

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 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; and
- Indiana Housing and Community Development Authority.

The Office of the Lieutenant Governor provides centralized services to the State 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.

A. Indiana Office of Tourism Development

1. Description of Agency's Programs and Functions

The Indiana Office of Tourism Development (IOTD) is created by I.C. 5-29-2, and operates under the leadership of Lt. Governor Becky Skillman. IOTD markets the state's tourism destinations and creates marketing opportunities for statewide tourism partners to drive visitor economic impact. IOTD positions itself as a leader in innovative tourism marketing with its award-winning consumer email programs, its effective online advertising campaigns and with its use of new social media tools. Additionally, IOTD leverages resources by creating partnerships with organizations such as Ball State University and the Indiana Hotel and Restaurant Association.

As stated in IOTD's strategic plan, *Destination Indiana*, IOTD's vision is for Indiana to be a top leisure destination in the Midwest, with growth in leisure travel annually exceeding our competitive set.

Programs and Initiatives:

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

- Create and maintain a dynamic state tourism website, *VisitIndiana.com*.
- Produce a high-quality state visitor guide funded by advertisers, the *Indiana Travel Guide*.
- Build Indiana's tourism brand, *Indiana: Restart Your Engines* with marketing efforts.
- Produce highly targeted consumer email program that motivates travel and exceeds industry standards.

- Focus on use of social media tools such as Facebook, Twitter and Foursquare to explore benefits of industry usage.
- Foster partnerships and implement special projects that leverage IOTD resources and support tourism development initiatives.

2. Accomplishments and Challenges

Accomplishments

1. **In 2009, IOTD maintained web presence at 586,365 visits to VisitIndiana.com.** It was a significant accomplishment to keep visitation flat since the prior year had high visitation that was driven by television and radio ads. 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.
2. **In December 2009, IOTD won a national award from Marketing Sherpa for its consumer email program.** In 2009, IOTD revamped its consumer email program, scrubbing its consumer email lists by asking consumers if they still wished to receive information. After that process, subscribers decreased but the remaining subscribers were much more engaged. IOTD created more targeted emails to send out each month, focusing on trip ideas, festivals, and events and discounts. The results were extremely strong. The new emails had open rates and click through rates that far exceeded industry averages. The program not only increased its efficiency but also resulted in cost savings since fewer emails were sent.
3. **IOTD was recognized as one of the leaders in social 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 media strategies, recognizing the low cost and the growing popularity of this new technology. As a result, IOTD has created a blogging platform (the Indiana Insider, which received nearly 77,000 visits in 2009) for its website, has actively grown its Facebook fans (to more than 3,000) and its Twitter followers (to more than 5,000.) IOTD continues to be a leader in social media for tourism destinations with a new Foursquare (location based social media) promotion tied in to its Leaf Cam/fall travel promotion.
4. **IOTD created new marketing programs to increase private revenue.** In particular, IOTD created banner ads to be sold to tourism partners in its award-winning consumer email programs. The email banner ads created \$48,500 in new private revenue. In addition, IOTD created a new online lead generation program for its partners. The new program, which cost \$30,000, replaced a print, free standing insert program, which cost \$200,000. The new program was a breakeven venture in 2009 and stands to create more than \$32,000 in revenue in 2010.
5. **IOTD created new strategic partnerships with Ball State University and Butler University.** IOTD created a partnership with Ball State's Building Better Communities to have students create videos on Indiana tourism destinations. The students will film in fall 2010 and the videos will be posted on VisitIndiana.com in spring 2011. The videos will help create new dynamic

content for the web site as well as increase search engine optimization. In addition, IOTD has created a partnership with a Butler University PR/Tourism class to write blog posts on Indiana festivals, events, attractions, restaurants and destinations in the fall of 2010. The blogs will serve as new dynamic content and will be posted on VisitIndiana.com.

Challenges

The overall economic situation has impacted the Tourism Industry, causing IOTD to reevaluate traditional models of tourism promotion. The IOTD is blazing a new trail with social media and web-based marketing, helping the industry to seek out more budget-friendly options.

3. Objectives for the Next Biennium

In 2007, IOTD updated its strategic plan, *Destination Indiana*. This plan will be updated again in fall 2010.

