



Department of
Community Investment

Memorandum

Monday, September 28, 2015

TO: *South Bend Common Council Members*

FROM: Scott Ford

SUBJECT: Response to Council Inquiries on the Proposed 2016 DCI Budget

Questions have been grouped according to common theme/content and responses are included below in italicized font.

I. Overall Community Investment Budget

1. What are the metrics used for measuring success in addressing challenges currently and in 2016 for each of the programs listed on Slide # 72 and what are the specific goals for each of these programs in 2016ddressing:
 - Planning
 - Neighborhood Engagement
 - Administration & Finance
 - Business Development
 - Economic Resources

The Departments' organization reflects the inherently interdisciplinary nature of urban development – that is, that progress in terms of job creation, neighborhood stabilization, housing and other efforts are approached in context with one another rather than separately. Our top-line metrics reflect the coordination between various teams in the department. Job creation, growing the City' assessed value through new private investment and addressing the excessive blight were three top goals shared by the Administration and Council. Consequently our key performance indicators have been:



- Announced jobs from approved projects: The annual target for job creation is 450 which equates to roughly 1 percent of the labor force. In 2014, the total number announced was 1364 and thus far in 2015 the figure is 619.
- Commercial private investment from approved projects: The annual target is \$100M which is slightly more than 2 percent of the City's total assessed value. In 2014, \$180M of private investment was announced and thus far in 2015 the figure is \$99.9M.
- Properties addressed as part of the 1000 parcels/ 1000 days: This was a project-specific figure that tracked the progress towards the goal. The 1000th property was surpassed in September and the current figure is at 1116.

Within any public private partnership or request for incentives, DCI tracks the return on investment for the City, the leverage of each public dollar committed to a project and the years to payback for the total revenues the project will generate for the community. Specific programs track the number of graduates from the workforce development programs, trainees placed in employment, and number of households that receive counseling from the Department's housing counselors. These programs totals are tabulated in the Department's Annual Report, with the 2014 Report attached with this submission.

The Department continues to research linkages between direct outputs from the programs and projects and the downstream impact on the overall economy. As was noted in the Budget presentation, the unemployment rate for South Bend has dropped from nearly 12 percent in 2011 to 5.8 percent currently. The City's population has increased very slightly, but still represents a reversal of a forty-year trend. In terms of private investment, per the permit data published by the City/County Building Department, Commercial investment has increased in 2013, 2014 and 2015, with the current \$140M of investment made thus far in the City this year nearly eclipsing the combined figure for City/County in 2013.

Moreover, there are several data sets that are available at the Metropolitan Statistical Area as well, that give a sense of our regional's economic performance in terms of productivity, employment ratio, median household income, per capita personal income and gross regional GDP and poverty rate. As a region Greater South Bend's MSA exhibits lower productivity (12% lower) and per capita personal income (4.5% lower) but a slightly higher labor force participation rate than the State averages. Increasing productivity through more innovation within current industrial base as well as advancing the skills of the workforce will help to close the gap.

2. What are the budget requests for proactively addressing:

- Housing concerns
- Poverty concerns
- Workforce development

And how do these requests compare to 2015 amounts highlighting current strengths/weaknesses and proposed changes to effectuate greater success?

The neighborhood budget (below in further detail) spells out several activities that are aimed to proactively address housing concerns. Specifically, the items such as the homeowner rehab grant, and the vacant to value grant, provide different paths to stabilizing a property. Programs such as legal assistance can help those interested to purchase a vacant property that is currently tied up in the County's tax sale process. Similarly the workforce development programs are spelled out below. Efforts in late 2015 and 2016 in workforce are going to be geared to matching growing occupational clusters and employers in industries beyond manufacturing, such as health care. In terms of Poverty, the City is in the midst of partnering with Bridges out Poverty to provide a matching grant with their Employee Resource Network program. Via the Emergency Solutions Grants, funded via fund 212, there is support to those agencies that directly serve the homeless.

Notably in terms of workforce development has been the extension of thinking about workforce to an earlier stage in career development. Through the RDC, the City matched the South Bend Public School Corporations investment in Project Lead the Way, to introduce a STEM base curriculum in all of the schools within the City limits. This will help to prepare students at an earlier age with the skills necessary to compete in tomorrow's workplace.

3. List by fund name & fund #, the amount of monies proposed to be earmarked from the proposed \$51 million budget for

- Job growth:
 - 404 COIT: \$350,000 West Side Main Streets Program: Ambassador Program and Façade Grants for businesses – up to 8 façade grants if maximum match (\$25,000 / 50% of a \$50,000 or larger project) is sought for each grant)
 - 408 EDIT: \$530,000 for SJ Chamber of Commerce, DTSB and for title/appraisal work on development projects
 - 324 -RWDA/ 429 REDA / 430: \$14,281,015 for the creation of at least 450 new jobs
- Workforce training:
 - 404 COIT: \$165,000 for SMART and Recruitment Skills and Training, goal is to train at least 40 students in SMART.

- 454 UEZ: \$50,000 workforce reserve for eligible project

- “Placemaking efforts”
with a summary of the goals/objective for each, matrix to be used to measure success

Please see below in the comments on the Near-West Side/Cemetery Plan, SE Area Plan, and West Side Main Streets initiatives.

4. Provide details of each of the proposed listed items: \$8.3 M in Neighborhood Revitalization; \$215,000 Workforce Development; and \$14.6M Continued Job Growth and Investment including but not limited to goals/objectives; timetable for implementation; matrix to measure success; collaborative partners with such initiatives & comparison of the amount of monies dedicated to such programs in 2015 compared to monies proposed for each in 2016

See answers both above and below for detailed responses.

5. Neighborhoods: Describe current programs/goals and proposed programs/goals for 2016 including matrix used to measure success for residential neighborhoods. What is the current amount of monies earmarked this year, and what is the proposed amount of monies to be earmarked for residential neighborhoods in 2016?

Please see the table below:

- \$3,800,000: 212: Federal Program Grants (CDBG, ESG, Shelter + Care, etc.) supporting programs such as Single-family Housing Rehabilitation/Renovation Programs, Public Safety, In-fill New Construction, Emergency Homeless Shelters and Housing Activities, to name a few. Federal Grants are typically made available in 3rd Quarter of the calendar year and are allocated locally on the bases of a RFP process in August-October of the prior calendar year. \$4.1M was budgeted in 212 in 2015.
- \$1,027,791: Funds 404, 408, Property Maintenance and acquisition of vacant properties from the County. The existing protocol for the maintenance of BPW owned-parcels is to have Parks maintain them when the Parks crews have the additional capacity. Often this means that BPW parcels may become overgrown/unkempt. In order to address that concern, DCI has proposed a new protocol whereby the property maintenance for 402 BPW properties would be combined with 392 parcels owned by the RDC/RDA, and collectively bid for a maintenance contract that would allow for more accountability and transparency into the maintenance schedule.

A significant issue with property maintenance in the neighborhoods is the status of vacant parcels owned by an intendant landlord. In those instances where vacant parcels have not been picked up during the County Commissioner and Tax Sale

process, the County has been willing to transfer select parcels to the City for only the cost of transaction. Once within ownership, the City can then ensure property maintenance.

- \$266,250 Fund 408: Vacant to Value Programs: Several programs geared toward addressing both the future use of those parcels that have been cleared as well as to help support those who may be challenged financial circumstances maintain their home. The tool libraries are still being developed but are a nationally recognized best practice to enable neighbors to help spot maintenance on those parcels that are vacant and may have an unresponsive owner. Similarly, grant assistance for side-lot programs, homeowner rehabilitation, and continuation of the vacant to value grant. Further, a pilot program is being sought to help cover legal assistance to those who are seeking to purchase a vacant house through the tax sale process.
- \$500,000: COIT: Vacant and Abandoned Properties – funding for some selected demolitions in 2016. Code Department does not have independent funding for demolitions and thus, in those instances when a vacant and abandoned property needs to be demolished, these funds can be used. Funds could cover several commercial buildings or up to 10 residential properties.
- \$1,500,000 Fund 324 RWDA: SE Plan:

<http://www.ci.south-bend.in.us/government/content/southeast-neighborhood-master-plan>

The City of South Bend, in conjunction with consultant MGLM Architects and non-profit 466 Works, is in the process of developing a Southeast Neighborhood Master Plan. The purpose of the Master Plan is to develop strategies for the revitalization of the Southeast Neighborhood (bound by Sample St. to the north, Miami St. to the east, Ewing Ave. to the south, and Michigan St. to the west). The TIF funds will be used for streetscape work at the intersection of Fellows and Dubail to support new civic and commercial amenities.

- \$1,350,000 Fund 324 RWDA, 404, EDIT: West Side Main Streets: Continuation of the Ambassador program along the key commercial nodes of Lincolnway West and Western Avenue. Continued support for the façade grant program as well as funding for property maintenance to support streetscape improvements. Streetscape and lighting improvements for a node along Lincolnway West.

2. Slide # 83: It was mentioned that \$2.3 million is proposed to be reduced from EDIT and COIT in 2016. List the projects currently being funded by such monies & how they will be addressed in 2016.

See table below

Category	Program	Source	2015	2016
Art/Culture	Studebaker Museum	COIT	255,938	263,240
Workforce	Recruitment, Retention & Skills Training	COIT	95,000	95,000
Workforce	SMART	COIT	70,000	70,000
Corridors	Façade Grants	COIT	100,000	200,000
Corridors	Property Maintenance	COIT	103,500	55,000
Corridors	Ambassador Program	COIT	110,000	150,000
Neighborhood	Commissioner's Tax Sale property transfers	COIT	46,500	95,000
Neighborhood	Bus Shelters	COIT	100,000	180,000
Corridors	Tactical Urbanism Support	COIT	10,000	0
V&A	Various programs	COIT	1,950,000	0
Regional Econ. Dev.	DTSB	EDIT	315,000	315,000
Regional Econ. Dev.	St. Joseph County Chamber of Commerce	EDIT	115,000	115,000
Regional Econ. Dev.	Department Administrative Support	EDIT	1,967,638	1,967,638
V&A	Resident Tax/Comm Cert Sale Legal Assistance	EDIT	0	66,250
Neighborhood	Neighborhood Resources Connection	EDIT	0	12,500
Neighborhood	NNRO Support	EDIT	75,000	75,000
V&A	Side Lot Grants	EDIT	0	50,000
V&A	Targeted Homeowner Rehab	EDIT	0	50,000
V&A	Tool Libraries	EDIT	0	20,000
V&A	Vacant Lot Competition	EDIT	0	50,000
V&A	Vacant to Value Repair Grant	EDIT	0	30,000
Neighborhood	Historic Preservation	EDIT	25,000	25,000
V&A	Property Maintenance/Holding Costs	EDIT	0	125,000
V&A	Property Acquisition	EDIT	0	197,500
Neighborhood	Property Maintenance	EDIT	580,000	960,490
V&A	Demolition	EDIT	0	500,000
Regional Econ. Dev.	Diversity Skills Training	EDIT	50,000	0
Neighborhood	Marketing Materials	EDIT	25,000	0
Remediation	Ignition Park Soils	Loss Recovery	0	350,000
V&A	Various programs	Loss Recovery	1,050,000	0
Corridors	Alley Improvements	Major Moves	30,000	0
Corridors	LWW & MLK Roundabout Engineering	Major Moves	350,000	0
Smart Streets	Main & Michigan Signals/Striping	Major Moves	250,000	0
Smart Streets	Michigan Street Extension	Major Moves	100,000	0
Smart Streets	St. Joseph & Western Roundabout	Major Moves	400,000	0
Smart Streets	St. Joseph Street ReStriping & Signals	Major Moves	200,000	0
			8,373,576	6,017,618

II. Redevelopment Commission Controlled Funds

The Common Council recognizes that the Redevelopment Commission has final authority over the funds summarized in the 60-page handout dated August 31, 2015. However in the interest of transparency and collaboration, updates to the following would be appreciated – page 6: In 2015, \$195,154 is budgeted for Legal; \$766,884 is budgeted for Engineering; and \$5,031,782 is budgeted for “Other Prof Services”. What services are included in the last category?

These funds are set aside for a myriad of projects, the largest of which are delineated: \$4,380,000 or 87% of the \$5,031,782 is for remediation for the Renaissance District project; \$262,716 (5.2%) is for Project Lead the Way with the SBCSC; \$61,904 (1.2%) is for Memorial Hospital Campus design work; \$43,344 (0.8%) is for engineering services from BPW; \$37,500 (0.7%) is for the Southeast Master Plan; \$35,540 (1.7%) is for Ignition Park Signage; \$27,419 (0.5%) and \$27,419 (0.5%) for contracted services with Ann Kolata. That leaves about 3.78% for use on smaller items like appraisals, design services, re-plattings, etc. across a wide spectrum of other projects within the River West TIF.

III. Property Maintenance

1. Property Maintenance: What is the current number of properties maintained by CI; what are the conditions of such properties; how long has CI had control over each property; what are all of the funding sources being utilized by dollar amount and type in 2015 and proposed in 2016? [Provide greater details of topic addressed on Slide # 86]

Property management was an ongoing City concern in 2015. DCI requested to pick up maintenance of all BPW properties in 2016 along with maintaining all RDC properties. The bulk of the 2016 budget will be used for tree maintenance and mowing.

This increase in scope and budget is an attempt to assert quality control over the maintenance of municipal properties by seeking private sector assurances through competitive contracting

2015 Budget: \$580,000 / Source COIT / RDC 392 properties

1. DTSB Beatification
2. Commission Properties Mowed
3. Commission properties Snow Removal
4. Commission Property Utilities and repairs
5. Title work / property appraisals

2016 Budget \$1,027,791 / Sources: COIT & EDIT: RDC & BPW 800 properties

1. DTSB Beatification
2. Commission Properties Mowed
3. Commission properties Snow Removal
4. Commission Property Utilities and repairs
5. Title Work / property appraisals
6. Downtown / Corridor Tree Care
7. Furniture / Misc. Repair

2. Slide # 73: Provide a listing by name and address of the \$230 million of private investment mentioned taking place in the first half of 2015 and a listing by street address of the 59 properties disposed of by the City this year During the last three (3) years, the City of South Bend has disposed of fifty-nine (59) properties.

The Building Department publicizes each month a report that includes the entity seeking the permit and project name, the contractor and the amount of investment. The 2016 reports can be found at the following site:

<http://www.stjosephcountyindiana.com/departments/Building/index.htm>

A print out of the most recent valuation report, for the month of August, has been printed and is included following the response.

A total of thirty-nine (39) of these properties generated \$3,780,923.30 in sales revenue to the City, which resulted in an assessed value of \$8,347,926.00 and generates \$298,412.98 additional annual property taxes.

Nine (9) of these properties have not yet been assessed, which when assessed will generate additional tax revenue within the next year.

Eleven (11) tax exempt properties were donated to not-for-profit organizations, such as Ivy Tech Community College of South Bend and Career Academy of South Bend, Inc., for development and land improvement.

