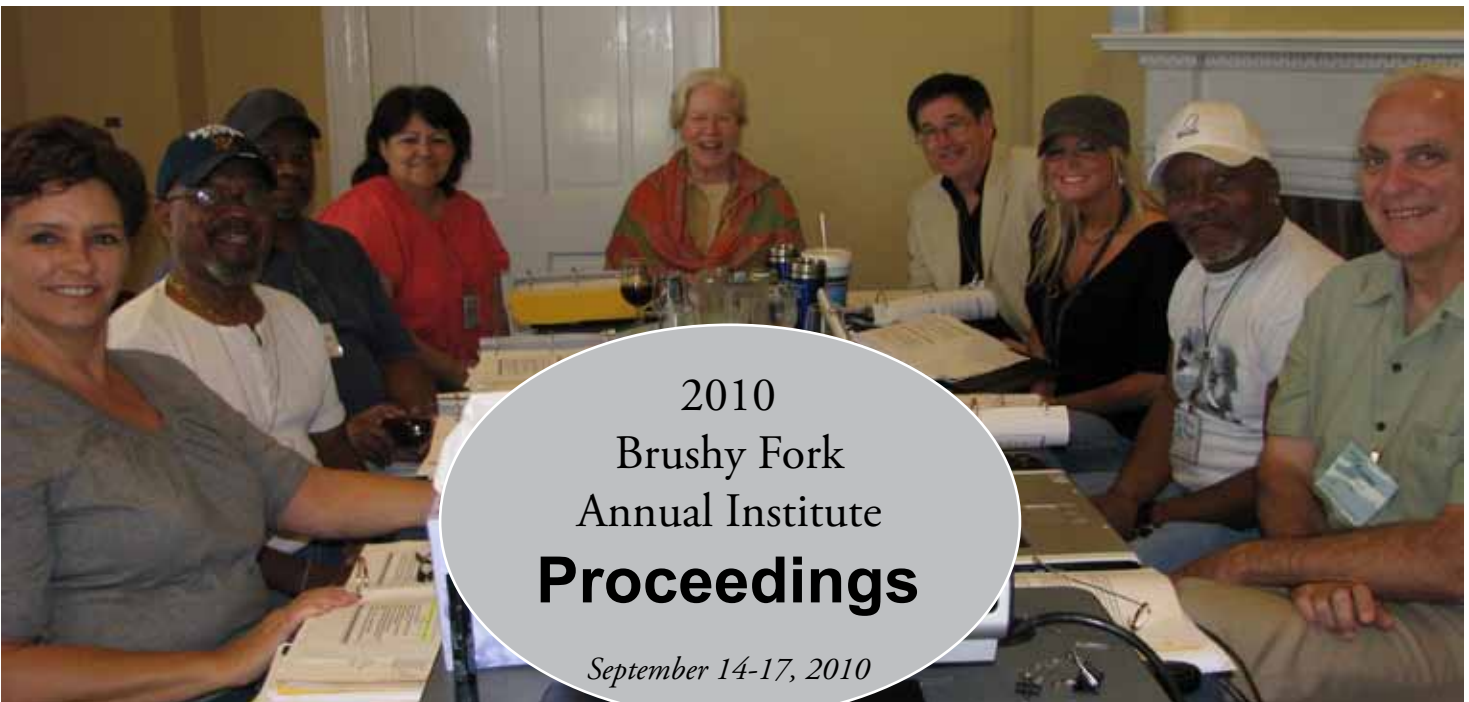


# Mountain Promise

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#### Mission of Brushy Fork

For more than one hundred years, Berea College has served the people of Appalachia.

The Brushy Fork Institute carries forward this commitment by working to develop strong leadership in the mountains.

Working with both existing and emerging leaders, we draw on local understanding and vision to help communities build for tomorrow.

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## The Road to Community: Let's Merge!

### *2010 Annual Institute Opening Address*

by Peter Hille, Director, Brushy Fork Institute

My daughter got married ten days ago, and we are still reeling. It was a big wedding, with 250 people at our house. The wedding was wonderful, although I'll confess that the work has taken most of my attention this summer as I was clearing land and building decks and docks and patios to be able to welcome that crowd.

And what a crowd it was. We had people from all over the country and from Canada. Cousins from New York City and organic farmers from our local Red Lick valley; young professionals from Washington, DC and small-town schoolteachers; artists, hunters, golfers, elected officials, carpenters and college professors.

My daughter described it as being like some kind of crazy dream, where people from different parts of her life were mingling and connecting the various realms.

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That's how weddings are, you know. You're not just joining two people. In fact, you're not just joining two families. You're bringing together all these far flung friends and relatives, people from all walks of life; not just from all over the geographic landscape but from all over the political landscape. We had people who get their news from Rush Limbaugh on the radio and people who get their news from Jon Stewart on the *Daily Show*. And you know what? We all had a great time!

Well, I didn't get up here just to talk about my daughter's wedding, although some of you did ask to see pictures, so I thought I'd just take care of that while I was here.

But seriously, as I've been reflecting on all this, there is a real connection to what we're trying to do in our communities. We have to be able to bring all these disparate folks, with all their divergent views, together. If we want to move our communities forward, we must learn to merge.

Last year at the Annual Institute we talked about surviving hard times. And in that year's opening talk, I tried to make the case that we can't just sit back and wait for the hard times to pass, that we need to take active measures and chart our own course forward because the simple fact is that nobody outside your community cares as much about your future as you do.

This year, we are going to be talking about how we can move forward, how you can take the initiative. Some of the tracks will focus on this, and our keynote speaker, Michael Shuman, will be talking specifically about how communities can take control of their own economic future. At the closing

on Friday, we'll hear about some of the promising strategies that have arisen this week.

But no matter what strategies we develop, no matter what plans we make, no matter what new ideas we come up with, none of your communities will be able to implement any of these initiatives unless you can bring people together, to think together, to plan together, to work together.

Bringing people together can be even harder in hard times. Everybody's feeling the pinch. We've had budget cuts, and I bet a lot of you have, too. We've seen some good organizations go under. In hard times, our natural tendency is to pull back, to withdraw, to protect what we have. I believe that is exactly the wrong thing to do. In fact, during hard times, it is more important than ever that we work together, even though it's an unnatural act.

The idea is sort of like when you are driving down the highway and you see a sign that the lane ahead is closed.

My observation from spending way too much time on the road is that there are two possible responses. One response is to go ahead and merge into the lane that is not closed. As people merge into it, that lane starts to fill up and slow down, while the lane that's closed ahead starts to empty out.

The other response, instead of merging, is to hit the gas, to try to pass as many more cars as possible and then to get over at the last minute. You've all seen this many times, right?

So, what's going on there? The driver who hits the gas figures he has an opportunity to get ahead,

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# The Road to Community: Let's Merge!

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with the lane clearing out. But at the last minute, when he has to merge, there's nowhere to go, so he stops. Once he's not moving, then somebody in the other lane has to stop to let him in, and the person behind that person has to stop, and the brake lights go on all the way back down the line. So, one driver plays for personal advantage, but at the expense of the common good. In the end, he probably doesn't really get any benefit when all the traffic locks up. If everyone had merged a half-mile back down the road, we'd have all kept cruising right along.

Now, what does this have to do with our communities? Well, hard times and all the bad economic news are kind of like seeing that sign that says "Lane Closed Ahead."