Moving forward, IOTD will:

- continue to serve as alliance managers for the tourism industry to foster partnerships.
- continue to serve as a resource to encourage tourism development.
- continue to build a strategic tourism brand, *Restart Your Engines*, for Indiana. In particular, IOTD will continue to create dynamic content for our web site, VisitIndiana.com.
- continue to utilize our targeted, effective consumer email program. IOTD will utilize online advertising, social media and earned media as platforms and will continue to be a leader in the early adoption of new innovative social media tools.
- continue to expand our budget through creative partnerships with the tourism industry and the private sector.

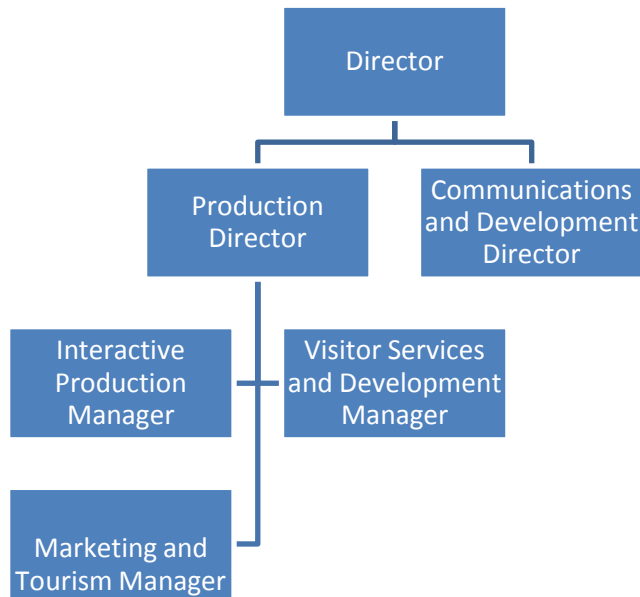
4. Key Performance Indicators

IOTD has worked with the Office of Management and Budget to identify three key indicators which we can closely link to IOTD programs. Through its marketing efforts, IOTD can direct visitors to VisitIndiana.com and gauge success.

Primary indicators:

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

5. Organizational Chart



6. Program Reductions

IOTD has eliminated funding support for staffing of ten statewide welcome centers, an annual Indiana Festival Guide and all radio and television advertising.

For fiscal year 2011, we have reduced the quantity of Indiana Travel Guides published by 100,000 copies.

B. Indiana Office of Energy Development

1. Description of Agency's Programs and Functions

The Indiana Office of Energy Development (OED) was created in 2005 to fulfill the Lieutenant Governor's obligation in I.C. 4-4-2.4 to carry out duties relating to energy policy. The 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 goal 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 OED receives federal dollars from the 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. STATE ENERGY PROGRAM (SEP) REGULAR

The SEP is a federal block grant program funded by the USDOE and administered by the OED. OED offers several categories of grants under the SEP annual appropriation.

1. The Alternative Power and Energy (APE) Grant Program

APE provided \$1,187,000 last biennium, with a required 50% cost share from the applicant. These projects ranged from small wind turbines to solar PV and solar hot water.

2. Indiana Solar Thermal Grant Program (IST)

The IST is a remnant of APE, and is a small program to promote solar thermal hot water heating units. We offered applicants \$150,000 with a \$50,000 cap per project.

3. Community Conservation Challenge (CCC)

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 \$400,000 for FY11.

4. Energy Efficiency for Wastewater Treatment (EEWT)

EEWT is a program that offers financial assistance to government-owned Water Treatment Facilities for projects that reduce a facility's energy consumption. EEWT grants provide funding of up to \$100,000 for the installation of highly efficient pumps, motors, and blowers. OED has approximately \$350,000 available for selected awardees.

5. Energy Action Indiana

OED provides funding to the National Energy Foundation (NEF) to conduct energy efficiency activities in schools. This pilot will work in 3-5 Hoosier schools and will involve classrooms, kids, teachers, and parents in the planning of energy efficiency measures around the school and translating this into various subject matters. NEF will also work with students to bring home energy conservation ideas that work.

