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Subject: Agency Overview, Fiscal Years 2020-21

Indiana Office of the Lieutenant Governor

The Office of the Lieutenant Governor is created by Article 5, Section 2 of the Indiana Constitution. The Lieutenant Governor works closely with the Governor to advance programs and policies to benefit Hoosiers. The Lieutenant Governor presides over the Indiana Senate, serves as the Secretary of Agriculture and Rural Affairs, and directly oversees five agencies. Those agencies are:

- Indiana State Department of Agriculture;
- Indiana Office of Tourism Development;
- Indiana Office of Defense Development;
- Indiana Office of Community and Rural Affairs;
- Indiana Housing and Community Development Authority;

Additionally, the Lieutenant Governor hosts two agency liaisons that provide programming and support for specific initiatives that are priorities for the administration. Those agency liaisons are:

- Director of Veteran Opportunity
 - Liaison with the Indiana Department of Veterans Affairs
- Director of Broadband Opportunities
 - Liaison with the Indiana State Department of Agriculture and the Office of Community and Rural Affairs

The Office of the Lieutenant Governor also provides centralized services to all of these agencies and liaisons except for IHADA. This includes legal, finance and accounting, grants management, and other operational support services.

Indiana Office of Tourism Development (IOTD)

OVERVIEW

IOTD was created by I.C. 5- 29-2 and is under the leadership of the Lt. Governor. IOTD is dedicated to enhancing Indiana's economic vitality and quality of life through leadership and resource support to the allied travel, tourism, and hospitality industry. Its essential goals are to increase travel-related revenue for the state, create a powerful consumer brand identity, and expand industry programs and assets that drive awareness, visitation, and economic impact down to the local level.

PROGRAMS AND FUNCTIONS

IOTD is responsible for the following programs and functions:

1. Tourism Marketing and Promotion – Websites, Indiana Roadway Map, Indiana Travel Guide, seasonal marketing campaigns (print, TV, radio, out-of-home, digital advertising), industry research, special events, merchandise, group travel development, international tourism development, awards and recognition, and classroom curriculum
2. Public Relations – Travel trade engagement and earned media generation
3. Grant Making and Fund Management – Destination development grant awards, FFA grant, Sports Indiana grant, museum grants (Studebaker and Grissom)
4. Venue Management – IOTD programs and operates the 1,500-seat Lincoln Amphitheatre located at Lincoln State Park in Spencer County.
5. Film Indiana – Film Indiana drives motion picture, television, and commercial projects to Indiana locations. It serves as a resource to companies and individuals seeking assistance with site selection, production support and logistical planning. Film Indiana manages multiple databases, maintains FilmIndiana.com, and sponsors film festivals.

ACCOMPLISHMENTS AND CHALLENGES

- 2017 Best Office of Tourism Development in the Midwest from Lux International
- 2017 Mercury Award for best public relations campaign from US Travel Association
- 2017 Best Event Award from Indiana Tourism Association
- 2017 Outstanding Bicentennial Collaborative Project from Indiana historical society
- Advertising effectiveness studies have demonstrated the efficacy of IOTD's consumer marketing and promotional strategies. Awareness of Indiana destinations among would-be leisure travelers, advertising recall, motivation to travel, and visitor spending have all increased year-over-year. Recent IOTD marketing strategies have returned between \$131 and \$143 in visitor spending for every dollar spent statewide on tourism promotion. Additionally, more than nine dollars in tax revenue has been generated for every promotional dollar spent statewide reflecting meaningful return on investment for the State of Indiana. IOTD's 2017 Spring/Summer campaign alone was responsible for over 387,000 leisure trips to Indiana destinations, an increase of 17% compared to the

previous year. The collective economic impact of the allied travel, tourism, and hospitality industry in Indiana has grown year over year for the last five years.

OBJECTIVES FOR THE NEXT BIENNIUM

IOTD's objectives for the next biennium are to increase travel-related revenue for the State of Indiana by expanding its marketing and promotional footprint, driving group travel, expanding international tourism efforts and to deliver great government service.

