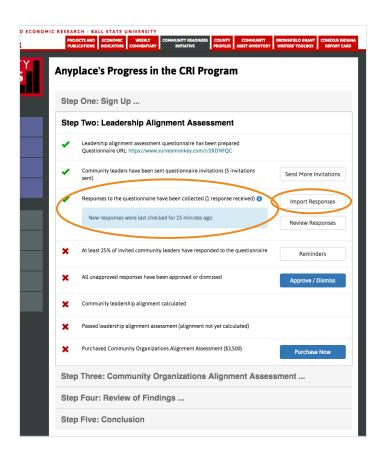
side	o your reg ential dev	e consumption of commercial goods and services locally, including goods others might gion to consume.  elopment is best envisioned as a community and population based development approace ent of bedroom communities.
	•	good or service that is consumed locally, but could be consumed by visitors to the region
Use	-	ur community's economic opportunities from most promising (1) to least promising o-down to select your answers or use the little dots on the left to physically click and drag
	<b>\$</b>	Production
0	<b>\$</b>	Wholesale/Warehousing/Logistics
	•	Recreation
	<b>\$</b>	Retail
1	<b>\$</b>	Residential
		on, what are your community's greatest economic opportunities? Please list 1-3 items.
טס י	you have	other comments about your community?

This is the end of the leadership alignment questionnaire. You can view who has completed the form by clicking "Review Responses" on the Client Home page.

#### **Managing Responses**

#### **Import Responses**

From the Client Home, you can view the progress of the questionnaire. Once responses are collected, the CRI website will automatically import them for use by the Ball State team. A blue box displays the last time that responses were collected. This is an automatic process, but if you wish to view the latest, press the Import Responses button to "refresh" the response count.



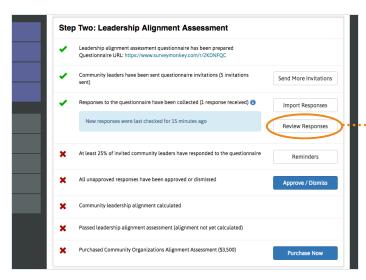
#### **Review Responses**

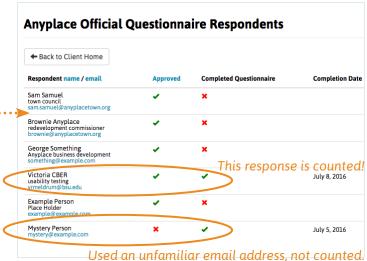
Responses are confidential, but you may view a list of those who were invited to the questionnaire and whether or not they have completed it. To view this list, click Review Responses.

The Approved column will show a checkmark if the respondent used an invited email address to complete the questionnaire. The Completed Questionnaire column shows a checkmark when the questionnaire has been fully

answered and submitted. The final column displays which date the questionnaire was submitted.

\*\*If someone has completed the questionnaire from an email address that not on the invite list, then this response is collected, but not counted. See "Approve/Dismiss Unapproved Responses" for how to manage these.\*\*





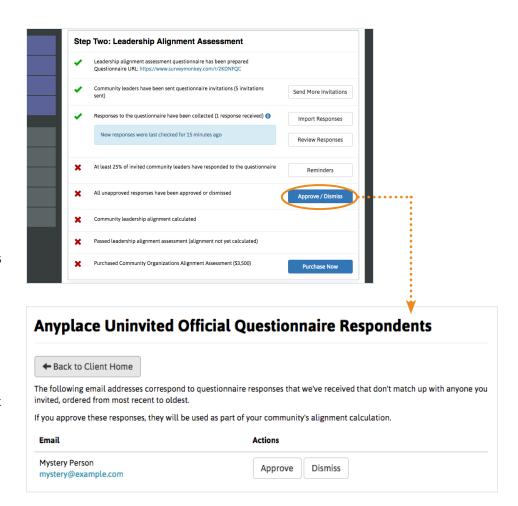
## Approve/Dismiss Unapproved Responses

There are two likely reasons for why you might have a response that is marked as unapproved:

- 1.) someone who was invited completes the questionnaire using a different email address from the one you have on file (e.g. a personal email versus a work email)
- 2.) someone who was invited forwards the link to a person who was not invited

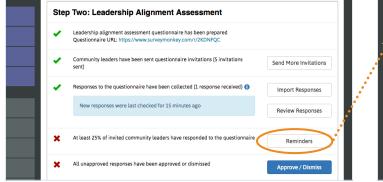
Both the name and the email address used to complete the questionnaire are included in our list. If you recognize the respondent and believe the response should be included, click on "approve" to add the response to the pool of counted responses.

