

Indiana Office of the Lieutenant Governor FY 2014-15 Biennial Budget Agency Overview

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 Development, and directly oversees five agencies. Those agencies are:

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

The Office of the Lieutenant Governor provides centralized services to the Department of Agriculture, Office of Tourism Development, Office of Energy Development, and Office of Community and Rural Affairs. This includes legal, finance and accounting, and operational services.

Indiana Office of Tourism Development

Agency Overview

I. Description of Agency's Programs and Functions

Background:

The Indiana Office of Tourism Development (IOTD) is created under I.C. 5-29-2 and operates under the leadership of Lt. Governor Becky Skillman. IOTD markets the state's tourism destinations and fosters economic development by creating marketing opportunities for statewide tourism partners. IOTD positions itself as a leader in innovative tourism marketing with its award-winning consumer email programs, its effective online advertising campaigns and use of social and mobile media. Additionally, IOTD effectively casts a wider net with fewer resources by maximizing earned media opportunities and engaging in highly effective partnerships with organizations such as Ball State University and the Indiana Hotel and Restaurant Association.

Staff:

The four-person staff of IOTD is dedicated to marketing the state's tourism destinations, creating marketing opportunities for its tourism partners across the state, and driving visitor economic impact. IOTD's staff is composed of tourism industry professionals with experience at Indiana convention and visitors' bureaus and attractions.

Vision:

IOTD aims to foster a spirit of partnership among the Office of Tourism Development, local Convention & Visitors Bureaus, attractions, and Indiana communities through innovative programs and effective initiatives that grow the statewide industry, increase economic impact, and create jobs.

Initiatives:

In January 2009, IOTD surveyed more than 1,000 stakeholders to determine the initiatives most valued by the tourism industry. The following were identified as priorities and ranked accordingly:

1. Create and maintain a dynamic state tourism website, www.VisitIndiana.com
2. Produce a high-quality state visitor guide funded by advertisers (the Indiana Travel Guide)
3. Build Indiana's tourism brand, *Indiana: Restart Your Engines*, with marketing efforts
4. Produce highly targeted, award-winning consumer email program that motivates travel and exceeds industry standards
5. Focus on the use of social media tools and explore benefits for the industry
6. Foster partnerships and implement special projects that leverage IOTD resources and support tourism development initiatives

Programs and Activities:

1. IOTD collaborates with the Office of Community and Rural Affairs to award grants for Quality of Place initiatives across Indiana, which improve the community experience for residents and tourists alike. IOTD awarded \$400,000 to 20 projects in FY12.
2. IOTD participates on the board of Indiana Artisan, which serves Hoosier artisan entrepreneurs who produce exceptional, locally crafted art and value-added or specialty food products.
3. IOTD provides administrative support and staffing to the Indiana Tourism Council.

II. Accomplishments and Challenges

IOTD places a high value on leadership, creativity and innovation. In challenging times, with fewer resources, IOTD has continued to achieve strong marketing results and emerge as the standard bearer for the industry as it relates to early adoption and effective use of new marketing technologies.

Accomplishments

1. **In 2011 IOTD increased its web presence, generating 611,799 visits to www.VisitIndiana.com.** It was a significant accomplishment to exceed visitation growth from the previous year since it has been three years since IOTD had any significant traditional media placement through radio, television or print. IOTD determined that users were most interested in three key pieces of information – trip ideas, festivals and events, and discounts. As a result, IOTD redesigned its home page to feature these key areas. IOTD utilized online marketing, social media and earned media to garner these results. Year to date in 2012, the number of visits to www.VisitIndiana.com is already 11% higher than it was in all of 2011.