IV. Vacant and Abandoned

1. Vacant and Abandoned: Provide the most recent map of all V & A properties. What is proposed in 2016 for in-fill housing including but not limited to the amount of \$ proposed [identified by Fund # and type of fund] to address this need?

Please see attached Map showing all V&A properties

We will be working with the St. Joseph County Housing Consortium for specific in-fill housing projects and anticipate they will fund construction of 2 new homes. This is not part of the City budget. Our fund 212 programs do not allow new construction, We

are also aware of a proposed low income housing tax credit project on Portage Avenue which will renovate on old distribution facility into apartments.

2. Façade Grants for Residential Properties: What façade grants for residential properties are available this year and what has been their success? What improvements are proposed to increase the façade grants for residential properties in 2016? In 2016, what is the amount of monies proposed for such façade grants [list fund # and fund name]; criteria; priorities; matrix to measure success? What residential neighborhoods are or should be under consideration and what outreach is planned by CI with the SBCC this year on developing façade grant programs for residential properties?

There are no residential façade grants available at this time however such a program is being proposed for 2016. Grants that are available currently include those for homeowner rehab through the South Bend Home Improvement Program which focuses primarily on safety issues and those items that keep a house in good working order: roofs/furnaces etc.; and the V&A Repair grant program for applicants that gain ownership of a V&A home. The V&A Repair grant can cover both interior and exterior repairs.

In 2016 the homeowner rehabilitation/façade grant program is proposed at approximately \$50,000 for 2016. Guidelines to include an application and timeframe are being drafted.

3. Properties by Schools: Provide a listing of V & A properties addressed by the name of each school. What is proposed in 2016 to address these properties including but not limited to the amount of \$ proposed [identified by Fund # and type of fund]? What discussions have taken place this year with anyone from the SBCSC and what are their suggestions/recommendations/goals? What are the goals of CI in 2016 to encourage SBCSC be a team player on addressing community goals for development?

Please see the attached list which was generated on the basis of a 300 ft radius from school properties.

Discussions with the SBCSC have not taken place in terms of planned infill adjacent to the schools. DCI is currently evaluating the entire geography of areas most directly impacted by vacant and abandoned to identify specific recommendations for infill housing. Furthermore, the NNN has noted interest and pursued properties across from Muessel for future development - but with no noted timeframe.

4. Under-Employed and Homeless: What programs are proposed by CI in 2016 to incorporate V & A properties and/or other properties into a proactive program to assist under-employed and/or homeless individuals/families? What collaboration is currently going on addressing this topic; with whom; especially in light of the local poverty rate? What outreach programs are currently in place and what improvements are being made for such programs in 2016? How many homeless are coming from out of county this year?

DCI is currently leading no such initiatives but taking the lead from Council sponsors with the current youth maintenance program being proposed.

DCI staff have been working on a collaborative effort with SBHF, Oaklawn, the United Way, Indiana Health Center and Memorial-Beacon to pursue the development of FUSE housing that would be a residential facility for the chronically homeless with mental illness and substance abuse issues. The complex will have 24-36 units and is anticipated to be submitted to the State as part of a LIHTC project in November 2015.

5. Under-Employed and Homeless Veterans: What programs are currently in place; how much is currently budgeted by fund #, fund name and amount this year and what is proposed in 2016? What collaboration has taken place this year with Kevin Kelsheimer, St. Joseph County Veterans Service Office and the Robert L. Miller Sr. Veteran's Center specifically addressing under-employed and homeless veterans and what is planned to enhance such collaboration with them and other organizations in 2016?

DCI involvement on the topic of Homeless Veterans occurs within the framework of the Continuum of Care (CoC) where the City has supported the Center for the Homeless. Vacant and abandoned properties have not been a part of recent discussions. The Center for the Homeless will be opening the Miller Center for Homeless Veterans this fall. Moreover, Deputy Chief of Staff Brian Pawlowski is leading the effort for City Participation on the program *Veterans Care Connections* which focuses on reintegration and referral services for veterans in our community. Lastly the City is working with Mishawaka, TRANSPO, and the Veterans Administration to ensure ready access to the facility once it is developed.

6. What data does CI have on the "need for rental units" which were mentioned? What is the current occupancy rate of rentals city-wide; what are the numbers regarding waiting lists city-wide for current apartment complexes?

The link to the full housing study commissioned in late 2013 can be found at;

http://southbend.in.gov/sites/default/files/files/CI_DowntownSouthBend_ResidentialMarketPotential_0.pdf

In addition to the recent announcement that Notre Dame will be demolishing two of three Graduate student housing dorms the following snippets from the study may sufficiently address the question;

Based on projected market capture rates, a total of 500 dwelling units developed within the Downtown, in a mix of 322 rental apartments, 69 condominiums, and 109 townhouses, could be absorbed in less than five years. As development in the Downtown is planned and actual unit yield determined, the appropriate proportions of housing types should be maintained as closely as possible.

Nearly 77 percent of South Bend's estimated 46,055 housing units are single-family detached houses; just 2.4 percent are single-family attached (rowhouses or townhouses); 3.3 percent are in two-unit buildings; nearly 11 percent are located in buildings of three to 19 units; and 6.3 percent are in buildings containing 20 or more units. Just under 40 percent of the city's households are renters; just over 60 percent own their units, a share that is higher than in most American cities.

Eleven market-rate and income-restricted properties located in or near Downtown South Bend or near the University of Notre Dame have been included in the rental survey. (See also Table 6 at the end of this section.) Only three of the properties—Marmain, Northside Terrace, and Robertson's Apartments—are leasing studio units (efficiencies). Three of the properties are leasing just one- and two-bedroom apartments; the remainder include a mix of one- to three-bedroom flats and townhouses. The highest rent values currently being achieved in the South Bend market area are at the Foundry Lofts, the residential rental component of Eddy Street Commons, a mixed-use development located directly across from the University; rents range between \$1,585 to \$3,450 per month for one- to three-bedroom apartments containing between 625 and 1,528 square feet (\$1.55 to \$2.98 per square foot). In addition to the extensive retail located on the ground floor of the buildings, community amenities include a business center, fitness center, a rooftop deck, and a concierge. Rents at the Irish Row Student Apartments are also high, both on a combined and a per-person basis, and include furniture. One-bedroom apartments, ranging in size between 615 and 825 square feet, lease for \$895 to \$995 per month based on single-occupancy. Two-bedroom apartments, also containing 815 square feet, lease for \$758 per student, or \$1,516 per month for two students. Three-bedroom/three-bath apartments, with over 1,000 square feet of living space, rent for \$749 per person, or \$2,247 per month. There are also four-bedroom/four-and-a-half bath townhouses, ranging in size from 1,020 to 1,200 square feet, that lease for \$862 per person, or \$3,448 per month. Community amenities include a fitness center, student lounge, and tanning beds. At the nine remaining properties covered in the survey,

rents for studios currently range from \$415 to \$500 a month for units containing from 400 to 575 square feet.

Nearly all of the rental properties included in the survey are at or above functional full occupancy (less than five percent vacant units).

7. Department of Community Investment Budget Pages 35-6: Was the “\$216,000 donation from Urban Enterprise Association for the City’s Vacant and Abandoned Initiative” a one-time occurrence or are there any other donations for other projects? Provide more details on the “public art” project noted in this same notation and proposed locations for such displays.

The UEA made a 3 year commitment, if needed, towards the demolition costs of V&A properties in the Zone and/or close to its boundaries. The first year was \$150,000 and the 2nd year is the \$216,000. Public Art refers to opportunity to beautify South Bend and celebrate the community’s heritage and support tourism through the addition of art installations exhibited in prominent locations, some of the sites will be created through the upcoming streetscape projects. The locations have not been finalized, nor have the artworks been selected, rather this budget line item is being created to provide an opportunity to receive the external grant funds or donations that may be received in support of the project once the details are finalized and shared with the public. DCI staff are working on an NEA grant as one means to attract funding for the effort.

V. Parking Garages:

1. Downtown Street Parking: What is the current number of central business district parking spaces? In light of ongoing safety concerns, what would the number of parking spaces be if selected areas were changed to diagonal parking? What is the time line for such needed changes?

Central Business District Parking: 6,397 total parking spaces:

- 2,942 Public
- 3,455 Private

There are 773 on street spaces available downtown. On Michigan Street between Colfax and Western there are 134 parking spaces. If those perpendicular spaces were converted to diagonal, the number of available spaces would be reduced by 42 spaces. Given the significant loss in spaces, the plan is to remain with the existing perpendicular configuration for the time-being.

2. Slide # 88 Parking Garages: It was mentioned that Major Moves \$ is being used/loaned. What is the loan payback term, amount of interest and amount of each

loan? Are the amounts of 232,695 and 17,305 on Slide # 100 the only outstanding loans from Major Moves for parking garages?

Yes, this is the only loan outstanding to major moves from the parking garage fund. The repayment term is 6 yrs.

3. Parking Garages – 601 Budget page 91: The footnote states in part that another downtown parking study is being conducted. What is the timeline for its completion? What is its cost and how is it being funded? What criteria are being used to determine whether a garage parking rate increase will be needed?

Parking study public meetings should begin in October / November of 2015. The study cost the City \$41,000.

4. Parking Garages – 601 Budget Page 95: Daily Parking – Main Street revenue has decreased from 2013 amounts and no increase is projected from current 2015 amount? Explain.

Daily parking revenues will naturally drop as more of the garage spaces are leased on a monthly basis. Since rates are not projected to increase and spaces will not increase no increase in revenue is expected for this line item. Furthermore, we budget conservatively and base the figures off of a three year average.

5. Parking Garages – 601 Budget Page 95: Monthly Parking – Main Street revenue is proposed to decrease from 2015 amount of 187,564 to 2016 projected to be 172,164? Explain.

When the 2015 budget was put together, we had intended to move forward with a parking garage rate increase so had increased proposed revenues. Those increases did not proceed and we have not yet determined that a rate increase for 2016 would be appropriate.

Furthermore, 2015 projections were forecasted on an earlier timeline for the LaSalle Hotel redevelopment. It was anticipated that most of the LaSalle Hotel lot parkers would transition to the Main Street Garage. This not materialize and some of the parkers substituted other lots in lieu of the Main Street Garage. Moreover, the City has relocated several staff parking spaces from the Garage to other City owned surface lots to create more available spaces for the private market.

6. Parking Garages – 601 Budget Page 95: Special Event – Main Street revenue has decreased from 2013 amounts and no increase is projected from current 2015

amount? In light of the increase in special event activities taking place, why is there not a projected increase in 2016?

This is likely due to the fact that special events take place after business hours parking garages are free to parking from 6 pm to 6 am. Garages are free on nights and weekends, but in the Main Street Garage during special events at the Morris. While special events throughout the City are increasing, these are not necessarily the types of events that call for paid parking in the garages. Historically special event parking rates are only enacted during shows at the Morris PAC. 2013 was a particularly successful year for special event parking, primarily due to the 2 week run of Wicked at the Morris PAC. Revenue projections for 2015 are based on a 3 year average.

7. 16. Parking Garages – 601 Budget Page 96: Daily Parking – Leighton Plaza revenue has decreased from 2014 amounts and no increase is projected from current 2015 amount? Explain.

Daily parking revenues will naturally drop as more of the garage spaces are leased on a monthly basis. Since rates are not projected to increase and spaces will not increase no increase in revenue is expected for this line item.

The Leighton Garage is nearly entirely occupied by monthly parkers, leaving little room for daily parkers. Also, for items that vary sporadically, we tend to budget conservatively – basing the new number off of a 3 year average. There will be no price increase for daily parking either.

8. 17. Parking Garages – 601 Budget Page 96: Leighton Plaza: Why is there no special event revenue projected in 2016 and why has the Key Card income decrease from 2013 levels?

Leighton has not had any special event revenue in 2014 nor thus far in 2015 so we do not anticipate any in 2016 either. The Leighton Garage is only staffed for special events on rare occasions, perhaps when there are back to back shows at the Morris (an early and a late show, that overlap with traffic flow). It is rare that this garage would see any consistent special event revenue. Key Cards should seldom be realized as revenue. This is essentially a deposit made when someone signs up for a new account and gains an access card. They're given this deposit back when they turn their card back in after unsubscribe. The garage is essentially full, so we expect this number to remain fairly low.

9. Enforcement – Budget Page 97: Why is “handicap parking” projected to be “0” in 2016 when year to date for 2015 is “1,385”? Under the ADA, shouldn't this be listed as “disabled parking”?

The amount is not necessarily an amount we feel comfortable counting on. We can always receive more money without problem, but if we budget too high and do not receive the income, it could cause shortfalls. We will look at the possibility to change the name of this line item.

10. Parking Garages – 601 Budget Page 97 : Why are Fines and Fees projected to be \$114,900 – the identical amount as 2015? Who does parking enforcement in each of the parking garages? Are all such fines and fees paid through the Ordinance Violations Bureau (OVB)?

We do not necessarily expect to see increase in fines and fees on an annual basis as it is not set up to be a revenue generator, but rather an incentive to find more suitable long-term parking options. It is difficult for the administrators to estimate revenue since once they write the ticket, they have no further responsibility for collection, etc. That responsibility rests with the City Legal Department.

11. Parking Garages – 601 Budget Page 98: Wayne Street Why is “Daily Parking” proposed at the exact amount as 2015? Why is “Monthly Parking” being reduced from the 2015 original budget of 250,248 to 2016 proposed budget 229,248?

Daily parking revenues will naturally drop as more of the garage spaces are leased on a monthly basis. Since rates are not projected to increase and spaces will not increase no increase in revenue is expected for this line item. When the 2015 budget was put together, we had intended to move forward with a parking garage rate increase so had increased proposed revenues. Those increases did not proceed and we have not yet determined that a rate increase for 2016 would be appropriate.

12. Parking Garages – 601 Budget Page 99: Eddy Street Commons Why is the 2016 proposed budget identical to 2015 of 15,900? Who establishes the parking spot fees of \$50/\$250 and RV spot \$120 for UND football parking and what amount/% of that revenue is shared with the city? Who does parking enforcement at this garage?

All revenue from the on-street parking fines comes to the City. Kite can submit claims against the revenue as long as they have documentation of the costs. However, their claim cannot exceed the revenues generated. We believe the parking spot fees of \$50/\$250 or \$120 for RV spots you describe are set by the University of Notre Dame because they are on their property. Kite does enforcement of the garage and that is not reflected here.

13. Parking Garages – 601 Budget Page 101: Main Street How is the “other professional services” amount determined year to year for this garage at 143,118 projected in 2016; for Leighton Plaza on page 102 projected to be 243,745 in 2016; and for Wayne Street on page 104 projected to be 127,156 in 2016?

These line items reflect the cost of running the various garages. This is the amount charged by DTSB based on the time and expenses of each garage. This line item reflects the entire operating budget for each garage, including utility costs, general repairs and maintenance, cleaning, security, elevator operations, snow plowing, equipment, bookkeeping and account management, insurance, permits, labor, and management fees.

14. Parking Enforcement: Why do the street level parking enforcers check in with Ordinance Violations Bureau in the am and pm? Is this part of a check and balance system, and if so what documentation is produced to reflect such efficiencies? Is there a more effective use of the time for each of those individuals for the time it takes to check in and out with OVB each day?