If we follow that natural inclination to turn inward, to focus just on our interests and our organization, we'll be like that driver who's just thinking he can pass a few more cars while everyone is slowing down. In the end, we'll be shooting ourselves in the foot.

The bottom line is that it's more important than ever that we work together. But to do that, we have to get past all the things that divide us.

We are taught to early on to define ourselves by how we divide ourselves. It's deep within our culture.



We learn to root for our team, and that there are winners and losers, and we want to win. This goes back to a time when the games were played as training, and the training was for battle, and winning mattered.



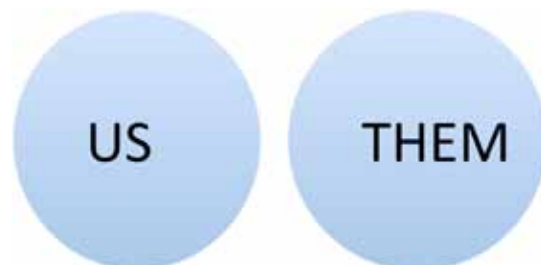
This painting depicts the Battle of Agincourt in 1415. That was almost 600 years ago. We've been at this for a long time.



There are all kinds of ways to divide people up. We know the map above from the last election, showing the "red states" and the "blue states." Of course, we know that everyone didn't vote the same way in any state, so if we dial in the focus a bit we get a more nuanced picture, and we see that we're really more of a gradient of purple than anything else.

But there are, and there have always been, public voices that want us to line up on one side or the other.

**Divided we...**



These voices often speak of complex issues in simple slogans, and we may be told “you are either with us or you are against us.”

We hear it all the time, whether it’s about Democrats versus Republicans, pro-choice versus pro-life, capitalism versus socialism. None of those things are simple, and very little in life is black and white. Scratch the surface of any issue and it gets complicated. We don’t all fit into a couple of boxes with a big bright line dividing us. We ourselves are complicated. There are fiscal conservatives who are socially liberal. There are liberals who are pro-life. There are fundamentalist Christian environmentalists. There are gay Republicans and there are Democrats who own guns. We are complicated.

I don’t think we are two camps made up of people who all agree with each other. I just don’t see that among the people I talk to and the communities I work in. I think the real picture of who we are looks more like this bell curve.



I think the vast majority of us are really pretty close to the middle. But there are voices out on either end of the bell curve of public opinion, radical left, radical right, radical whatever, that want us to line up into those neat boxes, to be us or them. Of course they do, because that’s where they get their power, their funding, their fame. It is the stuff of politics, of the media. It’s the oldest game in the book, but we don’t have to play that game.

Often, when it comes down to real people talking to each other in real communities, we don’t play that game. At least not the one the talking heads have in mind. Last month, I was conducting a workshop in East Kentucky on conflict management and the conversation turned to the proposed mosque near the World Trade Center site. And opinions among the group were all over the map. But the conversation they had was not the kind of debate

you hear on TV. It was respectful, informed, and complex. People listened to each other. They disagreed, but their disagreement did not divide them nor did it turn to anger or hostility. Nothing in that conversation would keep any of them from working together in their community.

Of course, all the divisive issues aren’t out there on the national and international stage. We’ve got plenty of potential hot buttons right at home in our communities: Can you even mention zoning in a public meeting? How about school consolidation, or business and occupational taxes? Yes, there is plenty of stuff to divide us.

But then I think about what I learned from the folks in that workshop last month. That we can talk about tough issues, appreciate differences, learn from each other, and acknowledge each other’s opinions with respect.

The path ahead is always complicated and probably it often looks like this:



But we can be responsible drivers when times are tough, when we need to pull together, when there’s a lane closed ahead. We can steer our communities on a course that will bring us together instead of pushing us apart.

Let’s merge.



Michael Shuman

# Taking Global Local

## *the power of local economies*

2010 Annual Institute  
Keynote Address

“You don’t drive a model T and a Prius just because you want diversity.” The audience at the 2010 Annual Institute chuckled at economist Michael Shuman’s analogy for the belief held by many economic development practitioners that one must have a diversity of both global and locally owned business to have a strong economy in a community. As he shared his thinking on how to focus on rebuilding the Appalachian Region and its communities by nurturing locally based businesses and local economies, Shuman described two disparate approaches to economic development.

“The starting place is that we are in a gigantic wrestling bout between TINA and LOIS,” he said. He continued, explaining the meaning behind these two acronyms.

TINA, which stands for *There is No Alternative (to the Global Economy)* is the approach most commonly embraced by economic developers today.

Shuman explained that TINA has three particular practices: first, to attract a large business such as Toyota to your community; second, to prioritize exports based on the theory that only through selling commodities to the rest of the world can a community bring in new money; and third, to assure locally owned businesses that they should support the ideas behind TINA because it is in their best interest.

Shuman said that in the TINA model, economic developers talk about attracting and retaining business, but he holds that attracting and retaining local businesses does not fit in this framework. “It is an oxymoron to attract a local business,” he said. And

By importing what can be produced locally, communities give away valuable pieces of their economies.

unlike many nonlocal companies, you do not have to pay any bribery to keep locally rooted businesses in a community.

The economist put his ideas to the test by studying the three largest economic development programs in 15

states, including Kentucky. He discovered that 90 percent of the programs spent most of their money on attracting or retaining nonlocal businesses. In some cases, they used more than 90 percent of their budgets in this way.

But there is an alternative to TINA, Shuman pointed out.

That alternative is LOIS, *Locally Owned and Import Substituting* businesses. Local ownership, Shuman explained, means that the business is held primarily by people in the community. Import substitution means that if you find you can produce a certain good or service in your community, it makes sense to do so. By importing what can be produced locally, communities give away valuable pieces of their economies.

Shuman shared several examples of how communities became wealthy through self-reliance.

Hardwick, Vermont, is an agricultural community. The town decided to become the local food capital of New England. In this effort, farmers moved to organics and created value added products, like cheeses and casseroles. They marketed and sold high end seeds. They created a food business incubator and opened restaurants. According to an article in the *New York Times*, the town created 100 jobs through local food production. Their work has been chronicled in a book called *The Town that Food Built*.

This example shows several businesses working together, Shuman pointed out, but even one business can stimulate an economy.

In Ann Arbor, Michigan, Zingerman's Deli opened in the 1980s, producing sandwiches. The business did well and its owners found themselves asking whether they wanted to become a chain. After careful consideration, they opted for a growth model that allowed them to keep quality control and their connection to the community. Rather than grow broad, they decided to grow deep.

The business owners looked at their deli and decided to create a bakery business to produce the breads used there. They created a roasting company for the coffee they served and to create their own cheese and ice creams, they opened their own creamery. The deli was so popular they created a sit-down restaurant. Then they began to export their coffee cakes.

As people noticed this success, the business began to offer classes to teach other business owners how to do quality customer support. The original deli became nine independent businesses. The partners in these businesses meet every week to do quality control. These nine businesses have created 550 jobs in Ann Arbor with an output of more than \$30 million per year. They have continued to plan for another dozen or so businesses.

"Zingerman's would have been impossible by the logic of most economic development theories that say look at your strengths," commented Shuman. This theory says to see where a cluster of activities is and to build on what you are already doing. "For example," he said, "in this region, coal mining is a strong economy, so that model would look at doing more mining. Or if you are in a community that does agriculture, then you would do more agriculture." However, Zuckerman's started their efforts from scratch. There was no food niche or strength in Ann Arbor, yet this company built a powerful sector.