2. **In January 2012, IOTD launched the Super 46 Sandwiches promotion to encourage Super Bowl visitors and residents to dine locally and try some of the best sandwiches in Indiana.** IOTD launched Super 46 Sandwiches in partnership with Indianapolis Monthly Magazine and the Indianapolis Super Bowl Host Committee. The promotion featured 46 of the best sandwiches in the state and encouraged visitors and Hoosiers to dine at local restaurants. IOTD devised a voting system using playoff-style brackets in which the general public selected their ultimate Super 46 Sandwich. The promotion generated several hundred thousand earned media impressions and significant EAV (Equivalent Advertising Value) through print, television and radio. In addition, IOTD garnered more than 257,000 votes during the 5-week promotion. Several participating restaurants had their best January sales ever and many sold more of their featured sandwich during January than they had in months (and years) prior to the promotion.
3. **IOTD was recognized as one of the leaders in social, mobile and digital media among destination marketing organizations. Consistently ranked in the Top 12 of all State Tourism Offices by Gammet Interactive, IOTD has been an early adopter of social, mobile and digital media.** IOTD has created a mobile website, a blogging platform (the Indiana Insider, which received nearly 243,000 visits in 2011 – with 324,000 from Jan 1–Sept 11, 2012) and continued to expand its award-winning consumer email programs. In addition, it has actively grown its Facebook fan base (to nearly 9,000), community of Twitter followers (to more than 18,500) and number of videos hosted on its YouTube channel. IOTD continues to be a leader in social media for tourism destinations both in Indiana and nationally.
4. **IOTD created new cooperative marketing programs to increase private revenue.**

2011 Cooperative Sales		2012 Cooperative Sales (as of 9/12)	
Email Coop	\$28,750	Email Coop	\$12,980
Magazine Coop	\$199,740	Magazine Coop	\$188,380
Lead Gen Coop	\$30,000	Lead Gen Coop	\$29,800
VisitIndiana.com Coop	\$70,950	VisitIndiana.com Coop	\$81,640
Total 2011 Coop	\$329,440	Total 2012 Coop (As of 9/12)	\$304,680

5. **In calendar year 2012, IOTD directed a \$200,000 online media campaign with key word search and banner placements on geographically and demographically targeted sites that exceeded program goals and industry standards.** The campaign's key metrics were cost per click and visits to www.VisitIndiana.com. IOTD established aggressive CPC goals at \$0.65 for search engine marketing (SEM) and \$1.40 for banner advertising. The campaign results were \$0.61 for SEM and \$1.01 for banner advertising. The campaign generated more than 270,000 visits to www.VisitIndiana.com.
6. **IOTD increased its earned media efforts.** In 2012, Visit Indiana Week statewide media interviews included Inside Indiana Business, Network Indiana radio, and

Indiana Public Radio. In addition, Indianapolis interviews included: Fox 59, WISH, WIBC radio, Indianapolis Business Journal and the Indianapolis Star. Other interviews included WTHI and WTWO in Terre Haute, WTIU in Bloomington, WBAA radio in West Lafayette, WBAT radio in Marion, WOWO radio in Ft. Wayne, WIKY radio in Evansville and WQME radio in Anderson.

7. **IOTD expanded its strategic partnerships with Ball State University and Butler University.** IOTD renewed a partnership with Ball State's Building Better Communities program in 2012. The program uses advanced Media and Communication majors to create videos on Indiana tourism destinations. The students will film their spots in Fall 2012 and the videos will be posted on www.VisitIndiana.com in early 2013. The videos provide new dynamic content for the VisitIndiana web site, increase search engine optimization and also provide b-roll for the production of public service announcements or other advertisements for commercial television. In addition, IOTD has renewed its partnership with Butler University's College of Communication so that students who have enrolled in Public Relations and Tourism courses can write blog posts on Indiana festivals, events, attractions, restaurants and destinations in Fall of 2012. The blogs will provide relevant and timely content for www.VisitIndiana.com.
8. **In 2012 IOTD, in collaboration with the Office of Community and Rural Affairs (OCRA), awarded \$400,000 in grants targeted at "quality of place" initiatives across Indiana, which improve both the living and tourism experience in a community.** Examples include sidewalks, streetscapes, parks, and other capital projects unique to an area. Place-based investment is a priority of both IOTD and OCRA to drive economic development.

Challenges

Budget constraints and staff reductions have posed the biggest challenges to IOTD in recent years. The four-person staff is composed of tourism industry professionals with experience at Indiana convention and visitors' bureaus and attractions. IOTD has embraced a 50% reduction in state funding and a 30% reduction in staff over the last biennium without losing focus on IOTD's core mission.

III. Objectives for the Next Biennium

In 2010, IOTD updated its strategic plan. This plan is currently being reviewed and will be updated for the next biennium.