This is a recognized inconvenience by the DTSB Ambassadors but appears to be necessary. The hand-held computers used by the enforcement ambassadors need to be uploaded into the City’s collections database at the end of each day. After the Clerk’s Office has transferred the data into their system, their office plugs the machines into a charge overnight. The ambassadors then come to retrieve them the following morning.

VI. Workforce

1. Provide additional information on the proposed Workforce Fair being considered addressing: when, who are the entities being collaborated with [unions, trades, chambers, MBE/WBE, SBCC, etc] who will be overseeing this project, who will be in charge of publicity, website/social media announcements, etc.

These discussions are in the initial phases with Workone who will lead the effort. This wasn’t recently discovered as a best practice in other communities and we are hoping to bring to the community in 2016. Potential partners are Workone, Goodwill, NAACP, all training providers, local churches/clergy, Ducomb Center and any other community organization or employer who can add value through marketing, outreach and recruitment.

2. What local data does CI or the City have on transportation and child care issues which were mentioned as concerns for those seeking employment?

The 2015 Indiana Community Needs Assessment (attached). The report cites a recent survey that concluded that 20 percent of Community Action Agencies throughout the State did not have access to reliable transportation. Moreover, mobility and access to transportation issues were cited throughout the document as a key barrier to employment opportunities. The report also cites childcare as a significant barrier to employment. The Report's Map 2 cites "No Transportation" as the top barrier to employment within our region.

Moreover, per the US Census 2013 estimates (the most recent data available), single parent families with children under the age of 18 at home represent approximately 15% of all households in the City.

VII. Diversity

1. Describe in detail how CI is working with MBE/WBE Diversity Board in reaching out to smaller minority-owned businesses who are attempting to bid on City projects. What is the success rate this year and what are the goals for 2016?

See in several answers below. Also working with City Legal staff to obtain local results from the State of Indiana on information regarding barriers to market entry for MBE/WBE that are specific to St. Joseph County.

2. Is CI working with other City Departments so that current and future public works bid documents will not be drafted/bundled so that smaller minority-owned businesses have an opportunity to participate? Describe these efforts.

Yes- CI is working via DUB members to review existing regulations and find new ways to broaden the field of the existing vendor basis. City Legal is taking the lead on this effort and will be developing some guidelines based on best practices in other communities for how to advance inclusion goals. One such example is to broaden the range of acceptable certifications for WBE/MBE's.

3. What actions has the City taken to educate the majority owned businesses for about WBE / MBE businesses?

The Ordinance on Diversity Purchasing calls for the inclusion of business in the sourcing, quoting or bidding processes. Actions taken;

- a. Public Works bids include a section requiring contractors to award MWBE business a portion of the contract, or prove good faith efforts. A vendor orientation program was coordinated by Public works in spring of 2015.
- b. The same subject is covered in Public Works pre-bid meetings.

- c. The Diversity Utilization Board has hosted Outreach programs to familiarize the vendors with these actions.

4. What actions has the City taken to educate WBE / MBE businesses about opportunities?

- a. Public Works bids include a section requiring contractors to award MWBE business a portion of the contract, or prove good faith efforts.
- b. All Departments thru their fiscal officers are tracking the inclusion of MWBE businesses on their sourcing and acquisition of goods and services. This is reported twice a year to the Diversity Utilization Board.
- c. The Diversity Utilization Board acts as a conduit to the respective MWBE groups concerning opportunities.
- d. Open door/phone policy to the City's purchasing Office to introduce them to the appropriate departments.

5. What actions has the City taken to educate WBE / MBE businesses about general business principles?

- a. An outreach program was hosted by the city (18 months ago) to teach the principles of City Bidding using the curb and sidewalk program.
- b. The Diversity Utilization Board and the City works with the local SCORE organization to promote SCORE as a mentorship program.

The City has supported and underwritten the St Mary's annual meetings with MWBE businesses to introduce them to certification programs (IDOA) and other related support organizations.

VIII. Smart Streets Implementation

1. Summarize the ramp-up discussions/public outreach taking place on the Main and Michigan Street projects.

- MOT conversations with key institutions and employers
- Guiding principles (3) for the MOT
- Initial Presentation to DTSB RAS Group
- Oct-Dec: Outreach Effort /multi-media

IX. Personnel

1. Department of Community Investment Budget Page 4: Provide a current job descriptions and the proposed new job descriptions for the “Assistant Executive Director and Director II” positions which are proposed to have increases “based on high level of success”.

Please see attached the position descriptions for Assistant Executive Director and Director II's.

X. Misc

1. Hall of Fame Capital – 677, Page 65: Are there any other expenditures besides the air conditioning repairs for which the City is responsible? Confirm the timeline for the hotel project and projected date of its grand opening? What is the status of the remaining Hall of Fame artifacts - removed, inventoried & stored off-site?

As of date of closing (January 2016) the city will no longer be responsible for any expenses other than the maintenance of the HVAC systems for 36 months and the ongoing maintenance of the publically owned tunnel connected to the Century Center.

The anticipated completion date for the hotel and building renovations is June 2017
The remaining memorabilia left in the building was sold with the building as the owner plans to utilize as decoration throughout the new complex.

2. Non-Profit Organizations: It was mentioned that there is a large number of ‘Mission Driven’ non-tax paying organizations operating in the City. Please share the statistical information CI has on the # of such organizations; including CIs recommendations on how each of these organizations may have a greater involvement in contributing to the civic needs as part of the ongoing development of South Bend.

Please see the attached report entitled, “Indiana Non-Profits: Scope and Dimensions: South Bend Non Profits” by the Center on Philanthropy at Indiana University and the School of Public and Environmental Affairs at Indiana University.

3. MACOG: What collaborative efforts have been made by CI this year with MACOG on addressing transportation planning, transit planning, freight planning, economic development and how has CI invited public participation in such activities this year? What is proposed in 2016?

There is a strong degree of coordination between DCI and MACOG. DCI staff is the City's Representative on MACOG's TTAC (Transportation Technical Advisory Committee) .In addition to attending the regular Stakeholder Meetings held by MACOG, DCI members also played a key role in the development of the Regional Cities Initiative and worked

with MACOG, which serves as staff to the newly formed Regional Development Authority. DCI members participated in MACOG's update of its long range transportation plan, providing key inputs on current and anticipated infrastructure projects.

Moreover, DCI often works in tandem with the City's Engineering Department in the funding and coordination of projects such as the Safe Routes to Schools program. In that particular instance, DCI provided \$502,000 in funds via the River West Development Area and the River East Development Area as the local match for the Federal funds administered by MACOG.

4. Annexation Policy and Plan: What updates have been made to the 67-page "Annexation Policy and Plan for City of South Bend" of November 1992? What are the short-term and long-term goals/objectives? What discussions have taken place with APC staff/commission/Z & A Committee?

No updates have been made to the 1992 Annexation Policy and Plan. The document is more of an analysis of potential annexation areas and a set of annexation principles rather than goals or a list of intended annexations on a set schedule. As such, the document, which is revisited from time to time, remains relevant and the basis for the City's annexation program.

Given a 20-year history of changes in state law that make involuntary annexations difficult and limit the property tax revenue potentially realized through annexation, the City's policy has been to annex only through a voluntary process initiated by the property owner. Thus, discussions with APC Staff, Commission, and the Zoning & Annexation Committee have been limited to those situations where a property owner is exploring annexation.

5. Foreign Trade Zone: What current measures does CI have to further promote/market FTZ 125 South Bend operated at 1507 South Olive Street? With the St. Joseph County Airport Authority being the grantee, what collaborative efforts have been made by CI this year, and what goals/objectives are planned in 2016? Are there any additional subzones planned in the near future to join 125D ASA Electronics, LLC and 125E Thor Industries, Inc.? What have CI and the Chambers done this year and proposed in 2016 to further economic development and address the outdated infrastructure issues?

There are no KPI's in place to measure job creation within a specific zone of the City. The FTZ is an attraction tool utilized for companies that require import of parts/raw materials that are a portion of a final product. To date the vast majority of assembly in the region is located in Elkhart County while manufacturing and distribution has been based, and grown, within St. Joseph County with a large density being within the City limits. When conducting business outreach visits DCI staff does discuss location of

suppliers as a means of identifying potential attraction clients. In the event a business is looking to expand or relocate and does import parts, we discuss the benefits of the Zone with them.

The change in leadership at the airport has allowed for new discussions as to their requirements for approval of new sites and this is one of many tools we have in our toolkit to assist businesses in expanding or locating in South Bend.

6. Why is the Chase Tower not listed among the 2016 Goals & Challenges? What is the current status of getting Chase Tower operational? What is CI doing currently with the new owner and what is the time-line on this project?

Chase Tower is under consideration for Tax Abatement and should be under construction through a \$30 million effort by the owner by the end of 2015.

ANNUAL REPORT

DEPARTMENT OF COMMUNITY INVESTMENT

City of South Bend, Indiana
April 2015



2014 ANNUAL REPORT

I. Mission Statement:

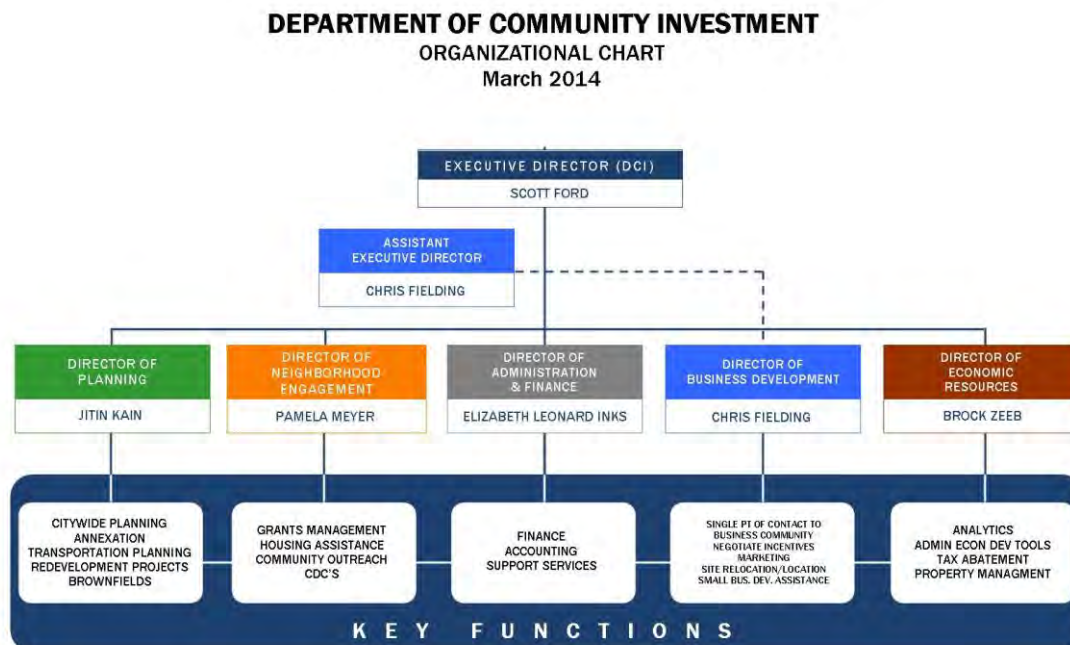
Our mission is to spur investment in a stronger South Bend. We achieve this by:

- Attracting and retaining growing businesses;
- Connecting residents to economic opportunities; and
- Planning for vibrant neighborhoods.

II. Department Structure

In 2012 the Department of Community and Economic Development was restructured and rebranded as the Department of Community Investment. The new structure is intended to promote an integrated approach to economic development that incorporates a broad array of perspectives and expertise in all of the Department’s activities. No new positions were added to the Department, but rather one role, formerly CED Specialist VI was converted into the Assistant Executive Director/Director of Business Development position. This position was created to be the ‘single point of contact’ to assist businesses in navigating City departments and the processes/procedures related to any issue that may arise with their operation.

There were no changes to the Department’s organization in 2014. The Department’s organizational structure can be illustrated as follows:



III. Leadership



Scott Ford
Executive Director



Chris Fielding
Assistant Executive Director



Brock Zeeb
Director of Economic Resources



Beth Leonard Inks
Director of Admin & Finance



Jitin Kain
Director of Planning



Pam Meyer
Director of Neighborhood
Engagement

IV. KPI's for 2014:

Key performance indicators to track departmental activity in 2014.

1. Announced Job Creation for approved projects: 1368
(405 of these jobs projected to come online in 2014)
2. Commercial Private Investment: \$180,078,262
3. Public investment into private projects \$23,384,509
 - a. Tax Abatement: \$4,063,045
 - b. Redevelopment Commission: \$18,230,826
 - c. IRF \$1,090,638
4. Private/Public Ratio for 2014: 7.50
 - a. 1/7.50 or 13% public investment leveraged 87% private investment in approved projects.
5. Households Assisted via Housing Programs and Counseling: 485
6. Ancillary economic info:
 - a. Unemployment for the City of South Bend dropped from 8.3% in January 2014 to 7.4% in December 2014, nearly a 11% reduction. The number of employed members in the workforce increased from 39,483 to 40,488, an increase of 1,005 jobs while the total labor force remained relatively constant from 43,057 to 43,715.

V. Top Achievements for 2014:

The main achievements of the Department are organized according to Mayor Buttigieg's three top priorities: 'Economic Development', 'Good Government', and the 'Basics are Easy':

A. Economic Development:

1. **Lippert Components:** The former 500,000 square foot AJ Wright Facility, that had been empty since 2011, was the subject of intense competition in a reviving commercial real estate market. In collaboration with the State of Indiana, Bradley Co. and Holladay Properties, the City was able to attract Lippert Components, a division the \$2 Billion Drew Industries, to locate in the building. The project will bring at least 380 jobs and \$2.3 million in new investment to South Bend's west side.
2. **ND Turbomachinery Facility.** A six-party collaboration between the University of Notre Dame, the City of South Bend, the State of Indiana, Great Lakes Capital, Indiana & Michigan Power, and General Electric, the ND Turbo will contain some of the most advanced aerospace testing facilities in the world to allow for advanced research and development of new engine components in South Bend. The \$33M project will create at least 57 jobs. ND Turbo will be housed in one of two new 'Catalyst' Multi-tenant buildings being constructed at Ignition Park, part of a larger 13 acre high-tech campus to be developed by Great Lakes Capital.
3. **Nello:** One of the largest single job creation projects in recent local history, South Bend based Nello Corp, opted to consolidate its operations in South Bend from Texas and Bremen, Indiana into a new \$57M facility that will lead to the creation of 540 jobs by 2023. Nello is a top tier global supplier of utility tower and wireless communication towers. The new facility is currently under construction to the North of the ethanol Plant and was not awarded any Tax Abatements.
4. **Noble America's Ethanol Plant:** The November 2012 closure of the New Energy Ethanol Plant created a crisis for the community on several fronts. Not only was the Ethanol Plan the single largest revenue source for the City's Wastewater Utility, the closure of the water wells lead to a rise in the water table, which thereby flooded a number of adjacent homes. While the Department of Public Works was able to devise a plan to temporarily operate the pumps to reduce the water table, DCI negotiated with a potential purchaser to purchase and redevelop the facility. In April, 2014 the agreement was executed with Noble America in which Noble has invested \$54 million to redevelop the facility where 67 residents are currently employed. Operations began late in 2014 on a limited basis and will continue to ramp up in 2015.
5. **Smart Streets:** A branding campaign for public right-of-way improvement projects throughout the City of South Bend includes conversion of downtown one-way streets into two-way, streetscape improvements in the East Bank, Corridor enhancements and neighborhood curb, sidewalks and streetlights. Funding for Phase I was approved by Council in 2013 and these projects included the streetscape improvements to East Jefferson Boulevard and the two-way conversion of William and Lafayette Street all of which were complete in 2014.
6. **S.M.A.R.T. Workforce:** DCI led the effort to assemble a partnership of St. Joseph County stakeholders to effectively address the shortage of skilled labor available to manufacturers. This is an employer-led curriculum model, successfully employed elsewhere in the State, which ensures that participants will develop skills that are immediately relevant for prospective jobs. The cities of South Bend and Mishawaka

have provided funding for training scholarships, which in turn attracted American Electric Power to add an additional \$5,000 to the program. In 2014 the program provided scholarships and training for 25 students, 18 of whom were from South Bend. 15 of the 18 residents have gained employment through the program while the other 3 residents were initially employed and we are working with them to further their skills and place them into new roles.