"In the context of Appalachia," Shuman said, "here we are in a region of many, many small towns. Frankly, while there are lots of things of great interest to the world, the truth is that you have

...one of the mistakes in mainstream economic development is the sole focus on the global side of the economic picture...

very few activities the one would say, 'this is the best thing in the world.' Nevertheless, there is a lot of potential for economic growth in building jobs in your economy based on local demand."

Shuman works with the Business Alliance for Local Living Economies (BALLE) that since the year 2000 has developed 80 networks in the United States and Canada and is expanding its work to Latin America and France. BALLE's interest lies in businesses that model high labor and environmental standards. The organization's work is designed around the belief that the most successful economies have the highest percentage of businesses that are locally owned, as self-reliant as possible and globally engaged. According to Shuman, one of the mistakes in mainstream economic development is the sole focus on the global side of the economic picture paired with the idea that the local side of development will take care of itself. "But the logic works just the opposite," Shuman proposed. "As local businesses get larger and more successful, they will focus on global export."

### Why Embrace LOIS?

During his presentation, Shuman shared figures from a debate with the head of economic development efforts in Lane County, Oregon. The county had offered tax abatements to companies that promised to bring jobs, a common practice in the economic development field. Shuman's data showed that 95 percent of a tax abatement worth several million dollars went to six nonlocal companies. "Three came and took the benefits only to shut down later and move to Asia. Two never delivered. One company did."

The other five percent of the tax abatement funds went to locally owned businesses. Looking at the figures for the jobs created with these abatement monies, the cost of a local job was around \$2,000. But, Shuman said, if you look at the TINA jobs, the

cost for the original jobs created was \$22,000 per job. However, some of those jobs came and went bringing the

cost of a TINA job: \$67,000 cost of a LOIS job: \$2,000 benefit of LOIS to a community: priceless
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Shuman says local businesses:

- are consistent with smart growth;
- encourage small, home-based businesses;
- attract tourists looking for unique experiences;
- have a smaller carbon footprint than most nonlocal businesses;
- generate less reliance on welfare; and
- increase political participation.

cost of remaining TINA jobs to \$67,000 per job.

TINA is an unreliable partner in economic development, stated Shuman. He discussed the current U.S. economy, proposing that we have put our stimulus dollars into the wrong thing. “If you believe the numbers,” Shuman said, “we spent  $\frac{3}{4}$  trillion dollars in the stimulus package to create 2.5 to 3.5 million jobs. That’s \$200,000 to \$300,000 per job. Compare that to \$2,000 for local jobs.” Shuman’s ideas hold that because we put too much money into TINA-related activities, we did not get a change in our unemployment picture.

Shuman also explained that locally owned businesses are superior in generating economic development because of the economic multiplier. “I spend one dollar at local drug store then the drug store employee spends that dollar at a local market. The more times the dollar circulates in the local community, the more income, growth and jobs are created. Local businesses do this better.”

Shuman shared a study that was done in Austin, Texas. The study tracked \$100 spent at a Borders bookstore as opposed to \$100 at a local bookstore. Of the \$100 spent at Borders, \$13 stayed in local economy. Of the \$100 spent at the local bookstore, \$43 stayed in the local economy. Why was this? Shuman explained: “Borders didn’t have a high

level management team on board; the local bookstore did. The local bookstore also advertised on local tv and radio, used local accountants and business services, and put its profits back into the community.” More than 12 other studies across the country followed this Austin study and the numbers all pointed in the same direction. “Typically speaking,” Shuman shared, “one dollar spent at a local business gets 2-4 times the economic impact than the same dollar spent with a nonlocal business. Not a single study shows that the nonlocal business does as well.”

Food is an important sector to explore regarding local economies, according to Shuman, who has studied the localization of food in Detroit. The city has lost population and has vast tracks of land. There has also been a greening of Detroit, a second coming of agriculture. “No one takes this seriously,” said Shuman. But he has run some calculations. “If residents shifted their consumption to 20 percent of local food, it would create 5,000 jobs. If five counties around Detroit did the same thing, it would create 36,000 jobs.”

Shuman has also researched another city. “If Cleveland and its 16 surrounding counties shift 25 percent to local food consumption, they would create 27,000 jobs,” he said. “That would take care of 1/8 of the unemployment rate during this local recession, and that’s just food.” He

invited the audience to imagine what might be accomplished if communities included other sectors in localization.

Shuman pointed out that the *Harvard Business Review* also conducted a study that showed more small firms mean more jobs. Cities relying on a few large firms for employment experienced slower job growth than cities with an abundance of small firms.

The benefits of local businesses are many, according to Shuman. Local businesses are more consistent with smart growth through creating walkable communities, encouraging small, home-based businesses, reducing the use of cars, and attracting tourists who are looking for unique experiences. Local businesses have a smaller carbon footprint than comparable nonlocal businesses due to reduced shipping and other factors. Local businesses generate less reliance on welfare and increase political participation.

Shuman notes that when you have a conversation with a typical economic development official, you will hear that we need to create all kinds of jobs and businesses. “You don’t drive a Model T and Prius just because you want diversity!” exclaimed Shuman. “You drive what works. Economic development has limited time and limited dollars. We can’t afford to have a failed next stimulus.” He recommended that a successful stimulus package would focus strategically on local businesses.

Shuman acknowledged that there is skepticism, giving an example of a local apple and nonlocal apple.

...economic developers need to find examples of small-scale successes that are appropriate for Appalachian communities and the region...

Some people say the local apple is always more expensive than the nonlocal apple, due to economy of scale. The seller of the nonlocal apple can buy

at lower prices. But Shuman explained why locally owned businesses are actually more competitive than one might realize and are becoming increasingly competitive.

“Every year,” Shuman explained, “the U.S. government compiles a database called the North American Industrial Classification (NAIC) system. The database contains 1100 categories. “Of these 1100 categories, how many have more examples of successful large rather than small businesses?” Shuman asked. His answer: “Only seven. In 1093 of the categories, small businesses indicate more success.”

The audience laughed as Shuman shared the top examples of businesses that are hard to localize: “First, your own central monetary system. Second, your own nuclear power plant. Third, missiles and rockets...” (though he pointed out that there are three small, local businesses that are doing this now.)

Shuman’s point is that economic developers need to find examples of small-scale successes that are appropriate for Appalachian communities and the region, saying there are examples in almost every NAIC category.

Shuman continued, “If the global economy was becoming more competitive, we would see large global businesses increasing their share of jobs in the U.S.



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economy. Local businesses have 53 percent of jobs, and home-based businesses have grown enormously. Twenty years of globalization have not affected the competitiveness of local businesses,” Shuman said, though he admits that there are sectors such as retail where local businesses have been harmed. But, he pointed out, retail makes up only seven percent of the local economy.

Shuman said given net income to net revenue, sole proprietorships are three times more profitable than C corporations. (Editor’s note: A C Corporation is considered by law to be a unique entity separate from those that own it.) And he indicated several trends that will make local businesses even more competitive.

First, the United States, like all industrial nations, is moving from a goods economy to a services economy. In 1960, a family spent approximately one-third of its expenditures on services. Today, that portion is two-thirds. Shuman said this is good news for local economies because services are inherently local, are built on face-to-face relationships, and typically require low overhead.