IOTD will continue to deliver great government service by upholding its 6 core agency values:

- People First - We strive to create an environment that attracts great talent and motivates, inspires, and recognizes high performance. While attracting people to visit Indiana is paramount, we have the ability to also attract them to live in Indiana. People are the most important asset our state has to offer.
- Pride - Indiana is our home and we are proud to be called Hoosiers. We have to show and share that pride as often as we can.
- Interdependence - We strive to connect our partners and stakeholders through open and consistent communication that leads to better understanding, more trust, and a unified vision.
- Support for Community - We acknowledge that our state's culture is intimately tied to the cities, towns, and neighborhoods in which we live. The ability for our communities to grow and prosper is vital to the future of the state as whole. Our team will continue to support and educate our communities to help assist them as needed.
- "You're Welcome" - We will liberally use this heartfelt greeting to welcome travelers and acknowledge their thanks for our uncompromising service.
- Satisfy and Delight - We go to extraordinary lengths to meet or exceed traveler and partner expectations because we know that by doing so we create advocates for Indiana.

Operationally, IOTD will continue to incorporate more automation and technology to expand our outreach and our digital capabilities while also providing a direct channel for capturing data and metrics for each activity that we engage upon. The competitive landscape for marketing destinations and assets and communities continues to grow and evolve and we are committed to keeping ourselves in front of it for the benefit of the state.

KEY PERFORMANCE INDICATORS AND PROGRAM MEASURES

IOTD Operating Expense Fund - Required reporting from grant recipients measuring effectiveness of program funded.

IOTD Local Marketing Tourism Program Fund - Required reporting from grant recipients measuring effectiveness of project funded.

IOTD Marketing Development Grants Fund - Visitindiana.com and social media year over year engagement measurements including website sessions and users, social media followers and reach, and monthly consumer email subscribers. Also, advertising effectiveness, ad recall, Tax ROI, consumer spending statistics, and total visitors to the state based on annual research. Required reporting from grant recipient (FFA) measuring effectiveness of program fund.

Indiana Office of Defense Development (IODD)

INDIANA'S MILITARY DEFENSE BACKGROUND

Defense has historically been of great importance to Hoosiers. This truth has been manifested in Hoosier service in our armed forces and Hoosier service in equipping our servicemen with the ideas, weapons, equipment, supplies, and services they need to win on the battlefield.

Defense has been historically important to the well-being of our state and its citizens. In FY2017, the federal Department of Defense (DoD) spent a total of \$5.8 billion in Indiana with that spending connected directly to 70,000 Hoosier jobs associated with five major resident DoD activities and 731 Hoosier companies. This represented 398 industries located in 70 of Indiana's 92 counties plus 71,000 Hoosier DoD retirees and survivors living in every county of the state – metrics that spoke clearly to the importance of the market to the state and its citizens.

Our nation plans on rebuilding our armed forces over the coming years and investing significant amounts of resources towards that effort. We intend to be part of that growth.

Indiana captured 0.98% DoD nationwide spending in FY2017. This ranked Indiana 30th amongst the 50 states and District of Columbia in DoD pay and purchases. This represented the sixth straight year of defense market share loss for the state; it is 41% less than the \$9.2B it captured in FY2011 when the state owned 1.7% of total defense spending.

Concerned about the negative trendline and recognizing the importance of the defense market to the state's economy and the well-being of its citizens, the Lieutenant Governor directed the IODD to commission an independent study to take a hard look at Indiana's current approach to defense market development, map its strengths and weaknesses, and develop a state strategy that would lead to Indiana repositioning itself as a leader in national defense. Equipped with the information in this study, IODD's goal is to capture 2% of total federal defense spending annually by FY2023 with an expected value to the state of \$35.1B in direct, indirect, and induced economic impact.