7. **Project Lead the Way:** Project Lead the Way (PLTW) is a project based curriculum with a focus on science, technology, engineering and math (STEM) programs for grades ranging from Kindergarten through the 12. A \$542,716 grant from the Redevelopment Commission combined with support from the United Way, the St. Joseph Chamber of Commerce, and the South Bend School Corporation, was able cover a critical funding gap to implement the curriculum in all 21 primary and intermediate schools located within the City's boundaries. The curriculum will align well the existing curriculum at New Tech High School, to have a positive impact on over 11,000 students annually.

B. Good Government

1. **Drucker Playbook for the Public Sector.** In 2014, we concluded an 18 month engagement with the Drucker Society in the beta implementation of the Leadership Playbook. The process helped our entire Community Investment team become a mission-drive organization that is more effective at identifying priorities, managing time, setting goals, and communicating both internally and externally. The Playbook received external recognition as one of the "Bright Ideas" in 2014 by the Ash Center of Harvard's Kennedy School of Government.
2. **Low Income Housing Tax Credit Process:** The Department created a common application, process and policy help streamline and clarify the low income housing tax credit application process. With a process in place, we can educate potential developers as the necessary steps and ensure that community engagement has occurred in advance of the application deadlines.
3. **TIF Realignment:** In 2014, the Department led a significant overhaul of the TIF geography in South Bend. The consolidation of the Airport Economic Development Area and the bi-furcation of the South Bend Central Development Area, as well as the expansion along the length of Lincolnway West and Western Avenue established a funding mechanism for the implementation of the West Side Main Streets Revitalization Plan as well the Smart Streets Initiative. The eastern portion of the South Bend Central Development Area was added to the Northeast Neighborhood Development Area and it was expanded to encompass the Farmer's Market. The new TIF districts were renamed, "River West Development Area" and "River East Development Area". Details include:
 - i. 665.7 net new acres added to the TIF districts
 1. 405 acres (61%): Westside corridors
 2. 142 acres (21%): East Bank, including the Farmer's Market and Mishawaka Avenue to the IUSB edge
 3. 118 acres (18%) : Sample Street Industrial Zone
 - ii. Releasing \$19M of Assessed Value with the closure of the Central Medical Development Area. This will lead to a minor reduction in the tax rate and an additional \$311,685 in Circuit Breaker Relief to the City.

4. **West Side Main Streets Revitalization Plan:** The West Side Main Streets Plan, completed in summer 2014, is a market-based strategic revitalization plan for Lincolnway West and Western Avenue. The Plan serves as a guide to business and property owners, residents, developers, the City, and others in making investment, land use, and design decisions along these two corridors. The Plan was a model for public engagement, guided by a steering committee of business owners and residents who live along the Corridors, and Plan was formally approved and adopted by the Area Plan Commission and the Common Council. The first phase of implementation (new street trees, road striping and signal changes) were awarded in the fall of 2014 with construction expected to start in the spring of 2015.
5. **Sale of Blackthorn Golf Course:** Blackthorn Golf course is a privately managed, public course that was built by the Redevelopment Commission for \$5.4M in 1992. Over the past few decades, the City has had to subsidize the course by \$6.9M with TIF funds to cover the debt service and capital improvements at the Course. Operationally the course has performed well in the past few years and has hosted a LPGA tournament. However, as the management of a golf course is beyond the core competencies of redevelopment, Community Investment staff initiated a disposition process to sell the golf course to a private entity. In doing so, the course will be added to the tax rolls, will no longer draw upon public subsidies, and will have more flexibility to attract additional development at the course, all while maintaining its commitment to being a golf course open to the public. The course will be sold in first quarter 2015 for \$1,655,000.

C. Basics are Easy

1. **Tax Abatement Compliance:** With an interest to improve customer service for our economic development partners, staff automated the tax compliance process. Several notices are generated in the spring to streamline the reporting process, petitioners can now file compliance forms electronically to the City and County bodies. Transitioning from postal mail to digital format has simplified reporting, increased customer response and better customer service.

VI. Summary of Redevelopment Activities by Area

South Bend has both redevelopment areas and economic development areas, all governed by the South Bend Redevelopment Commission. In 2014, the City's redevelopment and Economic Development areas underwent boundary changes to incorporate commercial areas primarily along Lincolnway West and Western Avenue. The expansion allowed the city to better align its priorities with funding sources.

Redevelopment Areas: Redevelopment areas use acquisition, clearance, and disposition of land and public improvements to reclaim blighted land for new development. Design review sets and maintains high development standards for the reclaimed land.

Redevelopment Areas:

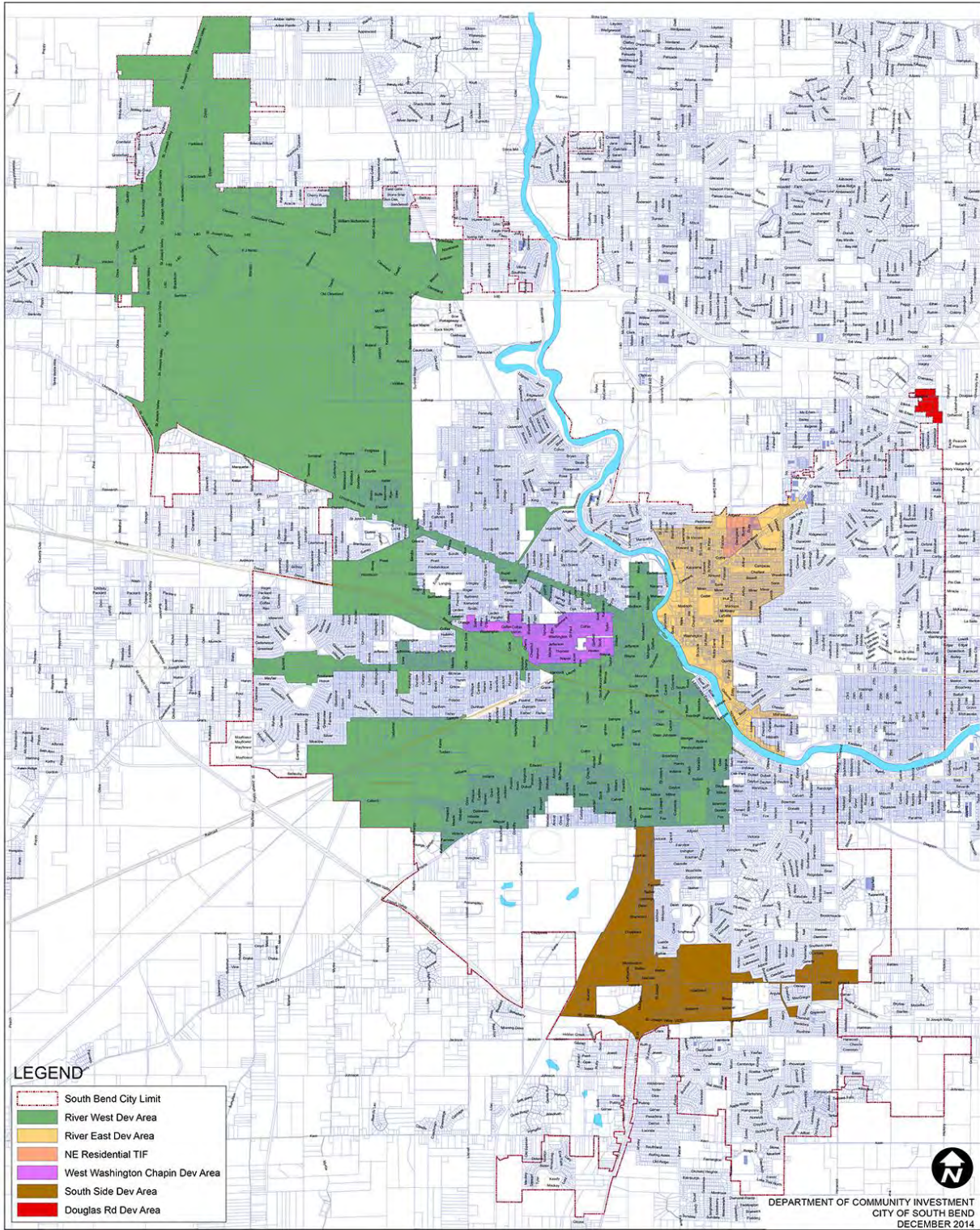
- River East Development Area
- South Side Development Area
- West Washington-Chapin Development Area

Economic Development Areas: The declaration of an economic development area does not require the finding of blighted conditions, and does not have the right of eminent domain. South Bend currently has two economic development areas.

- River West Development Area
- Douglas Road Economic Development Area

A map of these areas is included in the following page:

SOUTH BEND DEVELOPMENT AREAS



A. River West Development Area (RWDA) Formerly AEDA; includes west side of SBCDA

1. Ignition Park:
 - a. Turbo Machinery facility announced at Ignition Park, a partnership between the City, ND, GE, Great Lakes Capital and IEDC
 - b. Engineering work continued in 2014 for Phase 1B of Ignition Park, adding a northern drive into the Tech Park. Project expected to begin in spring of 2015.
 - c. Continued Ignition Park South acquisitions and demolitions.
2. Renaissance District Environmental Remediation work initiated.
3. Closed on Curtis Products lease of the Bosch property.
4. Appropriated additional funds for the Hill and Colfax mixed use project
5. Change of developer for LaSalle Hotel from Great Lakes to Real America.

B. River East Development Area (REDA) Formerly NNDA; includes East side of SBCDA

1. Bidding and award of alley work to support new homes constructed by South Bend Heritage Foundation on Hill St.
2. 5 Points Utility Study moved to engineering phase.

C. Douglas Road Economic Development Area (DREDA)**D. South Side Development Area (SSDA)**

1. Began implementation of Fellows St. drainage work and intersection improvements. Completion in spring of 2015.
2. Planning for additional sidewalk connectivity around the Erskine Commons development.
3. Began engineering work on the Chippewa and Michigan Roundabout.

E. West Washington Chapin Development Area (WWCDA)**VII. Tax Abatement**

The City of South Bend offers a Tax Abatement Program designed to help new and expanding businesses improve real property or acquire new equipment. The program also provides tax abatement for the construction of new residences.

Tax abatement provides tax relief to the owner while supporting new development which would not have occurred without public support. The increase in taxes, generated by the new investment, is phased in over a defined number of years.

Approvals in 2014 included seven real property tax abatements and seven personal property tax abatements. The abatements contributed towards attracting an expected \$88,766,998 of new investment and 612 jobs created with an annual payroll of \$20,822,832.

IX. Industrial Revolving Loan Fund

The Industrial Revolving Loan Fund (IRF) provides low-interest gap financing to help companies in South Bend expand their operations and facilities, and assists start-up companies in the area. In 2014, the Industrial Revolving Fund closed five loans to businesses totaling \$1,090,638. Total new private investment was \$1,230,000 with 53 jobs created.

X. Federal Grants for Neighborhood Development

The Neighborhood & Community Engagement Team monitors annual federal entitlements to the City of South Bend from the U.S. Department of Housing and Urban Development (HUD). These funds benefit low to moderate income persons and/or eliminate slum and blight. The City conducts an annual application/request for proposal and award processes for Community Development Block Grant (CDBG), HOME, and Emergency Solutions Grant (ESG) funds.

The Housing & Community Development Plan (HCD Plan, also sometimes called the Consolidated Plan) explains how and why HUD funding will be used. The HCD Plan requires the community to combine submission of all its HUD funded grants into one document to allow for better coordination of resources. In essence, the HCD Plan is an application for the following HUD grants: Community Development Block Grant, HOME Investment Partnership Program, and Emergency Shelter Grant. In addition, because the City of South Bend, the City of Mishawaka, and St. Joseph County entered into an Inter-local Government Agreement in 1991 to establish the St. Joseph County Housing Consortium, the three jurisdictions develop the HCD Plan together.

Key Federal resource programs include the following:

- A. **Community Development Block Grant (CDBG)** funds can be used for a variety of community development opportunities such as providing affordable housing, a suitable living environment, and economic opportunities for individuals and families with incomes below 80 percent of the area median income. CDBG funds can also be used for the elimination of slum and blight. South Bend and Mishawaka each administer their own CDBG entitlement funds.
- B. **HOME Investment Partnership Program (HOME)** funds are used to develop affordable housing opportunities for households with incomes under 80 percent of the area median income. HOME funds are distributed countywide through the St. Joseph County Housing Consortium.
- C. **Emergency Solutions Grant (ESG)** Program provides homeless persons with basic shelter and essential supportive services. It can assist with operational costs of the shelter facility and for administration of the grant.

The key subject areas for grant activities were the following:

- Affordable Housing
- Housing Counseling
- Community Development Facilities
- Capacity Building
- Homeless/Emergency Assistance

Key Activities

Affordable Housing: Assistance with housing issues is provided directly through City programs such as the South Bend Home Improvement Program (SBHIP), as well as through various external agencies that produce housing and offer housing services to residents of the community. Activity in 2014 included:

- A. Home Purchase: 15 first time homebuyers received closing costs and mortgage assistance through the CHC and NNRO Mortgage Investment programs.