Second, related to the remaining one-third of the goods economy, even in areas in which globalization appears to have more efficiency in production, distribution exhibits enormous inefficiencies. “You really see this on food,” Shuman said. “The University of Maine did a study that showed how around the year 1900, of each dollar spent on food, twenty cents went to the farmer. Today, the producer receives seven cents, while 73 cents is spent on distribution (including things like refrigeration, packaging, insurance, advertising, and other costs associated with middle people.)” Shuman pointed out that when distribution gets large relative to production, there is an opportunity for cost-effective reorganizing locally. With the increasing cost of oil, shipping costs will increase to the point that anything that is heavy to ship will be produced more efficiently locally.

A third trend is the increase in home-based businesses in the U.S. Twenty-five million Americans work primarily from their homes today, which is double the number from ten years ago. Home businesses that use the internet are “a homerun for local economies,” according to Shuman. Rural economies that were once so dependent on natural resource based industries now can connect to the

world. Meanwhile, people are drawn to virtues of rural living, such as a low crime rate and a low cost of living.

As he spoke, Shuman asked for a show of hands for the Annual Institute participants who have money in a local credit union or bank. About three-quarters of the people in the room raised their hands. But when Shuman asked how many had pension funds invested in locally owned businesses, no hands went up. Shuman continued, “Notice the distinction! We are in local business central in this region and yet we are not investing retirement savings locally.” He explained that although half of the economy is local small business, we systematically overinvest in Fortune 500 companies and underinvest in local businesses.

Shuman explained that, in dollar terms, the combined value of stocks, bonds, mutual funds, life insurance and pension funds is 26 trillion dollars. Meanwhile, the annual U.S. Gross Domestic Product is 13 trillion dollars. Shuman suggested that half of the investments should go into the local economy but pointed out that nothing is being invested currently. “Start to imagine effecting a 13 trillion dollar shift into the local economy,” he said.

But what can we do to move this agenda ahead? Developing the local economy requires attending to six areas, according to Shuman: planning, people, partners, purse, purchasing and policymaking.

When he spoke of planning, Shuman described identifying leaks from the local economy and all the outside places we are buying goods. The role of people relates to the creation of new entrepreneurs. The term partners involves local small businesses working together and becoming more effective in building a strong local economy. Purse refers to the \$13 trillion transition of investments into local businesses. Purchasing means getting people to buy locally. And policymaking relates to leveling the playing field for local and nonlocal business.

Shuman ended his talk with a challenge to participants in the room to consider economies of scale in working to build their local economies. He encouraged people to explore regional collaboration, specifically seeking answers to the question: “What regional framework will make this vision fly?”

a toolbox on

## Promoting LOIS in Your Community

Did you know you can be a promoter of Locally Owned and Import Substituting (LOIS) businesses and create your own small business in the process? Among ideas Michael Shuman recommended to do this are:



- 1. Create a BALLE network** in your community. Local people pay dues just like in a Chamber of Commerce. The coordinator of the network receives a salary to help carry out the activities. Learn more about this at [www.livingeconomies.org](http://www.livingeconomies.org).
- 2. Create a local business coupon book or a local gift card business.** Shuman commented that he knows of twenty communities that have these coupon books. The books raise revenues through both sales and advertising. The local gift card business provides residents an alternative to box store and chain restaurant gift cards. Both these programs are good ways to introduce people to local businesses.
- 3. Found a local business-to-business marketplace.** Work with local businesses to identify their inputs that are coming from nonlocal businesses. Try to find the inputs from a local business at the same quality and price. Finder's fees from the new producer self-finance this work.
- 4. A similar idea is to link local businesses to government procurement.** Farm to school programs are a good example of this. As public schools experience mandates to buy more fresh local food, opportunities exist for an intermediary business that brings together farmers and represents them in procurement bidding. After winning a contract, the intermediary business receives a finder's fee.
- 5. Create a purchasing cooperative** that pulls together purchasing power to buy supplies and bring down the costs for small businesses. For a fee, represent local businesses and aggregate their needs to save them money in the long-term.
- 6. Develop a local shopping mall.** Many existing shopping malls are falling apart as their anchor tenants go out of business or move to new locations. Turn the empty shopping mall into a local, small business detination.
- 7. Offer a local delivery service** that caters from a variety of local businesses, delivering everything from groceries to diapers. Besides catering to the elderly and disabled, this business can meet the needs of young working people in our busy society.
- 8. Create a local stockheld business.** This is one of the secrets to the \$13 trillion shift of investments to local businesses. This approach offers shares in the small business to people living in the community that are bought and sold through a local stock exchange. One example of this model is the MERC store in Powell, Wyoming, a general store that got its start by creating a small stock issue and selling the stocks door-to-door.
- 9. Incorporate the local stock idea into a business incubator model.** A common problem with business incubators is that most are not self-financing. Startup businesses receive free goods and services then graduate. To recoup the costs of these startups, create a small stock exchange around the businesses. The incubator then keeps a small percentage of the stock.



# Hammin' and Jammin' in 2010

compiled by Morgan Smith  
Brushy Fork Student Worker

This year's Hammin' and Jammin' session once again provided opportunities for Brushy Fork participants to talk with track leaders, plenary presenters, and one another about their experiences in the world of economic development and changing communities.

## Recognize your opportunities.

*Peter Hille: One of the huge barriers to entrepreneurship in our communities is just gone. We haven't even absorbed that yet. The communities that do [absorb it] will move forward.*

The huge barrier to which Peter refers is access to the marketplace. Peter used an example out of Appalachian history to illustrate his point. An early economic driver in the region was moonshine. People came across the mountains, cleared some land and started growing corn. They found that taking twenty wagon loads of corn to the east coast was an economic loss. But if you distilled that corn into one load of good quality shine, you could economically transport your product to a ready market.

"Getting the goods from where we are to where they sell—access to markets—is a fundamental part of building an economy, and today that has all changed." (For the record, Peter was not encouraging people to make moonshine!) But, referring to online sales, he commented, "...right now in your community, anybody who wants to make a product has access to the global marketplace." With the removal of the barrier between producer and consumer, everyone has the opportunity to sell products and services.

## Find connection through culture and creativity.

*Linda Parris-Bailey: Start with creativity, add new information, consult your values, reflect on your history, look both ways, and move forward.*

Linda Parris-Bailey's mantra is based on the belief that culture and creativity are elements that bring people together. While looking for ways to stretch her creative muscles, Linda was introduced by her children to *Fast Company Magazine*. Discovering the inventive things young people were doing was an important experience for Linda, as was the discovery of *TED Talks*.

*TED (Technology, Entertainment, Design) Talks* are a collection of videos from the annual conference held by Ideas Worth Spreading, a small nonprofit organization. In these videos, inventors, leaders, and creators from around the globe share ideas about



everything from medicine to education to business and the environment. To learn more about *Ted Talks*, visit [www.ted.com](http://www.ted.com).

One talk in particular, by Ben Cameron, captured Linda's attention. "I saw Ben Cameron talk for eighteen minutes about the role of culture and what was happening in our society [related to how much time] a seventeen-year-old is spending in front of the computer or some other kind of media." Linda sees an increased importance of cultural activities that lead people back to interaction and "back to the root of why we want to communicate, how we problem solve, why we tell stories..." Story, culture and creativity are elements that will overcome the way we are being divided every day, she said.