OVERVIEW

IODD was established by Executive Order 13-6 in January of 2013. Shortly thereafter it was established in law through the passage of Senate Bill 529 with the support of 100% of both Indiana House and Senate membership.

IODD's purpose is to lead the State of Indiana's effort to grow its share of the defense sector market and, in doing so, create new businesses and jobs for Hoosiers. As described in state law IODD will do so by:

1. Promoting the defense assets located in Indiana.
2. Attracting defense related industry and activities to Indiana, working with local, regional, and statewide economic development organizations.
3. Promoting and assisting in the commercialization of the U.S. Department of Defense and other federal intellectual property and assets to create new products, companies, and jobs in Indiana.
4. Reporting annually to the lieutenant governor on the economic, workforce, and national security impact of the defense assets and defense industry in Indiana.

PROGRAMS AND FUNCTIONS

Vision

The Indiana Office of Defense Development (IODD) works with the Indiana public and private defense community to grow our share of the national and international defense market by retaining, attracting, growing, and creating new defense-related businesses and jobs for Hoosiers.

Guiding Principles

1. Protect, grow, retain, and attract DoD missions and activities.
2. Create, grow, retain, and attract businesses and jobs through the capture of DoD contracts and grants.

Strategic Framework

1. Create and manage a statewide defense market development and capture system.
2. Support Indiana-based DoD installations and activities in their efforts to protect, attract, and grow their people, missions, organizations, and installations.
3. Create and manage a statewide collaborative community of entrepreneurs, small and large businesses, and DoD activities and installations so as to develop a defense market ecosystem capable of generating a disruptive Indiana value proposition in the national and international defense market space.
4. Lead a regional effort to reposition the Midwest as the center of defense innovation and supply chain excellence for the nation and the world.

IODD has completed an 18 month deep dive into Indiana's defense community, interviewing public and private stakeholders, visiting DoD installations and Indiana businesses, meeting with Indiana innovators and entrepreneurs, and consulting public and private leaders and citizens to gain a comprehensive picture of the state defense market.

ACCOMPLISHMENTS AND CHALLENGES

Challenges:

- Competition for very limited State resources amongst the military assets
- Lack of consistent statewide messaging and strategy

Accomplishments:

- Coordinated the National Defense Authorization Act (NDAA) for the first time in Indiana's history with the Indiana Congressional Delegation

- Finalized the Office of Economic Adjustment Grant (OEA) and assisted forty-two companies in diversification of defense business
- Finalized Joint Land Use Study Grant for the Crane and Grissom regions
- Coordinated the creation of the Defense Caucus, Quarterly Commanders Roundtable, and seven ecosystems for the defense communities
- Worked with private vendor to facilitate the first State strategy document based on data derived from the DoD's Defense Procurement, Acquisition Policy and Strategic Sourcing (DPAP) office
- Coordinated the development of the first digital platform for the defense supply base.
- Facilitated the first State regional meeting (Kentucky, Wisconsin, Ohio, Michigan and Illinois)

OBJECTIVES FOR THE NEXT BIENNIUM

IODD has completed an 18 month deep dive into Indiana's defense community, interviewing public and private stakeholders, visiting DoD installations and Indiana businesses, meeting with Indiana innovators and entrepreneurs, and consulting public and private leaders and citizens to gain a comprehensive picture of the state defense market.

What we found was impressive:

- DoD spending within the borders of Indiana in a single year exceeds \$3.9 billion.
- 68 of Indiana's 92 counties and 358 of its 738 cities directly benefit from DoD dollars.
- Indiana's resident DoD installations and facilities generate over \$1.5 billion in direct economic impact within their surrounding communities.
- 753 Indiana companies representing 398 industries were recipients of DoD prime contracts in a single year.

However, we believe that real opportunities exist to do much better.

DoD has embarked upon a once every three decades modernization program designed to prepare our nation's military forces for the challenges of the 21st century. Its plan is to design, build, and field a whole new generation of weapons, vehicles, and equipment; increase its manpower levels, create new organizations, modernize its facilities and installations, and increase readiness through increased individual and collective training. There will be particular emphasis on new skill sets related to technologies such as cyber, directed energy, autonomous systems, and augmented reality.