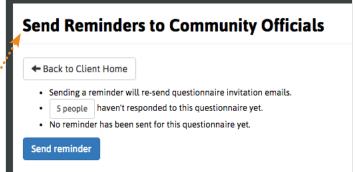
If this response should not be included, click "dismiss" to ignore it.



#### Reminders

Press the Reminders button and follow the prompts to send a reminder email to those who were invited but have not completed the questionnaire.





#### **Moving Forward**

At the conclusion of Step 2, the Ball State CRI team will discuss the results of the questionnaire with your local team and compared the leadership's perception of the community with our economic data profile for your community. These results are confidential.

Once your community leadership is considered "aligned" with your local economic strengths and weaknesses, then you will be cleared to pursue the next step of the CRI process.

### **Moving Forward: Steps 3-5**

#### **Step 3: Community Organization Alignment**

#### **Payment for Step 3**

You may enter Step 3 once the Indiana Communities Institute at Ball State University has received your payment. Please contact Jeani Shrack at **cri@bsu.edu** with any questions about billing/payment options.

#### Same Technique, Wider Net

Step 3 focuses on getting all of the key players and organizations in your community to consider their knowledge and perceptions of the community. The alignment process for Step 3 is almost identical to the process for the leadership alignment in Step 2, except the audience is much larger.

As in Step 2, you will want to organize a list of the names, email addresses, and titles of the key members of several local community organizations. These people may include municipal department heads, school board members, the library board, the board of works, community-focused nonprofit groups, etc. This list does not need to be exhaustive by any means, however; it will likely be a larger list of invites than your leadership invites.

You will want to send a formal message from an official email address to explain what the Community Readiness Initiative (CRI) is and what to expect as someone invited to participate in the alignment questionnaire.

Be sure to explain that an invitation to take an informal, 15-minute questionnaire should come from cri@bsu.edu or "Ball State Indiana Communities Institute" in the coming days. On the next page, we've included a suggested template for how to phrase this email.

Subject: Anyplace Community Growth: Give Us Your Input!

Date: 05 Jul 2016

From: Fake Testperson <fake.testperson@anyplacetown.org>

To: saved contact list

Community Member,

The town of Anyplace has enrolled in the Community Readiness Initiative (CRI), a program sponsored by the Indiana Office of Community and Rural Affairs in the office of the Lieutenant Governor. This program will help our community use data-driven insights to plan for smarter economic growth.

The next step is to gather knowledge from our community organizations.

You should soon receive an email from cri@bsu.edu (Ball State Indiana Communities Institute) inviting you to take a short questionnaire about our community. This questionnaire might be sent to your spam or junk folder. Please contact me if you have not received it within 2 days.

This questionnaire should take about 15 minutes and your response is confidential. We ask you to answer to the best of your knowledge without any research. We want to gauge your existing familiarity with the activities of our community.

If you have any questions, please contact any member of the Anyplace project team. Thank you for helping Anyplace identify the assets that will help us plan for future community growth.

Sincerely,

Fake Testperson Anyplace Town Council Anyplace Community Foundation Anyplace Town Council fake.testperson@anyplacetown.org brownie@anyplacefoundation.org abe.human@anyplacetown.org

123-555-5555

Brownie Anyplace 123-555-5500

Abe Human 123-555-5050

#### **Sending Invitations and Managing Responses**

From the Client Home, you can invite a list of people for Step 3 (community organizations) using very similar tools as those you used for Step 2 (community leadership). Once invitations have been sent through the CRI website, you may view the progress of the organizations questionnaire and send reminder emails.