B. Existing Owner-Occupied Home Repairs – 72 households assisted:

- a. 27 through SBHIP
- b. 21 through Rebuilding Together (RT)
- c. 24 through REAL Services

C. Acquisition/Rehab/Resale – 8 properties

- a. South Bend Heritage Foundation Sold:
 - i. 1026 Jefferson
 - ii. 923 W. LaSalle
- b. Near Northwest Neighborhood sold:
 - i. 1017 California
 - ii. 1023 California
 - iii. 615 Cushing
 - iv. 628 Scott

D. Northeast Neighborhood Revitalization Organization sold:

- a. 1313 Bissell

E. New Construction/Sale –8 residences constructed:

- a. Northeast Neighborhood Revitalization Organization sold:
 - 624 N. Hill Street
 - 630 N. Hill
 - 803 N. Hill
 - 816 N. Hill
- b. Habitat for Humanity
 - 2123 Irvington
 - 825 Twyckenham
 - 1727 Chapin (Sold)
 - 617 N. Peter

F. Special Needs Housing Assistance – 69 individuals assisted:

- a. Tenant Based Rental assistance to severely mentally ill
 - i. Oaklawn, 5 individuals
- b. Permanent Supportive Housing Rental Assistance:
 - i. Oaklawn 64 individuals

HUD Certified Housing Counseling: The City of South Bend is a HUD certified Housing Counseling Agency. Counseling services as well as assistance under the Indiana Foreclosure Prevention Network and the Hardest Hit Funds program are available to eligible individuals.

Total Households Counseled: 321 Mortgage Default 238;
 o Pre-Purchase 74

Community Facility Improvements: funded via Community Development Block Grant. Notable improvements in 2014 include:

- Center for the Homeless fire suppression system YWCA Storm Shelter bathroom

Capacity Building: funded via Community Development Block Grants: Notable activity in 2014 included:

- Neighborhood Resources Connection: Funding for 1 scholarship to attend the Regional Neighborhood Network Conference, as well as 20 participants in the Neighborhood Leadership Academy.

Homeless Assistance Emergency Solutions Grant: Funding for 6 area shelters, which together served 3685 individuals. Our partners include:

- Center for the Homeless 668
- Aids Ministries 27
- Youth Service Bureau 189
- YWCA 1201
- Life Treatment Center 1600

Quality of Life Marketing: Neighborhood Engagement staff host and manage a number of activities to showcase the South Bend community and its neighborhoods. A sampling of the programming on 2014 includes:

- Realtor Certification Series 6 participants
- 6 Neighborhood Tours with a total of 172 participants
- Participation in the “Freshman” Tour 60 participants
- Neighborhood Tours 10 tours
- Co-sponsorship of Faculty Tour 45 participants



**ST. JOSEPH COUNTY/SOUTH BEND
BUILDING DEPARTMENT**



125 S. Lafayette Blvd.
Suite 100
South Bend, IN 46601
Phone: (574)235-9554
Fax: (574)235-5541

CHARLES C. BULOT
BUILDING COMMISSIONER

MARK A. LYONS
Asst. Zoning Administrator

JAMES D. MARKLE, R.A.
Design/Plan Review Specialist

VALUATION REPORT

For The Month Of August, 2015

	<u>COUNTY</u>		<u>CITY</u>		<u>YEAR TO DATE COMBINED TOTALS</u>	
Single Family Dwellings	8	\$2,003,000.00	15	\$3,126,541.00	108	\$25,130,713.00
Duplexes	0	\$0.00	0	\$0.00	0	\$0.00
Multi-Family	0	\$0.00	0	\$0.00	8	\$10,504,123.00
Residential Garages	3	\$25,600.00	4	\$51,500.00	48	\$812,131.00
Residential Swimming Pools	3	\$55,490.00	0	\$0.00	34	\$940,670.00
Utility Buildings	11	\$196,400.00	0	\$0.00	76	\$1,945,229.00
Commercial Buildings	2	\$1,335,000.00	1	\$1,503,399.00	18	\$29,390,583.00
Manufacturing Buildings	0	\$0.00	0	\$0.00	2	\$15,195,000.00
Public/Semi-Public Bldgs.	0	\$0.00	1	\$349,000.00	5	\$43,004,272.00
Foundations	0	\$0.00	0	\$0.00	1	\$26,000.00
ADDITIONS/ALTERATIONS						
Residential Dwellings	112	\$1,477,102.55	89	\$823,739.00	1341	\$14,010,041.79
Commercial Buildings	3	\$380,000.00	19	\$4,387,257.00	142	\$25,052,491.00
Manufacturing Buildings	0	\$0.00	0	\$0.00	2	\$160,000.00
Public/Semi-Public Bldgs.	2	\$21,100.00	4	\$1,492,713.00	35	\$74,813,489.00
TOTALS.....	144	\$5,493,692.55	133	\$11,734,149.00	1820	\$240,984,742.79
Month's Combined Totals.....	277	\$17,227,841.55				

CHARLES C. BULOT, C.B.O. C.F.M
BUILDING COMMISSIONER

Indiana Community Needs Assessment Conducted for the Indiana Housing and Community Development Authority



334 N. Senate Avenue, Suite 300 Indianapolis, IN 46204





Indiana Community Needs Assessment Conducted for the Indiana Housing and Community Development Authority

April 2015

15-C22

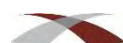
Authors

Sue Burow
Senior Policy Analyst
IU Public Policy Institute

Laura Littlepage
Clinical Lecturer
IU Public Policy Institute

Jessica Majors
Graduate Assistant
IU Public Policy Institute

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IU Public Policy Institute
334 North Senate Avenue, 3rd Floor, Indianapolis, Indiana 46204
(phone) 317.261.3000 (fax) 317.261.3050
www.policyinstitute.iu.edu



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Executive Summary

Stakeholder detail current conditions in community discussions

Six regional focus groups were held with stakeholders. During each focus group session, participants discussed the current conditions in the area, greatest needs, and possible strategies for addressing these needs. There were several common trends including poverty rates, employment issues, public transportation, mental health services (including substance abuse), homelessness, affordable housing, and education needs.

Client Demographics

Indiana's 22 Community Action Agencies (CAAs), served 1,030,819 individuals or 16 percent of the total state population in 2013. This is an increase from 2010 and 2012.

While children (under 18) were 24 percent of the state's population in 2013, they were 39 percent of individuals served by CAAs. The percent of clients over 55 has increased since 2010.

Sixty percent of survey respondents indicated their household included non-householder adults 18 and over. Twenty percent of these adults were disabled and 21 percent were unemployed.

The percent of individuals served by a CAA who are disabled increased from 17 percent in 2010 to 24 percent in 2013.

Mobility

Half of Indiana's counties are outside a major metropolitan area and therefore the ability of residents to travel to work, school, and health care appointments can be difficult without transportation. In 2013, 7 percent of households in Indiana were without a vehicle.

Indianapolis has the largest percentage of households without a vehicle. While, almost 23 percent of households without a vehicle reside in rural areas outside of a MSA.

Most (80 percent) respondents to the CAA client survey report access to reliable transportation. Of the 20 percent who did not, not owning a car was cited most frequently as the reason.

Adults Skills and Finances

Indiana's overall poverty rate is lower than the U.S. poverty rate. It is also lower for seniors and residents who have a high school degree or less, but higher for children and Spanish speakers. The highest poverty rates for Indiana, as a whole and for individual counties, occur among residents who speak Spanish or a language other than English.

The full-time earnings for both male and female full-time workers in Indiana lags behind the U.S. median earnings. The gap between the national and Indiana median earnings for female full-time workers is larger than the gap for the male median earnings. This wage gap is particularly relevant for females, as single-parent families, led by a female householder, make up 25 percent of the households with children in Indiana. The median household income in Indiana is \$5,000 less than the U.S. median household income.

Client survey respondents were asked to provide feedback on a number of factors related to greater adult skills (often linked to increased employability and income). The factors included



employment qualifications and skills and access to job opportunities. The client survey results show relatively consistent rankings across all areas. However, the need for financial aid was listed as most needed or somewhat needed most frequently. Whereas, stakeholders listed the need for computer skills training as most needed.

When asked about their need for financial skills training, nearly half of the respondents selected budgeting money as most needed or somewhat needed. Similar results were obtained from the stakeholder survey.

Most respondents to the CAA client survey indicated that they have a checking account, but only 37 percent indicated that they had a savings account, and almost 20 percent indicated that they used check cashing or cash advance services.

Household Support and Nutrition

The Family Household Support section of the survey included questions about the need for parenting skills training, childcare, youth and teen programs, and support for caregivers. For many households, the years before children are school age or times when school is out are the primary concerns.

Survey respondents listed the need for teen and youth programs most often, with childcare needs not far behind. With the percentage of Indiana's senior population growing, the demand for support for caregivers may grow over time. This is similar to the stakeholder survey responses and may identify a wide demand for services.

Survey respondents were asked to provide input on the need for food assistance and nutritional education. The demand for food assistance is closely tied with the need to access SNAP and food pantries, while the need for nutrition education provides insight on the growing obesity epidemic.

Over 70 percent of CAA clients reported that food assistance was either most needed or somewhat needed. Over 50 percent reported a need for nutrition education, but almost one-third said this was not needed. The stakeholder responses differ from the client responses for this topic. Stakeholders see an increased demand for food assistance (87 compared to over 70 percent), and a greater need for nutrition education (94 versus 56 percent). These differences may indicate the need for additional information for this topic or a closer examination by CAA.

Housing Affordability and Maintenance

Overall, 50 percent of Indiana renters spend 30 percent or more of their monthly income on rent and utilities. However, Indiana has fewer homeowners with excessive housing costs compared to the national average.

Over 25 percent of CAA clients surveyed indicated that they were dissatisfied with their current housing. The expense of heat and utilities was the most common reason for dissatisfaction. For those who are looking for housing, the most cited reasons for having a problem locating rental housing were financial. For those who indicated that they would be interested in home ownership, the main barrier that respondents identified was not being able to afford the down payment.

CAA clients were asked to provide feedback on the need for rent and mortgage assistance, utility payment assistance, homeless services, and down payment assistance.



Over 80 percent reported that utility payment assistance was most needed or somewhat needed. Of all the community needs topics, this received the largest response. Notably, over 27 percent reported that homeless services were not needed.

CAA clients were asked to share the demand for home insulation and weatherproofing and removal and repair of condemned and vacant homes. As reported earlier, clients often need assistance paying their utility bills. Increasing or improving insulation and weatherproofing can help lower heating and cooling costs.

The survey responses show over 50 percent reporting insulation and weatherproofing assistance as most or somewhat needed. Stakeholders reported the need for weatherization assistance at 93 percent. This is more in line with the reported need for utility assistance (71 percent) and may signal a need for increased education regarding the potential utility cost savings of home insulation and weatherization. Finally, respondents to the client survey reported a lower need for down payment assistance than did the stakeholders (56 versus 78 percent, respectively).

CAA Evaluation

Clients responding to the survey provided very favorable feedback on the CAA staff and programs this is very similar to the 90 percent of stakeholder respondents would rate the CAA programs as good or excellent. CAA clients also were asked how likely they were to recommend CAA services and programs and to share how likely they were to return to the CAA for assistance in the future. Ninety-seven percent said they were likely or highly likely to recommend the CAA program and services. Ninety-five percent were likely or highly likely to return for services in the future.





Introduction

The Community Services Block Grant (CSBG) is funded by the U.S. Department of Health and Human Services. The Indiana Housing and Community Development Authority (IHCDA) is the state oversight agency for this federal block grant program. Funds made available through this grant are used to support activities that alleviate poverty for low-income families and individuals at or below 125 percent of the federal poverty level. Indiana receives approximately \$9 million annually. By regulation, 90 percent of the funds are allocated to private nonprofits or local units of government that provide self-sufficiency programs. In Indiana, funds are allocated to the state's 22 Community Action Agencies (CAA). According to federal regulations, the state and the CAAs are required to conduct a community needs assessment. The goals of the community needs assessment are to identify the current state of low-income families and to identify gaps in services for low-income families within local communities.

Methodology

The data required to support this report come from three groups of data. First, qualitative data were gathered from six regional focus groups with stakeholders (one urban and one rural in each of the three regions—north, central, and south). During each focus group session, participants discussed the current conditions in the area, greatest needs, and possible strategies for addressing these needs. This information provided a better sense of conditions across the state and aided in the identification of additional data sources to be used or data collection methods to be deployed.

Second, quantitative data were collected from the U.S. Census Bureau, Indiana Business Research Center, Uniform Crime Reporting Data, Indiana Methamphetamine Investigation System, Indiana Department of Financial Institutions, and the Indiana Community Services Block Grant Data. These data are used to provide detail regarding client demographics (population, gender, age, race, ethnicity, family size, household type, educational attainment, and income), use of financial services, health insurance coverage, and substance abuse and arrest.

Third, several surveys were conducted at all CAA locations. Each CAA was asked to distribute a survey to their clients. The surveys were made available in multiple formats including paper, electronic, and Spanish-language versions. The initial survey instrument included questions to supplement and support the quantitative data collected from secondary sources. The survey also asked clients to identify and weight community needs in six categories: adult skills training, financial skill training, household support, food, home maintenance and repair, and affordable housing. Lastly, the survey asked clients to rate the programs and services of the local CAA. There were 5,950 total client surveys completed.



Service Area Overview

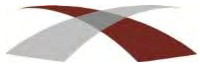
Twenty-two Community Action Agencies (CAAs) serve Indiana's 92 counties. These CAAs make up the Indiana Community Action Network. The following agency listing and map detail the location and counties of the CAAs.

1. **AREA FIVE: Area Five Agency on Aging & Community Services, Inc.**
Logansport
Cass, Howard, Miami, Tipton, Wabash
2. **AREA IV: Area IV Agency on Aging & Community Action Programs**
Lafayette
Carroll, Clinton, Tippecanoe, White
3. **CAGI: Community Action of Greater Indianapolis**
Indianapolis
Boone, Hamilton, Hendricks, Marion
4. **CANI: Community Action of Northeast Indiana**
Fort Wayne
Allen, DeKalb, LaGrange, Noble, Steuben, Whitley
5. **CASI: Community Action of Southern Indiana, Inc.**
Jeffersonville
Clark, Floyd, Harrison
6. **CAPE: Community Action Program of Evansville and Vanderburgh County, Inc.**
Evansville
Gibson, Posey, Vanderburgh
7. **CAPWI: Community Action Program, Inc. of Western Indiana**
Covington
Benton, Fountain, Montgomery, Parke, Vermillion, Warren
8. **CFSI: Community and Family Services, Inc.**
Portland
Adams, Blackford, Huntington, Jay, Randolph, Wells
9. **CICAP: Central Indiana Community Action Program** *Anderson*
Grant, Madison
10. **HOOSIER: Hoosier Uplands Economic Development Corp.**
Mitchell
Lawrence, Martin, Orange, Washington
11. **HSI: Human Services, Inc.**
Columbus
Bartholomew, Decatur, Jackson, Johnson, Shelby
12. **ICAP: Interlocal Community Action Program, Inc.**
New Castle
Delaware, Fayette, Hancock, Henry, Rush, Wayne
13. **LHDC: Lincoln Hills Development Corporation**
Tell City
Crawford, Perry, Spencer
14. **NCCAA: North Central Community Action Agencies, Inc.**
Michigan City
LaPorte, Pulaski, Starke
15. **NWICA: Northwest Indiana Community Action Corporation**
Crown Point
Jasper, Lake, Newton, Porter
16. **OVO: Ohio Valley Opportunities**
Madison
Jefferson, Jennings, Scott
17. **PACE: Pace Community Action Agency**
Vincennes
Daviss, Greene, Knox, Sullivan
18. **REAL: Real Services**
South Bend
Elkhart, Fulton, Kosciusko, Marshall, St. Joseph
19. **SCCAP: South Central Community Action Program, Inc.**
Bloomington
Brown, Monroe, Morgan, Owen
20. **SIEOC: Southeastern Indiana Economic Opportunity Corporation**
Aurora
Dearborn, Franklin, Ohio, Ripley, Switzerland, Union
21. **TRI-CAP: Dubois-Pike-Warrick Economic Opportunity Committee**
Jasper
Dubois, Pike, Warrick
22. **WICAA: Western Indiana Community Action Agency, Inc.**
Terre Haute
Clay, Putnam, Vigo



Map 1: Indiana Community Action Agencies service areas







Current Conditions

Stakeholder Focus Groups Results

Six regional focus groups were held with stakeholders (one urban and one rural in each of the three regions—north, south, and central). During each focus group session, participants discussed the current conditions in the area, greatest needs, and possible strategies for addressing these needs. There were several common trends including poverty rates, employment issues, public transportation, mental health services (including substance abuse), homelessness, affordable housing, and education needs.