We believe that Indiana has the human capital, infrastructure, business savvy, and innovative ideas required to be a major player in this effort.

To that end, we are implementing a strategy designed to move Indiana into a position of thought and action leadership both in the nation and the world by the end of 2023 with the goal of owning 2% of DoD spending annually.

The means by which we plan on accomplishing this goal is to direct efforts and resources towards accomplishing the following strategic framework action steps:

1. Create and manage a statewide defense market development and capture system.

To achieve our goal, the Hoosier defense community must work together. The primary outcome of our 18 month deep dive into how to approach the defense market is the realization that our competition is not our Hoosier brethren or the states that surround us; it is the east and west coasts and southern regions that have historically owned the lion's share of the defense market. If we are to compete, we must come together as a family with a common purpose, focus, and voice. To do so requires that we:

- 1.1. Create collaboration forums that bring together Hoosier thought and action leaders at the state and national levels to leverage the benefits of collective thinking and wisdom in an effort to establish common priorities, efforts and messages, develop and implement required policies, and allocate resources sufficient to affect change.
- 1.2. Increase our economic development reach by leveraging existing business partners and creating new national and global partners to help advocate for Indiana.
- 1.3. Create and execute an aggressive national and international marketing campaign.
- 1.4. Establish a systematic approach to strategic market development and capture that brings together the right people at the right time with the right information to make the best decisions to move Indiana forward.

2. Support Indiana-based DoD installations and activities in their efforts to protect, attract, and grow their workforce, missions, organizations, and facilities.

Indiana's DoD footprint is extensive and comprehensive with over 31,000 DoD employees operating out of eight major installations and 108 smaller sites worth \$7.1B. Its inventory represents all military services, their reserve components, as well as DoD joint activities. It currently represents 1.3% of total DoD spending annually on manpower. We believe that we can increase that capture rate to 1.4% in 2023. To do so we will:

- 2.1 Continue our ongoing program to conduct and update Joint Land Use Studies to identify actions required to protect the viability of our installations. and ensure their continued support by their surrounding communities.
- 2.2 Work with the installation and activity commanders to identify their wants, needs, and priorities and bring to bear state and national resources to assist them.
- 2.3 Fully utilize the state's share of support to our own Indiana National Guard so that they can increase their prominence within our nation's citizen soldier force.
- 2.4 Support the establishment and operation of a public-private partnership led by the State to fully develop the Atterbury-Muscatatuck-Jefferson Range - Crane complex into a nationally and internationally recognized test and training center of excellence.

3. Create and manage a statewide collaborative community of entrepreneurs, small and large businesses, and DoD activities and installations that together form a defense market ecosystem capable of generating a disruptive Indiana value proposition in the national and international defense market space.

- 3.1 Support the soon to be deployed public-private partnership integrated digital platform, by which we can create a digital community of Indiana entrepreneurs and product and service providers capable of fulfilling any national and international defense requirement.
- 3.2 Incorporate and integrate existing state economic development activities and regional offices with the integrated platform to create a "hub and spoke" defense ecosystem that unites the entire state into a common effort.
- 3.3 Integrate the digital platform with the Atterbury-Muscatatuck-Jefferson Range physical test and training platform to create a 21st century enterprise capable of exerting a disruptive effect on the defense market.
- 3.4 Encourage and support the creation, private sector funding, and operation of necessary corporate structures to build and operate the ecosystem.
- 3.5 Identify, propose, and seek establishment of policies and laws necessary to provide maximum freedom of maneuver for the enterprise in its effort to advance the well-being of Indiana and its citizens in the defense market space.
- 3.6 Host three annual Indiana Defense Community Conferences for the purpose of creating a sense of community, promoting business to business networking and teaming, and attracting major national and international defense market influencers and consumers.