### **Know where your money is going and make sure that's where it should go.**

*Vaughn Grisham: All of our schools are badly underfunded. In a knowledge economy, every school—EVERY SCHOOL—needs additional funding. (Yet in rural communities, the school system is the biggest economic engine.)*

One of the biggest economic engines, particularly in our small rural communities, is the school system. Even very impoverished counties have multi-million dollar budgets for the school system. Of this fact, Peter Hille shared, "...there's nothing wrong with that. But the question that we need to ask ourselves is: how is that money being spent? And where is that money being spent? Is that money flowing out of the county or are we recycling as much of that as we can back into our local economy?" Peter pointed out that we also must ask what we are spending the money on. He gave as an example fuel for school buses, saying he had heard about a county in Kentucky that is receiving delivery on its first hybrid electric school bus. He called this remarkable because they spent their money in a way that reduces the outflow of resources for school bus fuel.

Textbooks are another drain on school budgets. But how do you print your own textbooks? Vaughn Grisham tells of a school system in Tupelo that has purchased MacBook computers for more than 7,000 students. "We're pretty much throwing textbooks in the garbage can and going to computers." Vaughn's experience was an important revelation for Peter, who applauded the out-of-the-box thinking. "Maybe you throw away the textbooks. You spend your money on computers that you put into the hands of the students and you capture that resource, build that asset, that technological capability in the minds and the fingers of the young people in your community."

continued on page 14

## Hammin' and Jammin' continued from page 13

### Capture internal resources.

*Peter Hille: We know that there is wealth in the community but we have to create a basket to capture that.*

On paying for the MacBook expenses in Tupelo, Vaughn fully credits a community foundation. “We used our community foundation to fund [the project.] That’s an expensive thing to do.”

He continued, “I think that every county in the states represented here needs to get a community foundation going in order to create a reservoir of resources so that you don’t have to continue to look to the outside. Look to yourselves first.” The sufficiency created by these foundations is a source of pride in the communities where they provide for the people’s needs. Peter spoke of creating this basket: “If you go to church and they don’t pass the plate around, how much money is going to be collected? Not much; there’s got to be somewhere to put it. A community foundation can help create that structure.”



### See yourself as a businessperson and be entrepreneurial.

*Participant Beverly Whitehead: ...the biggest drive for creativity was desperation and persistence. You win in business because you don't give up.*  
*Peter Hille: We all need to see ourselves as business people. You might be working in the nonprofit sector, but it's a business and you've got to be entrepreneurial.*

Beverly Whitehead shared the story of how the Smoky Mountain Native Plants Association developed at the foothills of the Great Smoky Mountains in North Carolina. “Ours is a community of farmers. We have an annual boom and bust economic cycle where people have work from May until October in tourism and agriculture and then they’re laid off for the winter. It doesn’t make any difference how much money you squirrel away when you’re working—you never have enough to get all the way through without being hungry.”

The farmers created a project to fit into the late winter and early spring season. The work involves sustainably harvesting and drying ramps and runs for six weeks during the economic downtime. The program offers participants the chance to earn a thousand dollars during those six weeks. “What we do works because we were all farmers first, and we were all desperate and we didn’t have an option... the biggest drive for creativity was desperation and persistence. You win in business because you don’t give up.”

Peter agreed on the importance that seeing yourself as an entrepreneur and persisting has in success. “We need to all be thinking about business development because if we don’t build that private sector and make that work in our communities, there’s not enough grant money, there’s not enough charity, there’s not enough philanthropy to meet the needs in our communities and in our region. We’ve got to build a private sector that actually works.”

# Twenty-three Community Teams Receive Flex-E-Grants

by Beth Curlin Weber, Brushy Fork Staff

Twenty-four Eastern Kentucky community teams participated in the 2010 Brushy Fork Annual Institute as part of the Appalachian Regional Commission (ARC) Flex-E-Grant program. Brushy Fork administers a portion of Flex-E-Grant funds for eastern Kentucky's economically distressed Appalachian counties, coordinating two cycles of funding per year. The projects below are the result of proposals submitted by 23 of the teams that attended the Institute. The projects represent \$216,328 in Flex-E-Grant funds allocated during this cycle.

## **Leadership Academy Phase II—Bell County**

This Leadership Academy, developed for the African-American base in Bell County, will focus on local governing processes and public service. Graduates from phase one of the Academy will assist with six program sessions. In addition, the class will focus on teamwork and involving community resources by working on a project to enhance a city park.

## **Community Engagement through the Arts—Breathitt County**

This project will engage the community in the creation and production of a theatre piece based on the history and heritage of Breathitt County. Outside consultants experienced in community-based theatre will help Breathitt Countians in the process of identifying themes, format, style, and content for the production, which will be based on oral histories.

## **Olive Hill Sesquicentennial Celebration—Carter County**

In 2011, Olive Hill will celebrate its sesquicentennial. To mark this historical event the Olive Hill Historical Society, along with partnering organizations the Olive Hill Main Street Renaissance Committee and the Carter County Public Library, plan to host a festival of events celebrating heritage and showcasing local artisans.

## **Local Products Outlet—Elliott County**

Local artists and other producers in Elliott County have no local outlet for their products besides their homes. The project proposes partnerships with local artists including folk artists, quilters, crafters, musicians, fiber artists and local food producers to create an outlet for their products in the Historical Society's building. Producers will volunteer to work in lieu of a booth fee.

## **Estill Micro-Venture Fund—Estill County**

The Estill Micro-Venture Fund project will produce a plan which showcases the viability and cost feasibility of a locally-based micro-finance system that could be grown over time to serve all of Eastern Kentucky. The resulting well-researched document about how to design and implement such a fund in Estill County and more broadly in any distressed Appalachian county will be presented to the local business community, as well as interested members of the general population.

continued on page 16

## Teams Receive Flex-E-Grants continued from page 15

### **Black Bear Mania in the Mountains—Harlan County**

The City of Cumberland is the Black Bear Capital of Kentucky. This public art project will place varying statues of black bears throughout the community. Local artists and Harlan County Art Classes will paint bears in different themes. Criteria will be set by a committee chosen from leaders in the community. The bear art will be displayed throughout the Tri-City area and enjoyed by all that live and visit here.

### **Grow a Gardener—Harlan County**

This project will build upon Pine Mountain Settlement School community agriculture projects: Grow Appalachia, Grow Harlan County, and the People's Garden to teach students and community members about sustainable agriculture. Through Grow A Gardener, community members will learn about leadership opportunities and take leadership roles in community agriculture projects. The group will provide an outlet for marketing local food and will bring attention to unique recipes, seed varieties, food preservation skills, and beautiful gardens in our community. At the end of the term of the project there will be numerous ongoing opportunities to expand the local food system.

### **Bonnieville Feasibility Study—Hart County**

Bonnieville will be working with Robin Kirtly from Barren River Development District to conduct a feasibility study which will supply the city with the statistical information and analytical data needed to stimulate the local economy by soliciting new businesses. This also allows community members to continue their mission to revitalize the community and rebuild the infrastructure by organizing strategic issues.

### **Enhancing the Happy Top Trail—Lee County**

The Happy Top Trail is used by residents for walking and exercise. This project will improve trail accessibility and appeal by adding lights, native trees, shrubs and flowers, accent plants, bird and bat boxes and a bee hive. The group hopes to increase the use of the trail by people who work late but need and want to exercise.