6. Energy Efficiency for State Facilities

OED offered the Indiana Department of Administration (IDOA) the opportunity to recruit energy efficiency projects for properties owned by state government. OED selected 3 projects from DNR and 1 project from the State Police to retrofit facilities and add new light sensor devices to necessary rooms at the facilities.

B. AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA)

1. State Energy Plan ARRA

Approximately \$68.6M was awarded to the state through the stimulus funded portion of the SEP program. OED partnered with the Indiana Economic Development Corporation to design programs that would maximize the number of sustainable, long term jobs created, while promoting the manufacturing of green energy products. The money was awarded using a competitive application process.

2. Energy Efficiency Conservation Block Grant (EECBG)

The State of Indiana received \$14.1M through the EECBG formula based grant. USDOE required that 60% of the money be distributed to non-entitlement communities (city or town with a population of 35,000 or less and a county with a population of 200,000 or less). The other 40% could be used at the state's discretion. OED chose to develop a program for small business and non-profit energy conservation with the discretionary portion.

The funds were awarded by competitive application. \$8.4M went to 104 projects in 84 Indiana counties. The Small Business, Non-profit, Health Care and Higher Ed energy conservation program awarded \$3.6M to 60 facilities in 53 Indiana communities.

3. Indiana Heating and Air Conditioning Incentive Program (IHIP)

The IHIP program was another stimulus funded program that required each state to develop a rebate program. OED developed a plan that helped Hoosiers replace outdated heating and cooling devices with higher efficiency units. These units provide the greatest energy savings in residential use. The state received \$6.1M dollars, which were awarded to over 15,000 Hoosier households.

C. SPECIAL PROJECTS

Alternative Fuel Challenge

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 will enable INDOT to convert 600 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 (74 vehicles), Fort Wayne (9 vehicles), Bloomington (6 vehicles), Fair Oaks Farms (47 trucks and 2 CNG stations) and Sysco Foods (57 tractors and 18 trucks) and 13 more E85 pumps throughout Indiana.

State Industrial Assessment Projects

This new initiative will use an existing program structure to coordinate a new energy assessment capability that will include system focused audits modeled on the Save Energy Now! Energy Savings Assessments (ESAs) on a cost share basis. As a result of this new initiative, it is anticipated that three energy intensive companies will identify and implement projects that result in more than 700,000 MMBtus in energy savings and \$6.7 million in energy cost savings.

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 coordinates GESc agreements for schools and public buildings.

2. Green Power Purchase

The State of Indiana is now requiring that 7 percent of its electricity used at State facilities in Marion County come from renewable sources. OED is providing the Indiana Department of Administration with

\$90,000 to help pay for the green power part of the State's electric bills. This was established in February 2007. Indianapolis Power and Light has partnered with the Wabash Valley Power Association to buy Renewable Energy Certificates for the power generated at a landfill methane recovery facility. The percentage is set to rise to 11 percent in 2011 until eventually reaching 20 percent in 2020.

3. Purdue University Technical Assistance Program (TAP)

OED continues as a 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.

4. Indiana Green Building Council

OED provides financial support for this organization, the state chapter of the USGBC organization. This organization promotes energy efficiency through green building practices.

2. 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:

- Indiana achieved the ranks of #1 in wind development for 2008 and #2 for 2009 according to the American Wind Energy Association.
- There are well over 1,500 MW of wind making power and over 5,000 MW of wind energy capture in various stages of planning and progress over 20 counties.
- Held our 3rd WIndiana conference in July 2010 with combined attendance over 3 years of more than 2,000 attendees.
- OED managed over \$90M in grant dollars while maintaining a staff level of 8 people, which was a 50% decrease in staff since 2005.
- Secured the Clean Cities Alternative Vehicle Challenge Grant, an award of \$10M. This is our third competitive, special grant award since 2005.
- Development of a statewide energy efficiency database that will help Indiana utilities and officials see the real savings of energy in Indiana and help Indiana compare its story to other states.
- Over 150 E85 pumps will be on the ground in Indiana before 2011 which exceeds all expectations. We continue to be 3rd in the country in E85 availability.
- Helped Indianapolis and Lafayette secure the Retrofit Ramp-Up grant offered by USDOE and the Environmental Protection Agency (EPA). The Indianapolis portion will culminate in a "Super Bowl Showcase" to highlight the energy conservation measures happening in Indianapolis and around the state.