Looking ahead to the next two years, IOTD will:

- Foster partnerships with and among public companies, universities, attractions, private and governmental agencies and others to promote tourism
- Provide thought leadership to aid tourism development and build unity within the tourism industry
- Convene industry experts, partners and stakeholders to share ideas, best practices and facilitate collaboration

- Carry out precise, relevant and timely research to drive strategy while serving as the comprehensive leader of Indiana’s tourism industry. Activate a brand strategy to enhance the perception of Indiana.
- Implement a marketing plan that increases revenue directly attributable to Indiana Tourism efforts and contributes to economic development in local communities
- Develop meaningful metrics to measure agency performance and impact
- Offer cooperative marketing programs to empower and enhance local tourism promotion efforts
- Facilitate the development of statewide tourism products that keep resident-tourist dollars in the state, attract out of state visitors and enhance the tourism experience for all
- Increase traffic to social, mobile and digital media resources and continue to adopt new and innovative online tools
- Expand the agency’s budget through creative partnerships and sponsorships with the tourism industry and private sector

IV. Key Performance Indicators

IOTD has worked with the Office of Management and Budget to identify three key indicators which are linked to IOTD programs. Through its marketing efforts, IOTD can direct visitors to www.VisitIndiana.com and gauge success. Other indicators will be developed going forward, but for now the primary ones are:

- 1) Increased visits to www.VisitIndiana.com
- 2) Increased IOTD followers on social media tools (Facebook, Twitter, and Foursquare)
- 3) Private revenue generated through advertisements on www.VisitIndiana.com and in publications

V. Organizational Chart



VI. Program Reductions

When IOTD's budget was reduced by 50% in January 2009, many programs were eliminated including support for staffing of ten statewide welcome centers, an annual Indiana Festival Guide and all radio and television advertising. IOTD continues to evaluate programs and create efficiencies. In the last two years, service contracts have been successfully renegotiated with key providers resulting in significant cost savings. In addition, print quantities of the Indiana Travel Guide have been reduced to save money. In 2011, 100,000 fewer guides were printed compared to the prior year. Looking ahead to 2013, programs will continue to be monitored and cost savings will be sought.

Indiana Office of Energy Development

I. Description of Agency's Programs and Functions

The Indiana Office of Energy Development (OED) has two main functions. First, the OED is responsible for developing Indiana's energy policy and continuing to achieve goals and expand priorities set out in the *Hoosier Homegrown Energy Strategic Plan*. The major premise is to increase energy investment in Indiana either through production of new energy with Indiana based sources or attracting manufacturers of products used in the energy sector. Secondly, the office manages federal dollars from United States Department of Energy (USDOE) to develop grant programs that promote renewable energy and energy conservation projects.

The OED administers the following programs, prioritized in importance:

A. SEP REGULAR

The State Energy Program (SEP) is a federal block grant program funded by the USDOE and administered by the OED. This fiscal year the funds will be utilized to fund

the Community Conservation Challenge (CCC) grant program and for administrative costs associated with that program.

CCC is a program that offers financial assistance to nonprofit corporations for projects that reduce a facility's energy consumption. CCC grants provide funding of up to \$100,000 for the implementation of highly leveraged, unique, visible community energy conservation projects. The total available for this program is \$500,000 for FY13.

B. AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA)

Alternative Fuel Challenge/Clean Cities

OED and Greater Indiana Clean Cities were one of 25 nationwide winners for a grant to increase the use of alternative fuels in fleet vehicles. These funds were used to enable INDOT to convert 682 light duty trucks to run on bi-fuel propane (bi-fuel vehicles can also run on gasoline or diesel) and 64 dump trucks to run on compressed natural gas. Other beneficiaries include the City of Indianapolis (44 vehicles), Fort Wayne (9 vehicles), Fair Oaks Farms (42 trucks and 2 CNG stations) and Sysco Foods (32 tractors and 22 trucks) and 13 more E85 pumps throughout Indiana.