4. Lead the region in establishing the Midwest as the center of defense innovation and supply chain excellence for the nation and the world.

- 4.1. Seek to collaborate with surrounding states to pursue regional dominance in the defense market.
- 4.2. Take the lead in integrating defense market development and capture strategies designed to challenge existing incumbents.
- 4.3. Participate in four or more national and international defense market conferences or forums for the purpose of networking, promoting Indiana innovators, products and services, and establishing relationships with national and international defense market influencers and consumers.

KEY PERFORMANCE INDICATORS AND PROGRAM MEASURES

IODD reviewed and updated its Key Performance Indicators (KPI) in 2018-2019 to the following:

KPI #1: Increase Intensity of Resident Defense Force Program Activities within the state.

Metrics:

- Number of resident & visiting defense employees
- Dollar value of contracts generated by resident force program activities
- Number and dollar value of new resident defense force program activities

KPI #2: Increase Intensity of Defense Industrial Base Activities within the state Metric:

Dollar value of master contracts awarded to Indiana companies

KPI #3: Increase Intensity of Defense Supply Chain Activities within the State

Metric: dollar value of defense contracts awarded to Indiana companies

KPI #4: Increase Intensity of Defense Innovation Acquisition Activities within the State

Metrics:

- Number of Indiana entrepreneur/small business ideas sold to DoD
- Number of Indiana small businesses created by commercialization of ideas sold to DoD
- Dollar value of grants awarded to Indiana institutions

Office of Community and Rural Affairs (OCRA)

OVERVIEW

Indiana Rural Definitions:

Populations of 50,000 or fewer.

93% of all Hoosier cities and towns populations below 25,000

87% have populations of 10,000 or fewer

Vision Statement

The Indiana Office of Community and Rural Affairs works with Indiana communities to build relevant and economically thriving places where people want to live, work, and grow.

Mission Statement

The Indiana Office of Community and Rural Affairs works with local, state, and national partners to provide resources and technical assistance to aid communities in shaping and achieving their vision for community and economic development.

OCRA contributes to the economic well-being of the state by working side-by-side with Indiana's smaller cities, towns, and rural communities to achieve their visions for community and economic development. These areas of the state face unique issues that make attracting and retaining residents and businesses challenging. Compared to urban or suburban areas, smaller cities and towns face a host of issues such as poor or aging infrastructure, a workforce skills gap, lack of available housing options, limited broadband access, and in some cases, limited institutional capacity to strategically plan for economic growth. Approximately 40% of Indiana's residents live in areas that are predominately rural in nature. Although some of OCRA's programs serve all 92 counties, our focus is primarily rural or non-entitlement cities and towns. These communities represent a key piece of the state's economic success, and our programming strives to build local capacity that will encourage strategic community and economic growth.

PROGRAMS AND FUNCTIONS

Functions

While deploying grant funding for community and economic development is a major function of OCRA, we also have a number of other roles and utilities that focus on the growth and development of our communities across the state. These functions include, but are not limited to: sharing best practices, facilitation of collaborative planning processes, project management, program development, place-making, infrastructure investment, leadership capacity building and development, and community coaching and technical assistance. We implement these functions through a host of grant programs, leadership programming, educational opportunities, and hands-on technical and financial resources. These functions, and the resulting programs, are reviewed yearly to ensure that we are meeting the needs of our rural communities.

Programs

The Community Development Block Grant Program (CDBG) is a federal funding program provided by the U.S. Department of Housing and Urban Development (HUD). CDBG funding provides grants to small cities, towns, and counties with populations of fewer than 50,000 residents for community improvement projects. Funds are used to implement a variety of activities relating to community and economic development including various types of planning grants, economic development grants, health and safety projects, water infrastructure projects, and quality of life projects.

The Stellar Communities Designation Program originally launched in 2011 with three partner agencies – OCRA, IHEDA, and INDOT. The goals for the Stellar Communities Program include:

- fostering regional collaborative behaviors and investment
- stemming the tide of non-metropolitan population loss through talent attraction and retention
- building community sustainability
- building capacity through municipal governance
- leveraging quality of places through comprehensive and transformative planning processes that build on current assets.