Some participants stated that poverty is often hidden and therefore many are not aware of the problems the area faces. For example, Hamilton County has had an increase in requests for public assistance because families have moved to the area for the school system but cannot afford the cost of housing and transportation in the area.

Employment needs varied among the areas; however, all participants expressed the need for increased employment opportunities. In some areas, the inability to pass a drug screening process to obtain employment has become an issue. This hindrance increases the level of poverty in the areas. While some areas are struggling to find employers willing to hire convicted felons, one participant expressed that the area has an employer willing to hire felons, but the lack of transportation hinders employment. Lack of transportation hindering employment was also mentioned in most of the areas. Participants expressed a need for entry level or low skill jobs that pay a living wage in all areas. Additionally, each area noted that there is a definite need to incentivize people to take a job or a promotion instead of relying on public assistance.

All areas expressed concern about public transportation. Participants stated that the lack of transportation, or the limited hours of available transportation, makes it difficult for clients to get to work, appointments, and school. One participant mentioned that lack of public transportation means homeless persons were not able to get to job interviews and therefore miss out on job opportunities.

Participants had several suggestions for ways to increase the public transportation opportunities. The first suggestion is to extend the hours and service areas that public transportation covers. Another suggested that they would like to find a legal way to be able to use school buses to help bridge the gap between the availability and need for public transportation. Some communities suggested that neighboring communities could pool their resources to purchase a van for transportation and create a fund that would cover maintenance and possibly the purchase of more vehicles as needed.

Participants also were concerned about the walkability (and ability to ride a bike) in their communities because of lack of sidewalks and/or bike lanes. They would like a safer environment for clients to walk or bike safely to work or other appointments. Respondents also suggested municipalities implement policies that require developers to build sidewalks in communities.

Each group discussed the need for more mental healthcare services, including substance abuse programs. Currently, some areas are relying on religious organizations for limited counseling, but participants stressed the need for more services. While a few areas do have larger mental healthcare facilities nearby, the lack of transportation hinders the ability for clients to keep



appointments and seek treatment. Participants would like to see more funding for doctors and nurses for these services.

Substance and drug abuse was closely tied to mental healthcare in discussions. Each group indicated that the problem of drug abuse was becoming increasingly worse. Lack of treatment for substance abuse is a problem most areas are currently trying to handle. Clients attempting to seek treatment are often unable to find a treatment center in the area, often have to find a way to commute to a larger city to seek treatment. Most strategies that participants offered were changes to policies and laws. For example, participants would like to see a change in the policies for housing programs to allow clients with drug convictions to be eligible for the programs. Participants would also like an increase in funding for substance abuse programs.

Homelessness was an issue in each area. The lack of shelters, drug abuse programs, and mental health services all increase the need for additional services for this population. Access to better, more affordable transitional housing was also mentioned. Participants would like to see a reduction in the amount of time individuals spend locating and obtaining assistance so they can focus more time on increasing education or skill levels. Participants expressed the need for a way to identify clients who need homelessness services, and suggested a day center, perhaps funded by the United Way, could coordinate services for this population. It was also suggested using local churches as food pantries, and temporary housing may help alleviate some of the burden to find temporary housing.

Participants in each session expressed the need for more affordable housing options. Some areas are experiencing a decrease in the number of property owners willing to take part in Housing Choice Vouchers (often referred to as Section 8 housing). The number of people who have excessive housing burden (housing costs are more than 30 percent of monthly income) has become an issue for the areas. Participants mentioned the need for funding to rehabilitate homes, especially for elderly clients or clients whose homes require renovation to qualify for weatherization programs. Participants discussed ways to increase the availability of affordable housing and suggested that communities will have to become creative in solving the issue. Strategies suggested included finding alternative means for high-risk borrowers to obtain housing loans, and using YMCA's/boarding houses as a source of temporary housing. Participants also expressed a need for an increase to the IHEDA housing tax credits.

All six groups noted that there were educational needs in their communities. Participants noted that clients move frequently which makes it difficult for schools to keep accurate records of students and whether the educational needs of the students are being met. Participants suggested that implementing tutoring and mentoring programs, as well as advocating for free full day pre-kindergarten, could help with some of the education needs. Each area has seen an increase in the number of students who are eligible for free or reduced lunches, and expressed concern about food insecurities for the children when they are not at school. One rural county indicated there is a need for increased salaries for teachers to keep them in the area and invested in the community. Another area suggested that Goodwill teach English as a Second Language and have a corporate partner sponsor the program. It was also suggested that more information regarding vocational education and training be distributed, and perhaps the Boys and Girls Clubs could help teach trade skills.



Poverty Overview

Indiana has had a 19.7% increase in the number of people who are living in poverty from 2009 to 2013. Table 1 details the poverty rates for 2009 and 2013 for each Metropolitan Statistical Area (MSA) and for the counties not included in a MSA. Half of Indiana's counties are located in an MSA. Only Indiana counties are included in the populations for MSAs where the principal city is outside Indiana. The map in Appendix A details the counties that are part of each MSA and the counties that are outside of a MSA.

The three Indiana counties that are included in the Cincinnati – Middletown, OH MSA are Decatur, Franklin and Ohio. These counties had the largest percent increase in Indiana from 2009 to 2013. The Bloomington MSA, which is comprised of only Monroe County, has had the smallest increase in poverty.

The percentage of Indiana's population living in a rural area (all other counties not in MSA) has remained relatively constant from 2009 to 2013, 22 percent and 21.7 percent, respectively. The percentage of the rural population in poverty has also remained constant at 21.9 percent and 21.1 percent respectively.

Table 1. Change in poverty by Metropolitan Statistical Area, 2009 to 2013

MSA Area	Poverty Rate		
	2009	2013	% Change 2009-2013
Bloomington MSA	19.5%	19.8%	7.4%
Chicago, IL MSA - Gary, IN Division	14.0%	15.3%	9.6%
Cincinnati - Middletown, OH MSA	10.1%	13.0%	31.5%
Columbus MSA	9.5%	11.8%	29.1%
Elkhart - Goshen MSA	12.5%	16.3%	29.7%
Evansville MSA	11.7%	13.0%	14.1%
Fort Wayne MSA	10.9%	14.0%	31.1%
Indianapolis MSA	11.2%	13.8%	27.9%
Kokomo MSA	13.9%	15.3%	9.5%
Lafayette - West Lafayette MSA	17.0%	18.2%	13.9%
Louisville, KY MSA	11.0%	12.7%	18.4%
Michigan City - LaPorte MSA	11.7%	15.2%	30.6%
Muncie MSA	18.3%	20.8%	16.0%
South Bend - Mishawaka MSA	13.0%	16.9%	29.4%
Terre Haute MSA	16.0%	17.3%	9.9%
All other counties not in MSA (46)	12.6%	14.4%	15.2%
Indiana Total	12.6%	14.8%	19.7%

Source: Indiana Business Research Center, STATS Indiana; 2009 and 2013; U.S. Census Bureau, American Community Survey, 2005-2009 and 2009-2013, 5-Year Estimates 2009 U.S. Census Bureau MSA definitions

Table 2 displays the change in total poverty, poverty among children under 18 and poverty for seniors by CAA. Hoosier Uplands and PACE are the only two CAAs that did not have an increase in total poverty rate between 2009 and 2013. H.S.I. had the largest overall increase in poverty (33.2 percent). PACE is the only CAA that showed a decline in poverty rates for all three categories.



OVO had the largest increase in children under 18 in poverty for this time period. As later discussed, OVO also has the highest number of drug arrests (of all ages) per 1,000 people in Indiana. The large amount of drug use may be a contributing factor to this high increase in child poverty.

The number of Indiana’s senior population (65 years and older) who are in poverty has remained the same from 2009 to 2013. The largest change in poverty rates for this age group occurred in Tri-Cap. There was a decrease in senior poverty by 32.6 percent. This area had an 18.4 percent increase in the overall population of residents who are 65 and older. While all CAAs had an overall increase in residents who are 65 and older, less than half of the CAAs had an increase of seniors are are living at or below poverty level.

The map in Appendix B shows the rate of change for total poverty by CAA.

Table 2: Change in Poverty by CAA, 2009-2013

CAA	Total Poverty	Under 18	65 and Older
Area 5	14.0%	15.2%	-11.8%
Area IV	12.1%	20.3%	-4.1%
CAGI	26.5%	27.0%	10.4%
CANI	28.3%	28.9%	11.5%
CAPE	10.2%	7.9%	3.2%
CAPWI	13.4%	18.9%	-14.8%
CASI	23.5%	19.2%	11.2%
CFSI	20.4%	24.5%	-1.8%
CICAP	21.1%	24.7%	-3.5%
H.S.I.	33.2%	32.8%	1.6%
Hoosier Uplands	-4.9%	1.1%	-16.1%
ICAP	26.7%	38.4%	7.1%
LHDC	4.1%	-1.2%	-10.9%
NCCAA	23.3%	18.3%	12.1%
NWICA	9.6%	5.1%	3.2%
OVO	17.3%	39.3%	-18.1%
PACE	-6.8%	-15.2%	-7.3%
REAL	29.7%	32.8%	-3.6%
SCCAP	14.6%	16.4%	-0.9%
SIEOC	23.4%	31.5%	2.0%
TRI-CAP	20.0%	35.4%	-32.6%
WICAA	5.4%	4.9%	-21.3%
Indiana Total	19.7%	21.1%	0.0%

Source: Indiana Business Research Center, STATS Indiana; 2009 and 2013; U.S. Census Bureau, American Community Survey, 2005-2009 and 2009-2013, 5-Year Estimates 2009 U.S. Census Bureau MSA definitions

Demographics – State and Client Population

Indiana’s population increased 2.3 percent from 2009 to 2013, less than the U.S. total population growth of 3.3 percent. Table 3 details the changes in population by MSA. Only Indiana counties are included in the populations for MSAs where the principal city is outside Indiana. Counties in the Lafayette and Bloomington MSAs have had the highest rate of population growth, while the Kokomo and South Bend - Mishawaka MSA counties have seen a decrease in population.



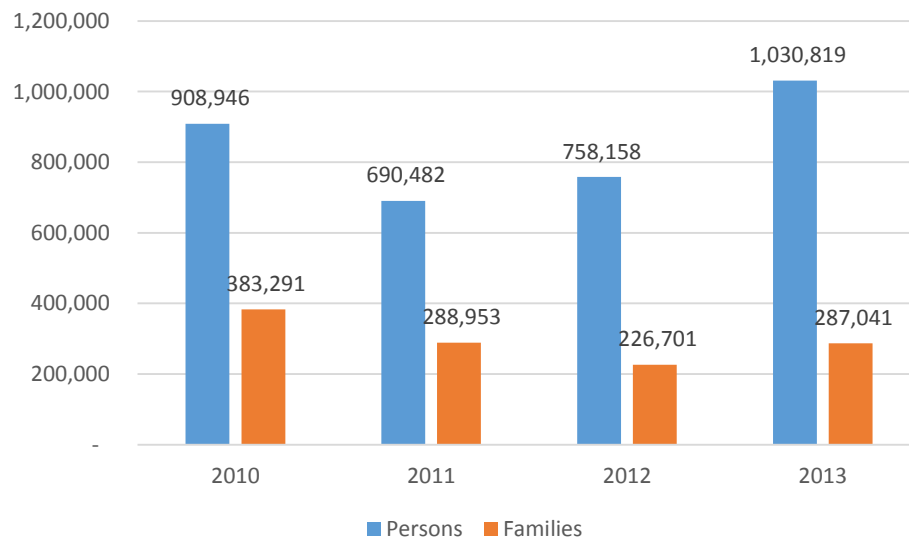
Table 3: Population and change in populations by Metropolitan Statistical Area, 2009-2013

MSA Area	Total Population		
	2009	2013	% Change 2009-2013
Bloomington MSA	185,598	195,870	5.5%
Chicago, IL MSA - Gary, IN Division	704,361	705,489	0.2%
Cincinnati - Middletown, OH MSA	54,136	55,222	2.0%
Columbus MSA	76,063	79,587	4.6%
Elkhart - Goshen MSA	200,502	200,563	0.0%
Evansville MSA	292,709	301,545	3.0%
Fort Wayne MSA	414,315	424,122	2.4%
Indianapolis MSA	1,875,075	1,953,961	4.2%
Kokomo MSA	98,787	98,410	-0.4%
Lafayette - West Lafayette MSA	196,329	209,027	6.5%
Louisville, KY MSA	248,351	256,125	3.1%
Michigan City - LaPorte MSA	111,063	111,281	0.2%
Muncie MSA	115,192	117,484	2.0%
South Bend - Mishawaka MSA	267,613	266,709	-0.3%
Terre Haute MSA	169,825	172,195	1.4%
All other counties not in MSA (46)	1,413,194	1,423,312	0.7%
Indiana Total	6,423,113	6,570,902	2.3%

Source: Indiana Business Research Center, STATS Indiana; 2009 and 2013; 2009 U.S. Census Bureau MSA definitions

Indiana's 22 Community Action Agencies (CAAs), served 1,030,819 individuals or 16 percent of the total state population in 2013. This is an increase of 36 percent from 2012 and 13 percent from 2010. The number of families served increased by 27 percent from 2012 but decreased by 25 percent since 2010 (Figure 1).