C. SPECIAL PROJECTS

State Industrial Assessment Projects

This initiative coordinates energy assessment capabilities that include system focused audits modeled on the Save Energy Now! Energy Savings Assessments (ESAs) on a cost share basis. The Industrial Assessment Initiative recruits companies spending more than \$1,000,000/year on energy to: participate in Energy Saving Assessments performed by USDOE Qualified Specialists; send up to five workers through two DOE Best Practices workshops; and receive energy efficiency project implementation and documentation assistance. As a result of this initiative, it is anticipated that energy intensive companies will identify and implement projects that result in energy savings. These projects are coordinated through the Purdue Technical Assistance Program (TAP). Each company will also have up to five of its workers trained in how to conduct an energy audit and how to optimize two common energy intensive systems.

D. OTHER INITIATIVES

1. Guaranteed Energy Savings Contract (GESC)

A guaranteed energy savings contract is an agreement between a qualified provider and a building owner to reduce the energy and operating costs of a building, or a group of buildings, by a specified amount. OED is charged with collecting GESC agreements for Schools and public buildings and provides some technical assistance and guidance on GESCs in general.

2. Purdue University Technical Assistance Program (TAP)

OED continues to partner with Purdue TAP Energy Services program, providing federal pass through funding to work to identify the state's largest energy users and help find valuable energy conservation techniques.

3. Indiana Green Building Council

OED provides financial support for this organization, the state chapter of the United States Green Building Council organization. This organization promotes energy efficiency through green building practices.

II. Accomplishments and Challenges

Over the last two years, there have been many accomplishments in our agency. Many of those accomplishments started out as challenges. Among the things we are most proud of:

- There are over 1,300 MW of wind making power installed in the state. There are more than 200 MW currently in construction and over 8,000 MW of wind energy capture in various stages of planning.
- OED managed over \$95 million in ARRA grant dollars since 2009. As ARRA programs have tapered off, OED has trimmed staffing to 4 positions, a 75% decrease in staff since 2005 and 50% decrease since 2010.
- In coordination with Purdue, OED developed a statewide energy efficiency database that will help Indiana utilities and elected officials see the documented savings of energy in Indiana.
- There are 145 E85 pumps installed across Indiana, and we continue to be 3rd in the country in E85 availability.

Challenges Faced:

- **Policies from Washington, DC** – Rulings regarding coal have significant impact throughout the energy industry in Indiana. Uncertainty in carbon policy and pollution regulations has hindered further development in some parts of the Indiana energy sector.
- **ARRA** – Stimulus funding required the agency to increase staffing to handle the large award and scope of projects, but that funding was not sustainable and staffing numbers had to be dramatically reduced as ARRA expired. The overall success of ARRA projects is debatable, a result of continually changing guidance from the federal government on project parameters.
- **The Economy** – Financing has been difficult for some companies to obtain and federal stimulus policies have impacted access to capital, especially for small start-ups in the energy sector.

III. Objectives for the Next Biennium

- OED will continue to focus on the themes of energy conservation and promoting policies that continue energy sector growth in manufacturing of green products.
- OED will utilize current programs to increase energy conservation measures within

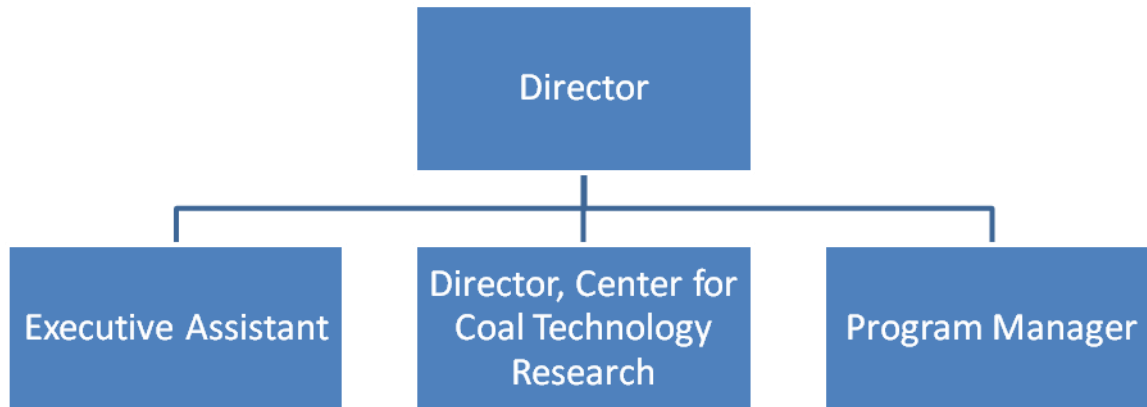
Hoosier communities and among our largest energy users in heavy manufacturing. Energy conservation can help Indiana mitigate economically harmful carbon policies.