### **Jenkins River Clean Up and Strategic Plan Initiative—Letcher County**

The project will use direct action and information sessions for citizens of Letcher County to build capacity around water quality issues that directly affect them. The project begins direct implementation of an active Three Year Strategic Plan.

### **Fleming-Neon Economic Development—Letcher County**

This project will involve a strategic planner in developing and implementing a process for evaluating community assets. The group will focus on achieving the full potential of community involvement in completing components of the plan.

### **Feasibility Study for the Letcher County “Monument Park”—Letcher County**

The monument park was identified as a project during community meetings on sustainable tourism. The project will pay tribute, with a life size statue, to Captain Martin Van Buren Bates, a well-known Letcher County citizen. A consultant will design the site to afford the most universal appeal to traffic on HWY 15 and obtain accurate costs for future bids. Letcher County students and the historical society will research and provide documentation Confederacy battle sites in Whitesburg, which will qualify for the vetting process for historical markers.

### **Screen and Clean Project—Magoffin County**

The Screen and Clean Project seeks to establish a norm for youth to be drug screened and found clean! Students will be screened at school by the Drug Screening Coordinator, at the School Health Clinic by the RN, at the Drug Free Communities office by Magoffin County Health Department staff, and by parents/caretakers at home. Drug screen kits will be provided to all parents to be utilized for the initial screen and to be available as a deterrent for youth drug use/abuse.

**South Magoffin Strategic Action for Development—Magoffin County**

This project will continue capacity and leadership building in the south Magoffin area. A Strategic Plan Facilitator will provide leadership toward implementation of the previously funded Strategic Plan, working on many of the short-term goals and beginning work on the long-term goals.

**Means Community Garden Project—Menifee County**

This project will teach families how to plant and raise vegetables in a family garden. Volunteers will build a greenhouse and put in flats for planting. Participating families will sow seeds and water plants at designated times that can be planted to raise their own food.

**Tourism Plan and Mini Grant Project—Menifee County**

This project's long-term goal is to improve the quality of life in this economically depressed county through an effective tourism marketing plan. Through a public process, the group will tap local leadership capacity on projects to improve business and entrepreneurship, increase farm productivity through agri-tourism and promote community pride. Community sessions done in partnership with local interest groups will create projects that can be funded with mini-grants.

**Community Arts Enrichment—Monroe County**

This project will highlight the arts in Monroe County and provide opportunities for Monroe County youth and adults to develop their artistic skills and talents. Drama camps and painting classes will be offered and then the works developed during these learning sessions will be showcased to the community in various formats.

**Tile Mosaic in the Center of West Liberty—Morgan County**

The purpose of this project is to use public art and creativity as tools for social awareness, community development, and to increase community capacity in Morgan County. A tile mosaic mural, created by students from the county schools, will enhance a boring concrete parking lot retaining wall in the center of West Liberty.

**Owsley County Heritage and Tourism Project—Owsley County**

The Owsley County Tourism and Heritage Development Project will develop within Owsley County a dedicated tourism and heritage infrastructure that will increase tourism to Owsley County and the region. Our project will facilitate the historic preservation and restoration of the Noble Pioneer Museum, the development of a web site about Owsley County heritage and tourism, and increase the capacity of the local crafters cooperative, Mountain Designs and Crafts.

**Community Arts Center—Perry County**

This project continues an effort that began in 2009 to develop a community arts center in downtown Hazard. A strong committee of newly emerging leaders is working to move forward with a project that will build our capacity to work together as a much broader community. The project will develop a program that addresses issues identified by diverse groups, focused on the common goal of supporting children and the arts.

**Entrepreneurial Education for Business Excellence—Powell County**

This project will build community capacity through entrepreneurial support programs. The goal is to strengthen the business climate in the county and the region. The project will provide entrepreneurial education for residents in Powell, Estill, and Lee Counties that want to start a business, and/or to provide educational support for existing entrepreneurs.

**Rockcastle County Health & Recreational Complex—Rockcastle County**

The Recreational Complex Feasibility Study will furnish the residents usage preferences and needs regarding a health and recreational complex to serve Rockcastle County.

**Bandstand & City Park Improvement Project—Wolfe County**

This project will use volunteer labor to build a large bandstand with electricity and a sound system in the city park. The project will also include an arched bridge across the creek to connect the bandstand with the park.



Join us for the...

# Brushy Fork Annual Institute

September 20-23, 2011

*on the campus of Berea College, Berea, Kentucky*

**This year we will explore:**

**Our Wealth | Our Future**

*including an exciting keynote speaker  
to be announced*

also featuring a new track:  
**Community Foundations**



## 2011 Annual Institute Preliminary Agenda

Tuesday, September 20 (optional)  
1:00 pm Registration for early arrivals  
2:00 pm Early Bird Sessions (3 hours)  
5:30 pm Dinner

Wednesday, September 21  
7:30 am Breakfast  
8:00 am Registration  
9:00 am Opening Plenary  
10:30 am Track Sessions  
(Lunch in Track)  
5:00 pm Tracks adjourn  
5:30 pm Dinner  
6:00 pm Caucuses (optional)

Thursday, September 22  
7:30 am Breakfast  
8:30 am Track Sessions  
11:00 am Keynote Presentation  
12:30 pm Lunch  
2:00 pm Track Sessions  
5:30 pm Tracks adjourn  
5:00 pm Dinner

Friday, September 23  
7:30 am Breakfast  
8:30 am Hammin' & Jammin'  
9:30 am Track Sessions  
12:30 pm Lunch & Closing Plenary  
2:00 pm Adjourn

## Our Wealth | Our Future

In the decades ahead, billions of dollars will flow out of central Appalachia, draining resources from already challenged communities. It's called wealth transfer. It's what happens when the assets accumulated by the previous generation are inherited by children who have already left the region. With our aging population we stand at a crossroads, but there is still time to take action.

New strategies are already being developed to capture these resources. The 2011 Annual Institute will feature information on community foundations and other innovative ways to promote the locally-based philanthropy that can help build a brighter future for your community.

# 2011 Annual Institute Workshop Tracks

**Selecting a Track:** *Select a first and second choice track from the listing and indicate your choices on the registration form. Remember tracks have a limited capacity, so register quickly!*

**NEW!**

## **Community Foundations: Presenter to be announced**

Appalachian communities have local resources that might be brought to bear on the challenges facing education, economic development, health care and other issues. Capturing these resources is critical to undertaking local, sustainable work to improve quality of life for all residents. Community foundations are a tool through which many communities have developed local philanthropy. This track explores community foundations as tools for community development and examines options for developing one for your community. *Limit 20.*

## **Vaughn Grisham's Three Rs Plus for Community Development Teams**

This track **requires** a team of three to four people from one community. The sessions draw on Dr. Grisham's forty years of research in successful communities to learn the process and key elements in their triumphs. Participants will hear how these small, rural communities achieve extraordinary results with no unusual resources. They will work to apply these principles to their communities and develop strategies to improve their own places. Call Brushy Fork for more information on teams. *Limit 8 community teams (approximately 30 people).*