Some of the challenges we faced:

Policies from Washington, DC- Uncertainty in carbon policy and not knowing the EPA's next move regarding pollution regulations has hindered further development in some parts of the energy sector. Other subsidies have increased production of green products with shaky futures ahead.

The Economy- Capital has been hard to get for some companies which hinders progress in energy development. Many companies turned to OED to seek ARRA funding, but with the rules and restrictions associated with the funding, many small companies were not able to qualify.

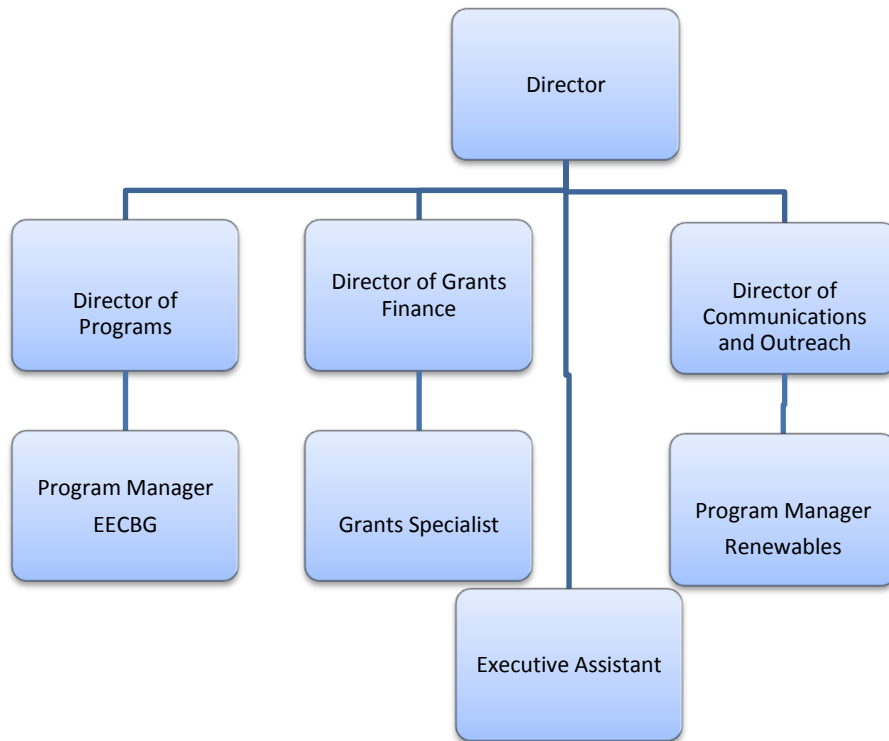
3. Objectives for the Next Biennium

- OED will continue to work with the Governor's office on energy policy and legislation, focusing on energy conservation and promoting policies that continue energy sector growth in manufacturing of green products.
- Utilizing 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.
- Working with the Indiana Department of Homeland Security and Indiana Utility Regulatory Commission on developing and conducting energy assurance exercises. These exercises are direct results of OED's development of an energy assurance plan and USDOE is providing dollars to help states put the plan in action.
- Increasing alternative fuel opportunities across Indiana including E85, propane, and compressed natural gas infrastructure for use in transportation.
- Continue to manage Center for Coal Technology research as they help develop the most innovative uses of coal technology. Most recently, two Coal-to-Liquids plants are being pursued and the development of coking coal with Indiana coal and pollutant reduction of over 90%.
- Continue working with Governor's office to establish a carbon policy in advance of federal carbon legislation expected to directly affect Indiana greatly from an economic loss standpoint.

4. Key Performance Indicators

- Increase in the amount of alternative energy produced from homegrown sources.
- Energy conservation efforts increased and consumption reduced.
- The amount of dollars leveraged from private investment with the help of our grants.
- Increase in number of business development opportunities dealing with the energy sector.

5. Organizational Chart



6. Program Reductions

This past biennium, OED went through some changes in program direction with the influx of ARRA dollars as well as new priorities in energy policy. We discontinued the Education and Outreach position on staff, which had the role of developing outreach materials, attending public events and planning special events. We recognized that OED could save dollars on this position since the events and efforts were not reaching the crowd that was eligible for our current programming.