- OED will assist the Lieutenant Governor to create a “Hoosier Troops to Energy Jobs” program that will link returning Armed Forces service members to jobs at utilities and possibly other energy sector employers. OED’s role would most likely be coordination and promotion of the program. Job and skills training would be done by utilities or through Department of Workforce Development programs.
- OED will work with the Indiana Department of Homeland Security and Indiana Utility Regulatory Commission (IURC) on developing and conducting energy assurance exercises. These exercises are the direct result of OED’s development of a state energy assurance plan.
- OED will increase alternative fuel opportunities across Indiana including E85, propane, and compressed natural gas infrastructure for use in transportation.
- OED will continue to work with the Governor’s office and IURC to coordinate policy in advance of federal regulations expected to directly affect Indiana from an economic loss standpoint.

IV. Key Performance Indicators

- Cost per Kwh produced or offset by grants
- Cost per Btu produced or offset by grants
- Increase in the amount of alternative energy produced from homegrown sources
- Energy conservation efforts increased and consumption reduced

V. Organizational Chart



VI. Program Reductions

This past biennium, OED went through significant changes in program direction with the diminishing of stimulus dollars. We discontinued the Director of Programs position which developed grant programs and oversaw program manager staff. We also eliminated the Director of Communications position that acted as our media liaison and handled our website, outreach materials, public events, and planning special events.

OED has also reduced our communications budget, focusing instead on earned media opportunities and web based communications. Included in this reduction was the elimination of the WIndiana conference the office hosted annually over the past several years.

We have several programs funded by the stimulus that are ending. The SEP programs funded by ARRA and the Energy and Efficiency Conservation Block Grant program are both coming to an end. The office has also offered programs for Wastewater plants and for Solar Thermal projects, both of which are not going to be renewed in the coming biennium due to reductions in federal funding.

Office of Community and Rural Affairs (OCRA)

I. Description of OCRA's programs and functions, prioritized from most to least important.

OCRA contributes to the economic well-being of the state by working side-by-side with Indiana's smaller cities and towns to achieve their own visions for economic development. These areas of the state face unique issues that make attracting employers and employees difficult. Compared to urban or suburban areas, smaller cities and towns face a host of issues such as poor or aging infrastructure, low-skill job candidates, or lack of institutional capacity to strategically plan for economic growth. These challenges are among the many issues plaguing Hoosier communities that are a roadblock to community and economic development.

Over half of Indiana's residents (57%) live in communities served primarily by OCRA programs, though some programs are statewide. These communities represent a key piece of the state's economic success. Every OCRA program contributes to economic viability in rural areas of Indiana with the goal of building local capability to create Hoosier communities that are competitive for top economic development projects.

OCRA Programs and Initiatives:

Community Coaching/Economic Readiness: OCRA assists Hoosier communities in implementing community economic development projects by providing troubleshooting regarding economic needs, offering a neutral perspective on communities' specific issues, and identifying and preparing communities to work with additional resources and partners.

Stellar Communities Partnership: Stellar Communities is a state program that was created in 2010 to fund comprehensive community economic development projects in Indiana's smaller cities and towns. The program is a partnership between three state agencies: the Indiana Housing and Community Development Authority, Indiana Office of Community and Rural Affairs, and the Indiana Department of Transportation. Applicants selected for the Stellar Communities program undertake multiple quality of life projects to improve and revitalize their community. Selected communities complete development projects funded by the three partner agencies' programs, which may address housing, water infrastructure, street and roadwork, streetscape and lighting, community centers, revitalization projects, and other quality of life issues.

This program has gained national recognition for innovation and collaboration. We received the President's award from the Council of Community Development Agencies (COCSDA) in 2012. We have had numerous visits and inquiries from other states seeking to replicate the model. More importantly, this program has resonated with local officials. From the feedback that is received, there is a strong desire this program continue.