## **Appalachia's Economic Future: Justin Maxson**

Even as the economic recovery begins to gain momentum, Appalachia may be left behind again unless we develop our own plans for progress. Communities need to explore ways to grow existing businesses while generating a climate that supports new enterprises. Food, energy, tourism, health care, and a host of other areas are ripe for innovation. This track is a think-tank for local leaders and experienced practitioners to develop promising ideas and recommendations for communities. *Limit 20.*

## **Fundraising Beyond Grants: Lee Ellen Martin**

Why is it so hard to get around to asking people for money? How can your great project produce more funding? Join this session to make plans to stabilize your organization's contributed revenue streams. Through discussion and practical activities, participants will work on case statements, prospect identification, solicitation techniques, relationship building and donor communications. Group discussions will also help participants find strategies for funding for difficult projects and hard to solicit prospects. *Limit 20.*

## **Grantwriting: Christy Bailey**

Take the mystery out of researching grants and crafting successful proposals. Christy Bailey, executive director of the Coal Heritage Highway Authority, will lead you through the research process and initial contact with a funder. Learn to write a winning proposal from describing the work it will address in your community to creating the budget. Each participant will receive a comprehensive proposal writing manual created by the presenter. *Limit 30.*

## **Financial Management for Nonprofits: Ed McCormack**

This track provides hands-on casework for people charged with developing a nonprofit accounting system. Ed McCormack, Professor of Economics and Business, will lead you through the creation of a QuickBooks© system of accounting, process a month of transactions, prepare financial reports and work with budgets. You will leave the track with a written guide to accounting for nonprofits using QuickBooks©. *Limit 10.*

### **TRACK FAQs**

#### **1. What is a track?**

A track consists of fourteen hours of intensive training on a topic. Participants stay in one track for the duration of the Institute.

#### **2. Can I participate in more than one track?**

No. Sessions in each track are closely integrated and you will miss valuable sessions if you move among tracks.

#### **3. Why must I indicate a first and second track choice?**

Track numbers are limited and some tracks may be full when you register. We will notify you if your first choice is not available.

### **Register Today!**

Get the track you want; don't delay! Complete your registration form and return it to Brushy Fork Institute with payment. You may download track information and additional registration materials at: [www.brushyfork.org/annualinstitute](http://www.brushyfork.org/annualinstitute).

### **Registration Fee**

The Annual Institute registration fee is \$500. The fee for those taking the Digital Storytelling track also pay a \$100 lab fee for a total fee of \$600.

### **What the Fee Covers**

The registration fee covers all workshop sessions and materials, early bird sessions, all snacks and all meals. A light continental breakfast will be served each morning. The fee does not include lodging.

### **About Lodging**

Participants are responsible for their own lodging. The following hotels are in Berea.

### **Hotels**

Boone Tavern Hotel 859-985-3705  
Comfort Inn 859-985-5500  
Fairfield Inn & Suites 859-985-8191  
Country Inn & Suites 859-228-0340

# More Workshop Tracks

## **Nonprofit Management: Ginny Ann Blackson**

This track will help participants learn about building a strong “back office” for nonprofit organizations—the records, policies and processes that help keep nonprofits healthy for the mission work. The track will be beneficial for staff involved in the overall management of a nonprofit organization, especially those who may be new to their role as a manager. Topics will include record keeping, what to keep and how to organize it; systems for personnel management; and records and training for boards of directors. *Limit 20.*

## **Legal Issues for Nonprofit Organizations: Conley Salyer**

Attorney Conley Salyer builds on his years of experience working in the nonprofit sector to present highly interactive sessions addressing four areas of concern for nonprofit organizations: profit-oriented activities; fundraising; common day-to-day mistakes (humorous and not so funny); and aggressive but legal lobbying. Using a combination of informative short presentations followed by group discussions, this track will put you on the right track regarding legal issues. *Limit 12.*

## **Wicked Problems: Strategy Making for Senior Leaders: David Sawyer**

The curriculum for this track is unique: serious work on actual challenges and opportunities that you—as a senior leader—are facing. Designed for executives seeking excellence in any field, mayors, nonprofit directors, entrepreneurs, and senior leaders in government have attended in past years. Join an intimate group of leaders in a lively process of peer learning, analysis, and problem solving. Strengthen your ability to think strategically and sensitively about complex internal and external issues. Leave with allies, tools and plans for the future. Confidentiality and candor are a must. *Limit 10.*

## **Leadership Development: David Cooke**

Serving as a community leader has its rewards but it can also be an exhausting endeavor. How can grassroots and organization leaders hone skills which enable effective leadership? This track offers sessions to build skills and inspire new perspectives about providing leadership to communities and organizations. From running effective meetings to understanding how different personality styles interact in leadership situations, participants explore aspects of leadership skills. Each participant creates a personal leadership development plan to encourage practicing some of the new skills. *Limit 20.*

## **Effective Communication by Choice: Steve Kay**

Effective Communication by Choice is an approach to communication that provides practical ways to handle both ordinary and challenging communication. Based on the Authentic Partnership™ model, this approach increases the chances that communication will be effective, and that helpful intentions will translate into good relationships. The workshop provides participants guided practice in applying the approach to authentic situations. Guided practice with individual feedback constitutes the balance of the workshop. Participants in the workshop analyze their present interactions and develop practical options for dealing with both ordinary and challenging situations. *Limit 10.*

## **Tools for Promoting Your Program or Issue: Anne Durham**

Well-planned communications strategies are essential to promoting the good work of your organization or movement. They provide the spark that catalyzes your effort and keeps momentum high. This track explores recent and developing research about new communications tools that meet the unique needs of nonprofits and social causes. Learn about the psychology of design, how to understand a target audience, incorporating Web 2.0 tools into your strategies and integrating vision into marketing efforts. Participants leave the session with a strategic communications plan and tools. *Limit 30.*

## **Web Site Development: Jan Pearce**

This track provides skills for building and maintaining a basic web site for your organization. Jan Pearce of Berea's Mathematics and Computer Science Department will guide you through developing a web site plan and building it on your laptop or on one provided. Participants will use software that they can install and take back home. No experience in web design is needed. Be sure to bring brochures, text, logos and other images with which to create your site. *Limit 10.*

## **Digital Storytelling with Carpetbag Theatre: a special extended track**

The Carpetbag Theatre (CBT) uses the digital storytelling process to reveal hidden stories and to build community. This creative approach to storytelling gives power to the personal voice and employs facilitative teaching methods. Digital storytelling brings together cultural and technological tools to create a powerful medium of text, images and sound to present a story. Participants should come to the Digital Storytelling track with an outline for a 3-5 minute story and photographs and other images. The track leaders will provide the computer equipment and software. PLEASE NOTE: This track begins with an early bird session on Tuesday from 2:00-5:00 pm and incurs a \$100 lab fee. *Limit 10.*



2011  
**Brushy Fork  
 Annual Institute**

September 20-23, 2011  
 On the campus of Berea College

*Please print clearly.*

## Registration Form

### Step 1: Give us your contact information.

Mr.  Ms. Name: \_\_\_\_\_

Title/Position in Organization: \_\_\_\_\_

Organization: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Mailing Address Line 2: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_ County: \_\_\_\_\_

Home phone: \_\_\_\_\_ Work phone: \_\_\_\_\_

Cell phone: \_\_\_\_\_ Fax number: \_\_\_\_\_

E-mail address: \_\_\_\_\_ Organization web site: \_\_\_\_\_

Emergency contact name and number: \_\_\_\_\_

Relationship of emergency contact: \_\_\_\_\_

### Step 2: Help us prepare to meet your needs at the Annual Institute.

Please indicate the name you want on your nametag: \_\_\_\_\_

Please indicate any dietary restrictions you may have:

Diabetic     Vegetarian     Vegan     Other: \_\_\_\_\_

The Annual Institute is held on a college campus. Some walking may be necessary. Do you have any physical condition that might restrict your mobility or require assistance during the Institute?     Yes     No

Please explain: \_\_\_\_\_

### Step 3: Tell us which early bird activities you want to join.

Will you attend an early bird session from 2:00-5:00 pm on Tuesday, September 20? If so, please check one:

Tools for Successful Policy Advocacy | Amy Hille Glasscock

One-Page Strategic Plan | Peter Hackbert

Planned Giving | Lee Ellen Martin

#### Tuesday dinner

Will you attend the opening cookout on the evening of Tuesday, September 20?     Yes     No

#### For Brushy Fork office use

Date received \_\_\_\_\_ Date entered \_\_\_\_\_ ID number \_\_\_\_\_ Processed by \_\_\_\_\_

Comments:

Name: \_\_\_\_\_

### Step 4: Choose a workshop track to follow during the Annual Institute.

Each participant follows **one** track. Please indicate a first and second track choice. Tracks are subject to change based on registration numbers and other factors. Brushy Fork will notify you if you receive your second choice.

Track (please mark one first and one second choice)	First choice (check one)	Second choice (check one)
<b>NEW!</b> Community Foundations   presenter to be announced (limit 20)	<input type="checkbox"/>	<input type="checkbox"/>
Nonprofit Management   Ginny Ann Blackson (limit 20)	<input type="checkbox"/>	<input type="checkbox"/>
Legal Issues for Nonprofits   Conley Salyer (limit 20)	<input type="checkbox"/>	<input type="checkbox"/>
Financial Management for Nonprofits   Ed McCormack (limit 10)	<input type="checkbox"/>	<input type="checkbox"/>
Vaughn Grisham's Three Rs Plus (limit 8 teams) (requires 3 to 4 representatives from a community, each registered on a separate form) List names of others: _____	<input type="checkbox"/>	<input type="checkbox"/>
Appalachia's Economic Future   Justin Maxson (limit 20)	<input type="checkbox"/>	<input type="checkbox"/>
Effective Communication by Choice   Steve Kay (limit 10)	<input type="checkbox"/>	<input type="checkbox"/>
Strategy Making for Senior Leaders   David Sawyer (limit 10)	<input type="checkbox"/>	<input type="checkbox"/>
Leadership Development   David Cooke (limit 20)	<input type="checkbox"/>	<input type="checkbox"/>
Fundraising Beyond Grants   Lee Ellen Martin (limit 20)	<input type="checkbox"/>	<input type="checkbox"/>
Grantwriting   Christy Bailey (limit 30)	<input type="checkbox"/>	<input type="checkbox"/>
Tools for Promoting Your Program or Issue   Anne Durham (limit 30)	<input type="checkbox"/>	<input type="checkbox"/>
Web Site Development   Jan Pearce (limit 10)	<input type="checkbox"/>	<input type="checkbox"/>
Digital Storytelling Extended Track   Carpetbag Theatre (limit 10) (begins with an opening session Tuesday, 2-5 pm)	<input type="checkbox"/>	<input type="checkbox"/>

### Step 5: Suggest a topic for a caucus at the Annual Institute.

Caucuses are informal discussions that will take place after dinner on Wednesday evening. We encourage participants to convene caucuses around topics of interest. Please make a suggestion below.

Caucus suggestion: \_\_\_\_\_ Are you willing to convene this caucus?  
 Yes  No

### Step 6: Return registration form with payment.

Registration is \$500. The fee covers Tuesday early bird sessions and dinner, all plenary sessions, concurrent tracks, network activities, materials, and meals during the Institute.

Registration for the Digital Storytelling Extended Track is \$600, which includes a \$100 lab fee.

#### Payment type (check one)

1. Check or money order enclosed in the amount of \$\_\_\_\_\_

Make checks payable to  
Brushy Fork Institute.

2. Credit card Card type:  Visa  Mastercard (Discover and American Express not accepted.)

Cardholder Name: \_\_\_\_\_ Credit card number: \_\_\_\_\_

3-digit V-Code (from back of card) \_\_\_\_\_ Exp. Date: \_\_\_\_\_ Cardholder Phone: \_\_\_\_\_

Billing Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

#### Please return registration form with payment to:

Brushy Fork Institute • CPO 2164, Berea College • Berea, KY • 40404  
859-985-3858 • Fax: 859-985-3903 • www.brushyfork.org

**Cancellation Policy:** We encourage substitution of participants rather than cancellation. If you must cancel:

• Cancellations received on or before September 2 are subject to a \$25 administrative fee.

• Registrants who cancel from September 2 through 12 will receive a \$200 refund and a \$200 credit toward registration for the 2012 Annual Institute.

• Cancellations after September 12 are not refundable, but \$200 will be credited toward registration for the 2012 Annual Institute.

Credits are not transferable.

# 2011 Annual Institute

## Early Bird Sessions | Tuesday, September 20, 2:00-5:00 pm

### Tools for Successful Policy Advocacy

*with Amy Hille Glasscock*

Amy Hille Glasscock has spent the last seven years working in Washington DC, first as a congressional staffer and now as a registered lobbyist. Come get the inside story on how to be a successful advocate for your community, organization or cause. Learn about the best ways to communicate with elected officials; how to get your congressional representative's attention; why committees matter; how to get staffers to take on your issue; when to work through your district office and when to take your case to Capitol Hill.



### One-Page Strategic Plan

a quick and easy approach  
*with Peter Hackbert*

Do you find the task of developing a strategic plan for your organization to be daunting? This session provides a quick and easy technique for developing a one-page plan that expresses your organization's vision and mission, sets objectives, outlines strategies and describes action plans.

Led by Peter Hackbert of Berea College's Entrepreneurship for the Public Good Program, the session is designed to give you a starting place to pull together staff and board in the strategic planning process. The session will get you started on the one-page plan. You will leave with templates and worksheets to help you carry forward the strategic planning process in your organization.

### Planned Giving

what is it, who does it and how do we get started  
*with Lee Ellen Martin*

Wondering how to start a planned giving program and feeling like you don't know where to start? This session will explain the different types of planned giving, how to integrate it into your development program and which donors might be interested.

**SPECIAL!** Preconference consulting: Do you need a little guidance for your development program? Development professional Lee Ellen Martin, CFRE will be available for one-on-one (or with your group) consulting before the early bird sessions begin on Tuesday and after the Institute ends on Friday. Contact her at [leeellen@insightbb.com](mailto:leeellen@insightbb.com) for specifics on this opportunity.

Visit Brushy Fork's Annual Institute web site at:

[www.brushyfork.org/annualinstitute](http://www.brushyfork.org/annualinstitute)

You can:

- find more in-depth track descriptions
- learn about possible scholarship opportunities
- register online
- get updates on the Annual Institute

Also join us on Facebook: search Brushy Fork Institute.



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spoons of "our audience" from Anne Durham's  
*Tools for Promoting Your Program or Issue track*

Find more info at [www.brushyfork.org](http://www.brushyfork.org)  
or call 859-985-3858 today.