Figure 1: Unduplicated number of individuals and families served by CAAs, Indiana, 2010-2013



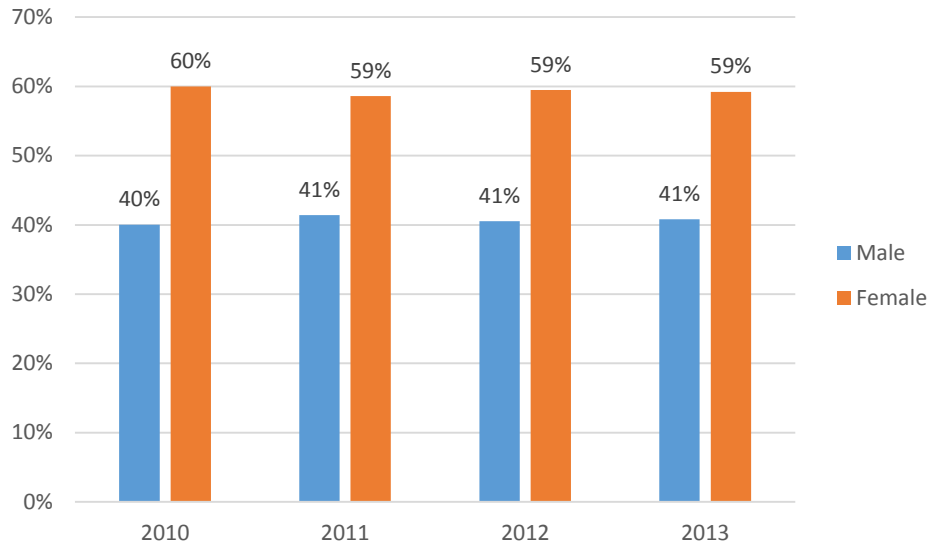
Source: Indiana Community Services Block Grant Data, 2010-2013



Gender

In 2013, 59 percent of the CAAs clients were females, consistent with the previous years, but higher than the state percent female (50.7) (Figure 2).

Figure 2: Gender of individuals served by CAAs, Indiana, 2010-2013



Source: Indiana Community Services Block Grant Data, 2010-2013

Age

In Indiana, the largest change in population by age between 2009 and 2013 occurred within the 65 and older category—an increase of 10.4 percent. Current population projections suggest that this category will increase even more in the future as a percent of total population (Table 4).

Table 4: Indiana population by age, 2009 and 2013

Age	2009		2013		Change in Population, 2009-2013
	Population	% of Total Population	Population	% of Total Population	
< 5 years	445,604	6.9%	420,815	6.4%	-5.6%
5 - 17 years	1,143,761	17.8%	1,165,212	17.7%	1.9%
18 - 24 years	643,920	10.0%	666,413	10.1%	3.5%
25 - 44 years	1,689,050	26.3%	1,669,039	25.4%	-1.2%
45 - 64 years	1,672,187	26.0%	1,734,390	26.4%	3.7%
65 or older	828,591	12.9%	915,033	13.9%	10.4%

Source: U.S. Census Bureau, American Community Survey, 2005-2009 and 2009-2013, 5-Year Estimates

While children (under 18) were 24 percent of the population in 2013, they were 39 percent of individuals served by CAAs, slightly down from 41 percent in 2010 (Table 5). The percent of clients over 55 has increased from 17 percent in 2010 to 21 percent in 2013. Results from the client survey showed a similar pattern in age of client (Figure 3).

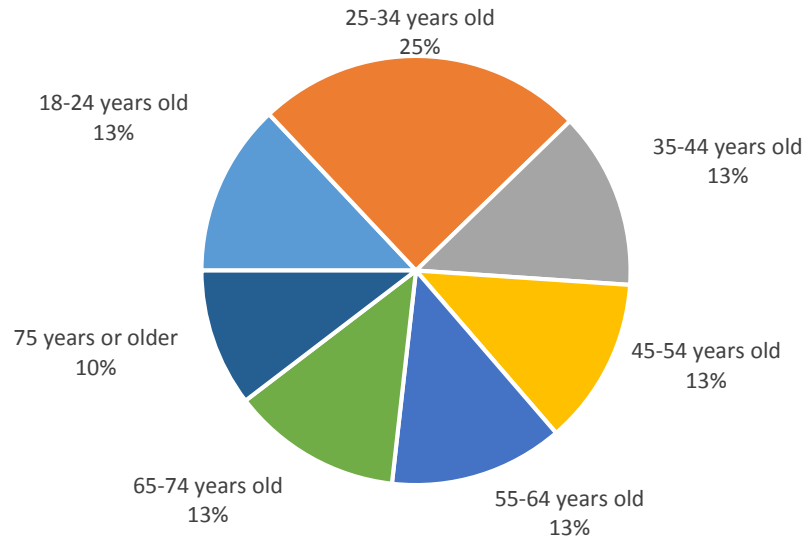


Table 5: Age of individuals served by CAAs, Indiana, 2010-2013

Year	< 5	5-17	18-23	24-44	45-54	55 or older
2010	15%	26%	8%	24%	10%	17%
2011	16%	25%	7%	23%	11%	18%
2012	14%	26%	8%	23%	10%	20%
2013	13%	26%	7%	23%	11%	21%

Source: Indiana Community Services Block Grant Data, 2010-2013

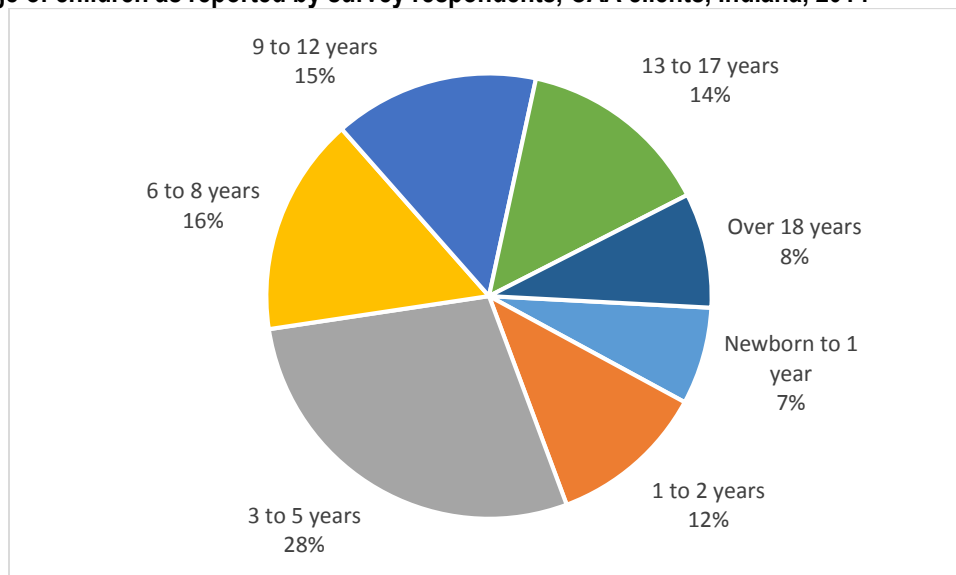
Figure 3: Age of adult survey respondents, CAA clients, Indiana, 2014



Source: 2014 Survey of CAA Clients

Fifty-three percent of survey respondents reported children living in the home. Figure 4 shows the largest age group of children as reported by survey respondents was 3-5 years old (28 percent).

Figure 4: Age of children as reported by survey respondents, CAA clients, Indiana, 2014





Source: 2014 Survey of CAA Clients

Race

Indiana is predominantly White (86 percent), however the percentage of the population who is White increased at the lowest rate (Table 6).

Table 6: Indiana population growth by race, 2009 and 2013

Race	2009	2013	% Change 2009 - 2013
White	5,436,153	5,510,618	1.4%
Black	548,998	592,954	8.0%
Asian	85,470	107,563	25.8%
Other (including Native American, Hawaiian, Pacific Islander, and Other)	160,236	167,024	4.2%
Two or More Races	111,612	136,702	22.5%

Source: U.S. Census Bureau, American Community Survey, 2005-2009 and 2009-2013, 5-Year Estimates

The percent of clients who identify as White increased from 67 percent in 2010 to 71 percent in 2013, while those who identify as Black or African American, decreased from 26 percent to 23 percent (Table 7).

Table 7: Race of individuals served, CAA clients, Indiana, 2010-2013

Year	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Other Race	Multi-Race
2010	67%	26%	0%	0%	0%	3%	3%
2011	72%	22%	0%	0%	0%	2%	3%
2012	73%	21%	1%	0%	0%	2%	4%
2013	71%	23%	0%	0%	0%	3%	3%

Source: Indiana Community Services Block Grant Data, 2010-2013

Ethnicity

The Hispanic or Latino population grew at a faster rate from 2009 to 2013 in Indiana than for the United States as a whole, and Hispanic or Latino are 6.4 percent of the population in Indiana (Table 8). While Marion and Lake counties have the largest Hispanic populations, Switzerland and Warren counties have experienced the largest increase in Hispanic or Latino populations during that time period.

Table 8: Hispanic or Latino Population, Indiana and the U.S., 2009 and 2013

	2009	2013	% Change 2009 - 2013
Indiana	321,320	400,788	24.7%
U.S.	45,476,938	51,786,591	13.9%

Source: U.S. Census Bureau, American Community Survey, 2005-2009 and 2009-2013, 5-Year Estimates



Five percent of clients served by the CAAs were of Hispanic or Latino origin and that has remained consistent since 2010 (Table 9).

Table 9: Ethnicity of individuals served, % of CAA clients, Indiana, 2010-2013

Year	Hispanic or Latino	Non-Hispanic or Latino
2010	5%	95%
2011	5%	95%
2012	5%	95%
2013	5%	95%

Source: Indiana Community Services Block Grant Data, 2010-2013

Household Composition

The total number of households with children under 18 has declined in Indiana and nationwide (Table 10). There has also been a decline in married with children households. While single parent family households have remained stagnant or declined in Indiana, these households have grown in the nationally. The increase in households with seniors living alone is also important to note as this segment of Indiana's population continues to grow and may have additional community needs.

Table 10: Households, totals and % change, Indiana and the U.S., 2009 and 2013

	2009	2013	Indiana % Change 2009 - 2013	U.S. % Change 2009 - 2013
Total households	2,468,006	2,481,793	0.6%	2.7%
Households with children	766,321	734,537	-4.1%	-2.1%
Married	523,774	492,012	-6.1%	-4.2%
Single male parent	60,319	59,485	-1.4%	4.1%
Single female parent	182,228	183,040	0.4%	2.4%
Single householders, 65 or Older	232,479	244,196	5.0%	7.9%

Source: U.S. Census Bureau, American Community Survey, 2005-2009 and 2009-2013, 5-Year Estimates

Figure 5 details the composition of residents in households in Indiana. From 2009 to 2013, Indiana has had a decrease in the number of spouses living in households, while there was a slight increase of spouses in the United States. The number of households where other relatives live together has increased two times as much as the national total. For the United States, the number of unmarried partners living in households has increased faster than Indiana. However, the large increase in other relatives, but not in unmarried partners in Indiana suggests that more households in Indiana are made of up non-traditional families and less of spousal and partner households.

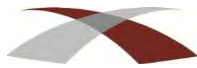
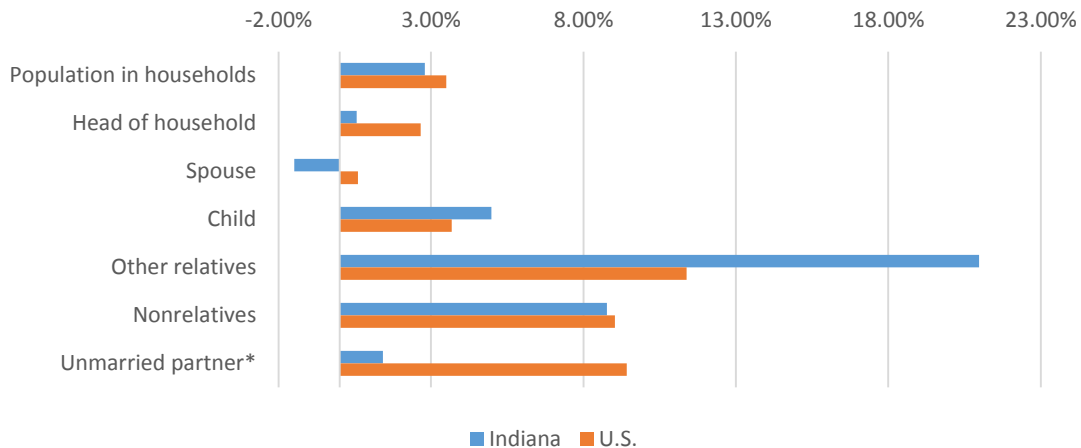


Figure 5: Change in household compositions, Indiana and the U.S., 2009-2013



Source: U.S. Census Bureau, American Community Survey, 2005-2009 and 2009-2013, 5-Year Estimates
 *Unmarried partner is a subcategory of Nonrelatives.

Clients in single person households increased from 37 percent in 2010 to 42 percent in 2013, the largest category of household type (Table 11). Households with children decreased from 50 percent in 2010 to 41 percent in 2013.

Table 11: Household type of those served, % of CAA clients, Indiana, 2010-2013

Year	Single Person Household	Single Parent, Female-Headed Household	Single Parent, Male-Headed Household	Two Parent Household	Two Adults, No Children Household	Other Household Types
2010	37%	30%	4%	16%	8%	4%
2011	39%	27%	4%	16%	9%	5%
2012	39%	28%	2%	15%	9%	6%
2013	42%	26%	2%	13%	9%	7%

Source: Indiana Community Services Block Grant Data, 2010-2013

Almost two-thirds of the clients served were in families with one or two members (64 percent) in 2013, an increase from 59 percent in 2010 (Table 12).

Table 12: Family size of those served, % of CAA clients, Indiana, 2010-2013

Year	Number of People in Family							
	1	2	3	4	5	6	7	8 or more
2010	39%	20%	17%	13%	7%	3%	1%	1%
2011	39%	21%	17%	13%	7%	3%	1%	1%
2012	40%	21%	17%	12%	6%	3%	1%	1%
2013	43%	21%	15%	11%	6%	2%	1%	0%

Source: Indiana Community Services Block Grant Data, 2010-2013

The presence of other adults in the home can be due to many things. It could be an elderly parent who needs care or an adult child that needs to move home because of job loss or mortgage foreclosure. Regardless of the reason, the situation may present additional challenges



to the household and may indicate financial hardship. Sixty percent of survey respondents indicated their household included non-householder adults 18 and over. Twenty percent of these adults were disabled and 21 percent were unemployed (Table 13).