Inter-agency Partnerships: The agency has several other partnerships in addition to the Stellar Communities program. OCRA partners with the **Indiana Economic Development Corporation (IEDC)**, where appropriate, to provide funding to communities for attraction projects. The agency also is a key partner for the **Young Entrepreneurs Program** and the **Shovel-Ready Site Program**. For Young Entrepreneurs, OCRA works with communities to prepare for this type of economic development activity. For the Shovel-Ready Site program, OCRA staff works with communities to develop the documentation to qualify their sites. OCRA staff has worked with other state agencies to improve the process, and to develop an on-line application that includes links to necessary documents. OCRA partners on a regular basis with the Indiana Finance Authority, Department of Environmental Management, Department of Natural Resources, Army Corps of Engineers, and USDA Rural Development to coordinate funding for various infrastructure projects. OCRA also has partnered with the Office of Tourism Development in implementing the Indiana Artisan Program and the Place-Based Investment Program.

Regional Development

Regional development is crucial to the economic success of Hoosier communities. By thinking and acting regionally, Indiana communities collaborate, rather than compete, to bring larger economic benefit than could be achieved by traditional methods of economic development which identify with a single local unit of government. OCRA encourages local leaders to adopt

a new framework for economic development which embodies the hallmarks of regionalism to spur holistic, inclusive economic growth.

- Economic Development Agency (EDA) partnership: Through EDA funding, OCRA facilitated the development of a Comprehensive Economic Development Strategy for the north central Indiana region, including Tipton, Howard, Clinton, Miami, Cass and Fulton Counties, completed in Fall 2012. The project also included the creation of an assessment tool that regional groups can use to identify and prioritize projects based on need and readiness.
- As a result of the activities in North Central Indiana, OCRA has been asked to participate in/facilitate discussions regarding the development of a similar region with Boone, Clinton, Hendricks, Montgomery, and Tippecanoe Counties. The agency is seen by its federal partners to be a key catalyst for regional development in Indiana.

Indiana HomeTown Competitiveness is a comprehensive approach to community economic development that helps rural communities tackle their current economic challenges. The state resource team, coordinated by OCRA, includes several universities, and other state and federal agencies, as well as state associations. The HomeTown Competitiveness framework emphasizes five “pillars”, which include leadership, youth development, building community wealth/philanthropic giving, entrepreneurship, and rural family economic success. Seventeen (17) communities have gone through the Indiana HTC process.

Indiana Main Street (IMS) uses economic development, redevelopment, and historic preservation tactics to help individuals, businesses, and organizations strengthen the centers of commerce in their individual city or town. The agency recognizes that for many communities, the downtown is a very visible symbol of a community’s well-being. The IMS program is used to help communities to be very purposeful in developing strategies for their downtown areas. Over 110 communities participate in the IMS process. Thirty-five (35) Indiana communities are certified National Main Street communities.

Community Development Block Grant program: Indiana administers this federal funding from the U.S. Department of Housing and Urban Development (HUD) to provide grants to small cities, towns, and counties with populations of less than 50,000 residents for community improvement projects. Funds are used to implement a variety of activities relating to community economic development, including: planning grants for community comprehensive plans, economic development grants, health and safety projects, infrastructure projects, and other quality of life projects.

- **CDBG Disaster Recovery program:** In 2008, several FEMA declared natural disasters adversely affected the State of Indiana. The federal government appropriated additional funds of over \$300 million through the CDBG program. All of the additional funds appropriated for disaster recovery have been distributed through OCRA in partnership with the Indiana Housing and Community Development Authority. With no additional staff, OCRA created programs to meet the economic and community development needs of Indiana with input from citizens, while also distributing the funding in an expedient manner. CDBG Disaster Recovery programs include: economic development, wastewater, drinking/storm water, Dams and Levees, and site clearance. Each of these programs satisfies an immediate community need and creates a better environment for future economic development projects. The collaborative, leveraged, efficient and effective allocation of the funds by OCRA gained national recognition. In 2012, national

HUD requested OCRA to give a presentation to disaster-affected states regarding its programs and initiatives.