OED has also reduced our communications budget, focusing instead on earned media opportunities and web based communications.

Alternative Power and Energy (APE) was a program we have offered for four years, but we will not continue the program in future years. We have replaced it with the Indiana Solar Thermal Grant (IST), although it was funded at a substantially lower level than APE. APE was discontinued due to unfavorable results in small wind and solar projects, and because USDOE took a restrictive position on biomass projects we had been successful at attracting.

C. Office of Community and Rural Affairs

1. Description of programs and functions, prioritized from most to least important.

The Office of Community and Rural Affairs (OCRA) is established in I.C. 4-4-9.7. 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 many issues plaguing Hoosier communities and are a roadblock to community and economic development.

Almost half of Indiana's residents (44%) live in rural communities -- they 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 capacity 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 an innovative new state program 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 will undertake multiple quality of life projects to improve and revitalize their community. Selected communities will 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.

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: OCRA is receiving EDA funding to facilitate the creation of an economic development district and Comprehensive Economic Development Strategy for the north central Indiana region, including Tipton, Howard, Clinton,

Miami, Cass and Fulton Counties. The project also includes creation of an assessment tool that regional groups can use to identify and prioritize projects based on need and readiness.

- OCRA is facilitating efforts to strategically position a region of several counties in south central Indiana (consisting of Bartholomew, Brown, Jackson, Jefferson, Jennings, Johnson, Ripley and Scott Counties) to utilize the defense sector as a key factor in the local economy and grow with the expanded economic role of Camp Atterbury and the Muscatatuck Urban Training Center. OCRA's involvement has helped local leaders create a positive community outlook for various INDOT projects that will be implemented with an aggressive timeline. The facilitation efforts have also encouraged local officials to design educational opportunities to help citizens understand the importance of the defense sector to the local economy and national security, and create a mechanism for citizens to give their input.

HomeTown Competitiveness is a comprehensive approach to community economic development that helps rural communities tackle their current economic challenges. The HomeTown Competitiveness framework emphasizes five “pillars”, which include leadership, youth development, building community wealth/philanthropic giving, entrepreneurship, and rural family economic success.

Indiana Main Street 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.

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 through Housing and Urban Development (HUD). 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 has 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.

2. Accomplishments and challenges over the last two years

Accomplishments

- 1) Disaster Recovery efforts:

- OCRA served as a key “go-to” agency during the flooding events in summer 2008 for contacts, resources, and other information.
 - Community liaisons served as a first point of contact for the state during flooding.
 - Administered over \$300 million in federal CDBG funding for disaster recovery efforts. (See CDBG below)
- 2) Regional development:
- OCRA was selected for EDA funding to develop a regional approach to economic recovery for the North Central region (Cass, Clinton, Fulton, Howard, Miami, and Tipton counties) to move the region past its challenges stemming from the recent downturn in the automotive manufacturing sector.
 - OCRA is facilitating efforts to strategically position a region of several counties in South Central Indiana (consisting of Bartholomew, Brown, Jackson, Jefferson, Jennings, Johnson, Ripley and Scott counties) to utilize the defense sector as a key factor in the local economy and grow with the expanded economic role of Camp Atterbury and the Muscatatuck Urban Training Center.
 - OCRA funded a Disaster Recovery Database of projects, which generated a comprehensive list of shovel-ready infrastructure projects in Indiana that were linked to local economic development. The project was funded by EDA through OCRA. IEDC was lead partner, and Ball State University and the University of Southern Indiana were university partners. The database contains over 9,000 projects and allowed OCRA to provide direct input to EDA for specific projects. As a result, EDA funding commitments for Indiana projects are over \$12 million for 2009 (previous years - \$2 million to \$4 million).
 - Radius Indiana: OCRA contributed to efforts to overhaul Radius Indiana, a regional economic development group, to better serve Southwest Indiana’s future economic growth.
- 3) Community Development Block Grant program:
- Disaster recovery funds: Created program and distribution system for over \$300 million in disaster recovery funds.
 - Created joint USDA/SRF/OCRA program to make a bigger impact on local infrastructure projects.
 - Created two new programs in partnership with DNR to offer new funding opportunities.
 - Created and implemented CDBG Local Elected Officials Training to educate representatives from local government about the CDBG program with a focus on newly created disaster relief programs.
 - Through regular CDBG program, leveraged over \$14 million in local funds, \$362,000 of which were from foundations. This policy captures and focuses local philanthropy on local economic development.
 - Created Stellar Communities program in partnership with Indiana Department of Transportation and Indiana Housing and Community Development Authority to fund large-scale comprehensive community development projects.
- 4) Continued to strengthen the agency’s partnership with the Indiana Economic Development Corporation to further economic development in Indiana. Provided commitments of over \$20 million on economic development attraction or expansion projects.