Beginning in January 2018, OCRA revamped the program to emphasize a regional partnership design. A minimum of two or more counties and/or communities are encouraged to partner to create a self-selected region. To help facilitate this new direction, Ball State University and Purdue University were brought in to assist regions with project support, guidance, and data analytics. Ball State University's Indiana Communities Institute will assist communities in the planning stages with project alignment and data analytics. Purdue University's Center for Regional Development (PCRD) will work with the designated regions on long-term sustainability efforts and project implementation.

The Indiana Main Street (IMS) Program encourages the revitalization and restoration of historical and downtown areas in Indiana cities and towns. By statute, OCRA is the coordinating agency for Indiana and responsible for the designation of local organizations participating in the Main Street program. The IMS has been helping communities revitalize the economy, appearance, and image of their downtown commercial districts using the National Main Street Center's successful Main Street Approach. Main Street is a comprehensive, incremental approach to revitalization built around a community's unique heritage and attributes. Using local resources and initiatives, the state program provides support for the implementation of their own strategies to stimulate long-term economic growth and pride in the heart of the communities' downtown or commercial core. Indiana has the largest contingent of Main Street organizations in the country, with 132 local organizations responsible for more than \$441,000,000 in public and private investment in 2017. Additionally, we have been in discussions with other Midwestern states about Indiana hosting a Midwest Regional Main Street Conference.

Connecting Communities is a new initiative and will fund no more than two pilot applications based on two or more Main Street organizations and their communities' visions for potential partnerships. Pilot regions will be guided through asset mapping and work plan creation before receiving funding to implement place-making and promotional projects.

Hometown Collaboration Initiative (HCI) 2.0 is being built on the success of the 19 participants in the original HCI program. OCRA plans to utilize these previous efforts to continue to develop rural leadership and help improve the quality of life and economy of our rural areas. The new iteration will have a regional

focus emphasizing ways communities can collaborate, plan, and build on their assets together as a region. Participating communities will be matched with a site coach to guide them through the process.

Indiana Site Certified (aka Shovel Ready Designation) certifies sites that are ready for economic development. The program has three main goals: 1) To illustrate the community's commitment to economic development, 2) mitigate risks for businesses who want to locate or expand in Indiana and 3) to serve as a marketing tool to promote sites that are ready for development. These sites are advertised by the Indiana Economic Development Corporation. The specifications are kept current by an OCRA convened advisory working group comprised of private and public sector experts.

The Quick Impact Placebased (QulP) Grant is a place-making program designed to fund space enhancement and community transformation projects that spark community-wide conversation and creativity. Quality of Place focused projects involves a working partnership with local governments, residents, community groups, and organizations, as well as business and community agencies. OCRA encourages these projects to be unique to the community and locally inspired.

Youth Engagement Program (YEP) A new initiative, OCRA will fund several projects focused on developing curriculum in school corporations to include an emphasis on utilizing current assets to encourage learning and a sense of pride in the community. Goals for the program include encouraging students to be active citizens, transforming school culture, connecting schools and communities, and developing a sense of place for rural youth.

Downtown Business Fund OCRA will fund a pilot program for Main Street organizations to plan and implement a strategy focused on strengthening existing and attracting new businesses in their downtown corridor. The goals of this program are to strengthen business capacity, encourage business diversity in downtowns, build stronger partnerships between Indiana Main Street organizations and the business community, and decrease the vacancy rate in downtown business districts.

Youth Leadership Training Program will provide funding to assist youth leadership programs. Funds will be used to pay for participants to host guest lecturers, travel costs for opportunities that will enhance their understanding of the topic, and seed funding to implement capstone projects based on the lessons learned. Goals for the program include providing students experiences that will develop leadership capabilities, inspire students to be involved in leadership roles, and develop a system for creating a future pool of rural leaders.