II. Accomplishments and challenges over the last two years

Accomplishments

- 1) **Stellar Communities:** Established four pilot communities to experiment with comprehensive community development projects. North Vernon and Greencastle (2011) Delphi and Princeton (2012) are all successfully on funding tracks. OCRA continues to take the lead in organizing quarterly meetings with the communities and partnering agencies and facilitates the status of the projects. Expectation of two more communities selected in 2013 to continue sustainability of the program. Stellar Communities has generated much attention on the local and national scale including winning the COSCDA Presidents award for innovation in 2012. In regards to planning—Stellar Communities has been responsible for awarding 19 Strategic Investment Plans to 18 finalist communities (the City of Princeton was a finalist in 2011 and awarded pilot status in 2012). All 18 communities have implemented some aspect of their plan as a result of the stellar process. In efforts for continuum of care for stellar finalists, the State agencies brought in USDA-RD and FHLB to assist with advancing non-finalist strategic investment plans. Additionally, communities receive continued technical assistance with IHEDA and INDOT and each is involved more closely with Local Government through the OCRA Community Liaison.
- 2) **Partnership Initiatives:** OCRA successfully worked with IEDC to revamp the Shovel-Ready Program and worked with SBDC to implement and improve the Young Entrepreneurs Program. OCRA continued to be a catalyst for the convening of the Rural Roundtable and the Working Group for economic development. Consisting of university partners, statewide associations, and other agencies, these two groups provide valuable input on program and policy development. Activities spawned from these groups include Regional Impact Workshops, Lt. Governor's Symposium on Rural Philanthropy, and the annual Rural Summit. Successfully implemented Place-Based Investment program with IOTD. Established successful partnership with US Army Corps of Engineers by working together on two projects funded with CDBG Disaster Recovery funds (Lost River and Feather Creek). Created successful partnerships with DNR/SHPO and DNR/Water to effectively review CDBG projects requiring technical review and/or environmental review. Established the OCRA brand with several state and federal agencies by involvement in the Indiana Silver Jackets Team (hazard mitigation group).
- 3) **Regional Development:** Successfully completed the EDA-required planning process for the North Central Indiana Region, on time and under budget (EDA funded).
- 4) **Community Development Block Grant Program (CDBG):** Created and implemented a new Main Street Revitalization Program. Created and implemented new CDBG Grant Administrator Certification Course, including 5 additional training modules. Includes partnership with IHEDA on some modules. Created/implemented new CDBG Handbook for the Indiana State and Small Cities CDBG program. Allocated 100% of ARRA funds, with all funds drawn and expended by recipients and projects in final stages of closeout. Allocated 100% of Disaster Recovery 1 funds and monitored and closed 129 grants from this funding. Allocated 91% of Disaster Recovery 2 funds and monitored and closed 105

grants from this funding. Presented Indiana Disaster Recovery (DR) Economic Development Program and DR Long-term Planning Projects at a National Disaster Training Conference at the request of HUD headquarters.

Challenges

- 1) Budget and staffing. The agency has continued to manage with very tight resources. This has been accomplished by seeking out partnership and leveraging opportunities.

III. Objectives over the Next Biennium

- 1) Help rural Hoosier communities become ready for comprehensive economic development projects.
 - a. Paradigm shift: guide rural communities from approaching development efforts reactively to strategically planning for economic growth.
 - b. Offer creative solutions and resources to local governments who face economic and community development challenges with reduced resources.
- 2) Continue collaborative efforts to partner with other agencies to offer innovative programs.
 - a. Communities can complete bigger projects with more impact.
 - b. Represents efficient government, doing more with less.
 - c. Reduces duplication of efforts in government.
 - d. Creates more comprehensive projects addressing a broad scope of needs.

IV. OCRA's key performance indicators, and a discussion of some or all of your program measures

Metrics include:

- Number of counties and communities with current comprehensive and economic development plans.
- Number of new and retained job commitments as identified by the Indiana Economic Development Corporation in areas served by OCRA.
- Agency dollars used in combination with funding from other federal or state organizations for the purpose of undertaking larger scale community/economic development projects.

V. OCRA Organizational Chart – See attachment

VI. Any programs to be reduced, eliminated, and or replaced by other programs

At this point there are no plans to reduce, eliminate, or replace any existing programs or initiatives.

VII. Any relocation of funds to accomplish these goals should also be indicated

None