- 5) The Indiana Main Street Program added 28 new communities. Currently, 100 Indiana cities and towns are participating in the Indiana Main Street program.
- 6) Home Town Competitiveness Initiative (HTC) continues to be a successful partnership with USDA-RD, Purdue Center for Regional Development, University of Southern Indiana, and Ball State University. Fourteen Indiana communities are participating in HTC. The success in these communities has generated widespread interest throughout the state and on a national level. OCRA secured a \$5,000 grant from Annie E. Casey Foundation and a \$25,000 grant from Duke Energy Foundation in 2009 for HTC, which funded more value added opportunities for participating communities. Up to ten more communities will be added to the program in 2010.

Challenges

None.

3. Objectives over the next biennium

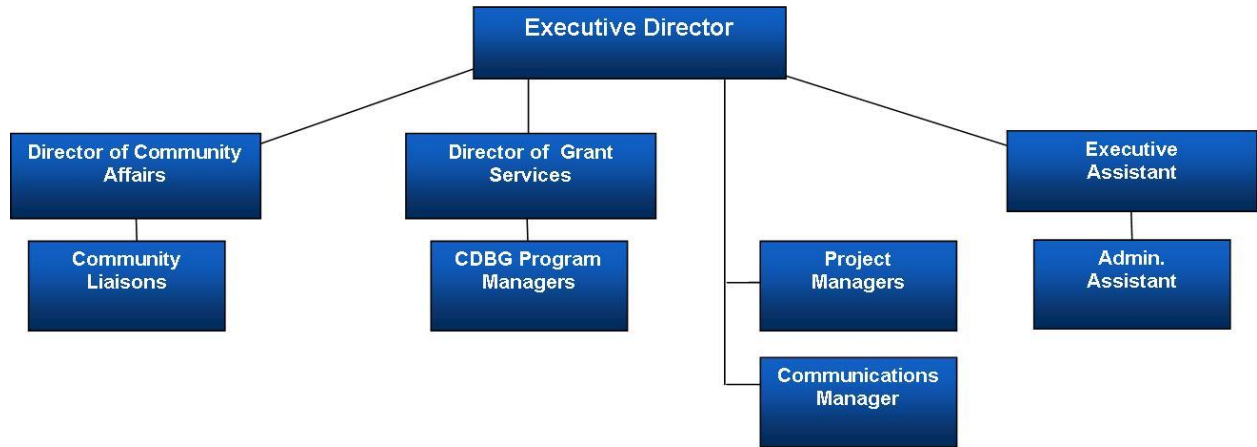
- 1) Help rural Hoosier communities become ready for comprehensive economic development projects.
 - a. Paradigm shift: guide rural communities from approaching development efforts reactively to strategically planning for economic growth.
 - b. Offer creative solutions and resources to local governments who are facing economic downturn and budget crunch.
- 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.

4. 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.

5. OCRA organizational chart



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

Since the previous biennium, OCRA has dissolved the Rural Capacity Grant program. This grant program funded entrepreneurship and workforce development projects with a maximum grant award of \$150,000.

OCRA has reduced the Downtown Enhancement grant award program. Previously, the competitive grant program was offered to participating Indiana Main Street communities for up to \$20,000 per grant with a 50% local match. In 2010, the competitive round offered \$5,000 grants with a dollar-per-dollar match to top projects.

OCRA has reduced/eliminated these programs because the agency has shifted its focus to its current programs, which emphasize regional development and partnerships.