ACCOMPLISHMENTS AND CHALLENGES

Strategic Plan: OCRA completed a strategic plan on how to better support and elevate Indiana's rural communities. The plan outlines a collaborative, innovative agenda for OCRA to accomplish over the next three years. Based on feedback gathered at a 13-Stop Listening Tour, two key principles were agreed upon to guide all future programming and initiatives: 1) Retain, attract, and develop talent in our rural areas and 2) Incite and encourage regional collaboration in rural planning processes. Strategic priorities were then developed along with actionable items that frame how the agency will carry out these initiatives moving forward. This is the first strategic plan for OCRA since 2013.

Stellar Communities Designation Program: OCRA has taken the lead in providing intensive coaching and technical assistance to both the competing and designated communities before, during, and after the competitive process. The program has been nationally recognized as a premier community development program. To date, more than 70 communities have participated in the process, 25 have completed Strategic Investment Plans, and 14 have received the coveted Stellar Designation. Investments in the first three years of the program have exceeded \$15M. The Sagamore Institute was engaged to investigate and provide an ongoing report on the lessons learned and successes of this program. Their

reports can be found here: www.stellarindiana.org. For 2018, OCRA revamped the program to emphasize a regional focus. 10 regions submitted Letters of Interest, with six being named finalists. Each finalist region is receiving funding for the creation of a regional development plan. Two finalists will be designated in December 2018.

The Quick Impact Placebased (QUIP) Grant was introduced in 2017 and was designed to fund the type of space enhancement and community transformation that sparks community wide conversation and creativity. The grant has been popular with rural communities as it is an easy way for communities to build camaraderie and momentum in their community development activities. We have received over 150 applications over the last two years and would like to expand this program through a larger number of grants, based on demand.

OCRA has continued to increase programming, technical assistance, and educational opportunities for the **Indiana Main Street (IMS)** program. Indiana currently has 132 certified Main Street communities in 81 counties. During 2018, OCRA has implemented on-site assessments to provide feedback and support to organizations. We have continued to hold five community exchanges around the state where participants have opportunities to learn information about new initiatives, share best practices, and network with peers. Newly added in 2018 are two educational training opportunities. The first opportunity is a series of six, two-day workshops focusing on the principles of place-making. These workshops will conclude with a hands-on place-making activity that can be replicated in each individual's community. The second opportunity is a series of tactical urbanism seminars taught by the National Main Street Center. These will provide seven Main Street Organizations specialized training on strategies for how communities can leverage their local assets in creating long-term transformation, resulting in a better quality of life for residents.

OCRA has instituted a number of enhancements and efficiencies to the **Community Block Development Grant (CDBG) Program**. Although bound by a large number of federal regulations, OCRA has taken steps to reduce the complexity and burden on our rural community applicants by improving the application process, enhancing the feedback process, creating a public comment period on proposed policies and changes to the program, boosting the impact on communities by increasing the size of awards in various programs, and moving some grant programs to year-round availability. Most importantly, OCRA has improved our overall expenditure rate by distributing funds to our communities more expediently. This has been recognized by HUD and helps avoid any issues with future allocations. Additionally, with the Administration's support of regionalism, we have added bonus points for projects that are part of some type of regional planning. We have resurrected a Grant Administrators Working Group (GAWG), which provides feedback on proposed changes to the program and has been welcomed with open arms by the members, who are all very appreciative. This has all occurred within the last 10 months, with more enhancements to be announced in the coming weeks. In 2017 OCRA awarded more than \$28 million to rural areas with more than \$53 million in local and private dollars being leveraged to aid in these projects.

OCRA has improved its **contract signature process**, with most contracts being signed within a 24-48 hour period, down from previous timeframes of up to three weeks.

As OCRA continues to build upon its relationship with USDA-RD, we are proud to announce that we applied for, and received, a \$100,000 grant to provide technical assistance to a number of Main Street Organizations. This is a unique approach and the first time that OCRA has been a recipient of **USDA-RD** funds. We look forward to continuing to expand the partnership through these types of opportunities moving forward.

OCRA has happily adopted the former SWIC's **Task Force on Rural Affairs**. This task force's aim is to review, address, and provide recommendations on the challenges and needs facing our rural communities. OCRA is now providing administrative resources along with staff support on the various subcommittees. The task force and subcommittees include industry leaders, researchers, and practitioners.

Broadband has become a new programmatic focus for OCRA, with HEA 1065 giving OCRA authority to distribute grants for the deployment of broadband infrastructure. OCRA has developed a Broadband Planning Grant Program for communities to assess need and create a vision for broadband infrastructure. This will be an expansion of our current CDBG Planning Grant Program, and will be piloted through the second half of 2018.

Increasing the effectiveness of the **OCRA staff capacity** has been a priority, as communication internally and externally had deteriorated. OCRA has recently employed a communications manager that has completely transformed our communications agency-wide. External communications look more professional and have become more frequent in nature. We began holding webinars to clarify our program details and answer questions for constituents. We plan to host micro-learning webinars to help share success stories of both OCRA and our rural communities. This has also helped us re-establish our online profile via our website and social media platforms, as well as continue to build the OCRA and State of Indiana brand. Finally, we have increased capacity within programming, having a dedicated staff member for the first time in seven years to oversee our previous and updated flagship Stellar Communities Programs.

Additionally, OCRA is focused on encouraging **continuous process improvement**. OCRA is placing extra emphasis on documenting and identifying efficiencies within our processes and procedures, both internally and externally. With good government service being one of the Governor's Pillars, improving our interactions with our constituents is a priority. One major focus has been the grant application process, with OCRA simplifying both the LOI and application, making it easier for our communities to access our programs and funding. Additionally, we have navigated away from the paper application, encouraging a digital process whenever possible.

OBJECTIVES FOR THE NEXT BIENNIUM

In 2018, OCRA released its Strategic Plan. The guiding **principles** of the plan were determined to be:

- Retain, attract, and develop talent in our rural communities and
- Incite and encourage regional collaboration in rural planning processes

The **strategies** of the Strategic Framework in our plan is below and attached:

1. Provide opportunities and programs focused on our people and place-based investments.
2. Expand OCRA's role as a Center of Excellence.
3. Build capacity of rural leadership.
4. Support economic growth and preservation in the downtown and commercial districts.
5. Facilitate strategies to address rural broadband access.

KEY PERFORMANCE INDICATORS AND PROGRAM MEASURES

1. Increase the combined Gross Assessed Value (GAV) of Indiana's 76 rural counties
 - Goal: Increase by 2%
 - Actual: Increase by 8% (\$14.8 billion since 2012)
2. Employment in Rural Indiana
 - Goal: Increase total to 1,342,814
 - Actual: 104,827 jobs have been added since 2012 for a total of 1,358,353
3. Ratio of dollars leveraged
 - Goal: \$1.30 dollars leveraged for every \$1.00 of OCRA investment
 - Actual: \$1.31 dollars leveraged for every \$1.00 of OCRA investment

We are in discussions with Purdue University's Purdue Center for Research and Development on finding the most representative KPI's moving forward, as some indicators may take years to be realized.

PROPOSED PROGRAM REDUCTIONS

In 2017, OCRA held listening sessions to assist in shaping a Strategic Plan. Based on the identified needs of rural communities, OCRA intends to eliminate, replace, or upgrade existing programs. OCRA plans to eliminate the Downtown Enhancement Grant Program and the Community Readiness Initiative. OCRA will replace the Place Based Investment Fund Grant Program with a combination of the Quick Impact Place Based Grant, Youth Engagement Program, and Connecting Communities initiative. OCRA will move the Hometown Collaboration Initiative to the next level (2.0) and is in the process of revamping the Stellar Communities Designation Program to a regional approach.