Table 13: Employment status of other adults in the household, as reported by survey respondents, CAA clients, Indiana, 2014

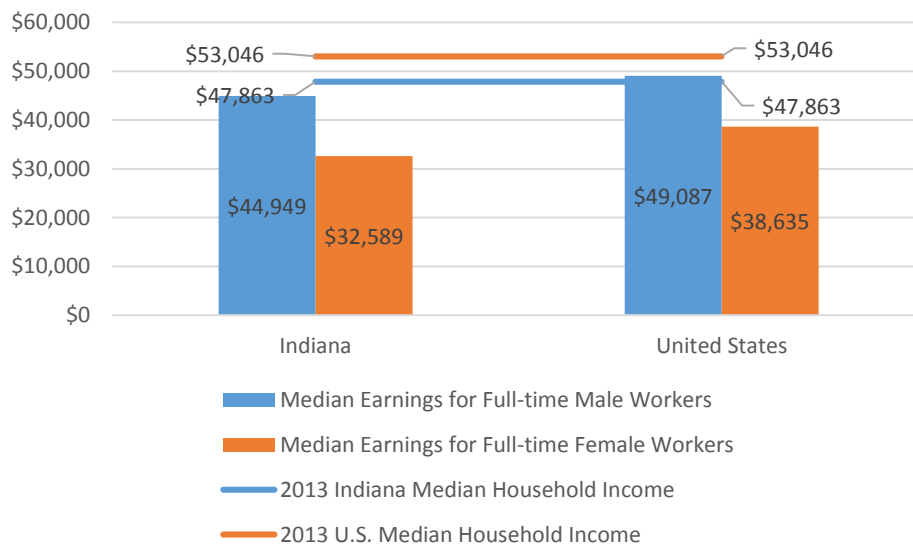
Employment status	% of Respondents
Disabled	20%
Full-time	34%
Full-time, still looking for additional work/higher income	5%
Part-time	9%
Part-time, looking for work	3%
Retired	7%
Unemployed, looking for work	15%
Unemployed, not looking for work	6%

Source: 2014 Survey of CAA Clients

Employment

The full-time earnings for both male and female full-time workers in Indiana lags behind the U.S. median earnings (Figure 6). The gap between the national and Indiana median earnings for female full-time workers is larger than the gap for the male median earnings. This wage gap is particularly relevant for females, as single-parent families, led by a female householder, make up 25 percent of the households with children in Indiana. The median household income in Indiana is \$5,000 less than the U.S. median household income.

Figure 6: Median household income and full-time earnings, by gender, Indiana and U.S. comparison, 2013



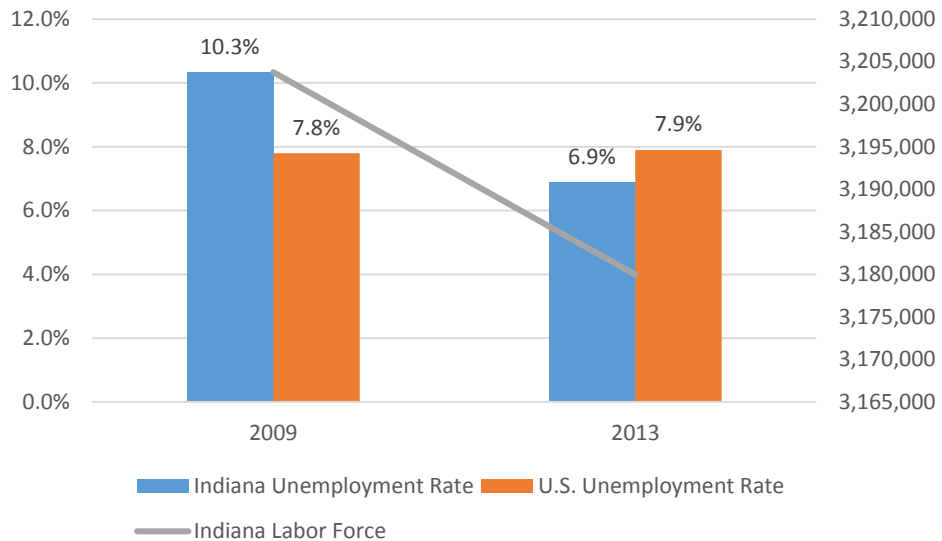
Source: U.S. Census Bureau, American Community Survey, 2005-2009 and 2009-2013, 5-Year Estimates

Between 2009 and 2013, Indiana's unemployment rate decreased more than the U.S. unemployment rate (Figure 7). However, the labor force size in Indiana has decreased (1 percent) while the U.S. total labor force has increased (1 percent change). A decrease in



unemployment rate and labor force size may indicate that some job seekers have stopped searching for jobs and no longer file unemployment claims.

Figure 7: Comparison of Indiana and U.S. unemployment rate and change in Indiana labor force, 2009-2013



Source: Indiana Business Research Center, STATS Indiana, Not-Seasonally Adjusted Labor Force Overview, Annual Averages

When we compare unemployment rates and the changes in per capita and median household incomes for each Indiana MSA area for 2009 to 2013, Elkhart MSA showed a decline in median household income, but experienced the largest percent increase in per capita income and the unemployment rate was cut by more than half (Table 14). Indiana counties not included in an MSA (half of all Indiana counties) show a higher increase in per capita and median household incomes than the state as a whole. The unemployment rate for these counties is similar to the entire state. Overall, while median household incomes remained stagnant or changed very little from 2009 to 2013, the per capita incomes of each MSA area increased by at least 10 percent. However, the per capita income for these areas are still lower than the U.S. per capita income (not shown in table).



Table 14. Unemployment rates and % change in per capita and median household incomes, by Indiana MSA, 2009-2013

MSA	2009 unemployment rate	2013 unemployment rate	% change in per capita income	% change in median household income
Bloomington MSA	7.2%	6.2%	11.0%	5.9%
Chicago, IL MSA - Gary Division*	10.3%	8.1%	19.4%	2.1%
Cincinnati - Middletown, OH MSA*	11.5%	7.1%	16.2%	1.4%
Columbus MSA	9.6%	5.2%	20.7%	3.1%
Elkhart - Goshen MSA	18.0%	6.9%	22.0%	(4.5%)
Evansville MSA	8.2%	6.3%	19.8%	3.7%
Fort Wayne MSA	10.7%	6.8%	16.4%	2.0%
Indianapolis MSA	8.8%	6.4%	14.8%	1.0%
Kokomo MSA	14.5%	7.3%	16.3%	(1.2%)
Lafayette - West Lafayette MSA	9.3%	6.2%	17.2%	6.7%
Louisville, KY MSA*	9.1%	6.8%	13.9%	4.8%
Michigan City - LaPorte MSA	11.9%	8.5%	12.8%	1.0%
Muncie MSA	10.7%	7.8%	10.2%	0.2%
South Bend - Mishawaka MSA	11.5%	8.1%	10.6%	0.0%
Terre Haute MSA	10.5%	8.7%	15.5%	4.8%
All Counties Not in MSA (46)	12.0%	6.8%	18.2%	3.3%
Indiana Total	10.3%	6.9%	17.0%	2.8%

Source: U.S. Census Bureau, American Community Survey, 2005-2009 and 2009-2013, 5-Year Estimates; 2009 U.S. Census Bureau MSA definitions

*Only Indiana counties are included in the totals for MSAs where the principal city is outside Indiana.

The percent of individuals served by a CAA who are disabled increased from 17 percent in 2010 to 24 percent in 2013 (Table 15).

Table 15. Disability status of individuals served, % of CAA clients, Indiana, 2010-2013

Year	Yes	No
2010	17%	83%
2011	16%	84%
2012	18%	82%
2013	24%	76%

Source: Indiana Community Services Block Grant Data, 2010-2013

The survey asked clients to share their employment status. Nearly one-quarter of all respondents reported being disabled. The same number stated they were looking for work or jobs with higher income (includes full-time still looking, part-time, looking, and unemployed, looking). Sixteen percent are retired (Table 16).



Table 16: Employment status of CAA clients, as reported by survey respondents, Indiana, 2014

Employment status	% of Reporting
Disabled	24%
Full-time	18%
Full-time, still looking for additional work/higher income	4%
Part-time	11%
Part-time, looking for work	4%
Retired	16%
Unemployed, looking for work	16%
Unemployed, not looking for work	7%

Source: 2014 Survey of CAA Clients

Table 17 details those who reported looking for work were asked to detail what is keeping them from getting work, and could choose more than one response. Again, the most common responses were either a disability or retired. This is indicative that more people are unable to support themselves based solely on retirement or disability funds alone. Lack of childcare or problems paying for childcare were most often listed as other barriers to employment.

Table 17: Barriers to employment, as reported by survey respondents, CAA clients, Indiana, 2014

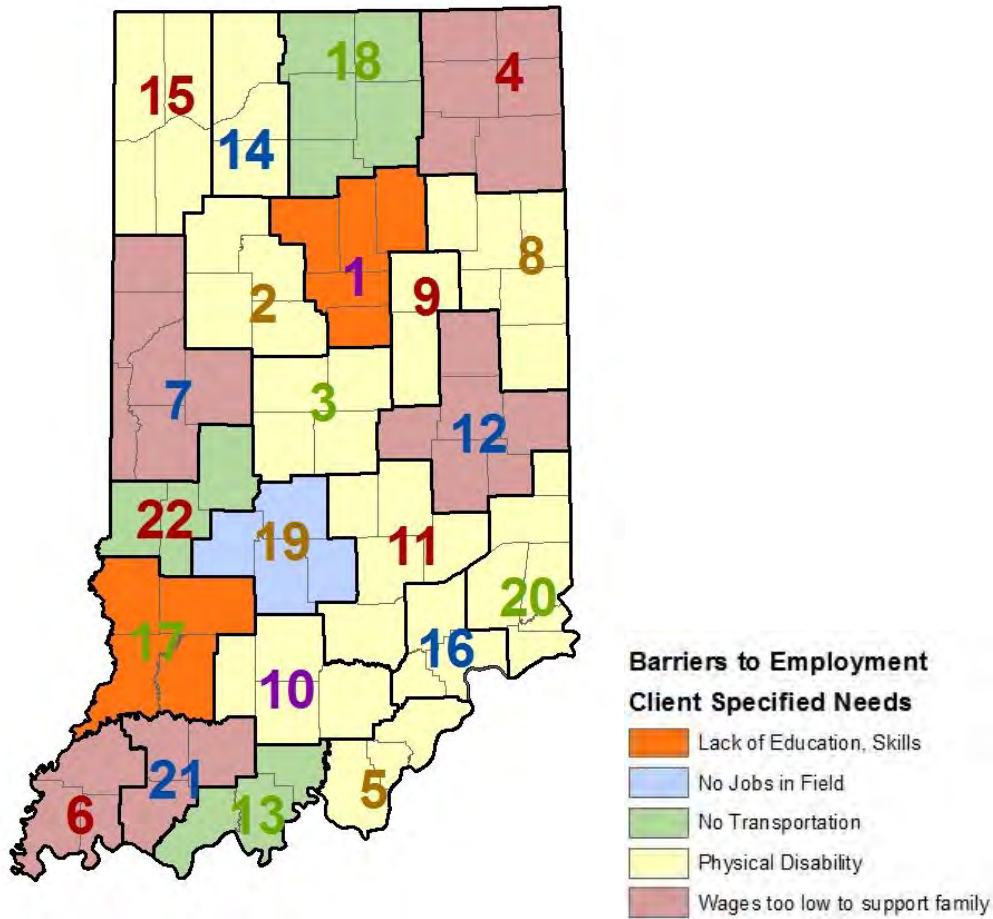
Barriers to employment	% of respondents
No jobs in my field	3%
No transportation	5%
Lack of training, education, or skills	6%
Wages too low to support family	6%
Physical disability	14%
Retired	9%
Lack of required experience	4%
Other	7%

Source: 2014 Survey of CAA Clients



Map 2 details client responses to barriers of employment by CAA. Having a physical disability was the most common barrier in eleven CAAs. Jobs with wages that are too low to support a family was a common barrier for clients, as well.

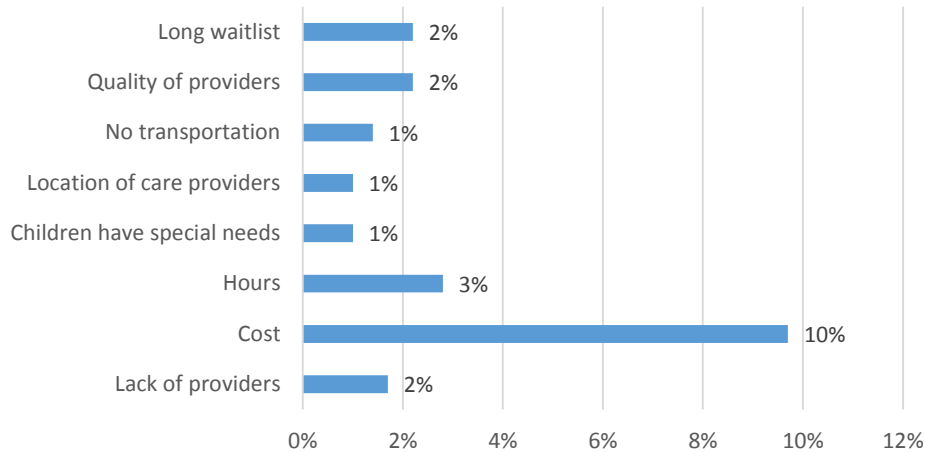
Map 2: Most common barriers to employment by CAA, as reported by survey respondents, Indiana, 2014



Fourteen percent of respondents reported a need for childcare services with children ages three to five most in need. The survey also asked if there were any problems locating childcare services. Those CAA clients who did list child care problems cited problems with cost most often (Figure 8). Hours, quality childcare options, waiting lists, and lack of providers also were mentioned as barriers. The survey also asked if individuals received help paying for childcare services. Twenty-two percent reported receiving childcare assistance.



Figure 8: Problems locating or keeping childcare, as reported by survey respondents, CAA clients, Indiana, 2014



Source: 2014 Survey of CAA Clients

Income

In 2013, 87 percent of clients reported at least one source of income, down from 94 percent in 2010 (Table 18).

Table 18: Income sources of clients, % of CAA clients, Indiana, 2010-2013

Year	One or more sources of income	Zero income reported
2010	94%	6%
2011	94%	6%
2012	94%	6%
2013	87%	13%

Source: Indiana Community Services Block Grant Data, 2010-2013

Of those who reported income, 40 percent indicated that at least a portion of it came from employment, an increase from 29 percent in 2010 (Table 19).

Table 19: Source of family income of those served, % of CAA clients reporting income, Indiana, 2010-2013

Year	TANF	SSI	Social Security	Pension	General Assistance	Unemployment Insurance	Employment + Other Sources	Employment Only	Other
2010	4%	10%	21%	2%	14%	7%	8%	21%	11%
2011	4%	11%	23%	3%	13%	7%	13%	20%	8%
2012	2%	12%	27%	3%	9%	6%	10%	25%	5%
2013	1%	12%	26%	3%	10%	4%	16%	24%	4%

Source: Indiana Community Services Block Grant Data, 2010-2013



The income level of clients shifted slightly between 2010 and 2013, from 67 percent at 100 percent or less of Health and Human Services (HHS) Guidelines in 2010 to 70 percent in 2013 (Table 20).

Table 20: Family income level (% of HHS Guideline), % of CAA clients, Indiana, 2010-2013

Year	Up to 50%	51% to 75%	76% to 100%	101% to 125%	126% to 150%	151% to 175%	176% to 200%	201% and over
2010	25%	19%	22%	17%	13%	2%	1%	0%
2011	24%	20%	23%	17%	13%	2%	1%	0%
2012	25%	20%	23%	18%	12%	1%	0%	0%
2013	26%	19%	24%	17%	11%	1%	0%	0%

Source: Indiana Community Services Block Grant Data, 2010-2013

Child support payments, or lack thereof, may have a tremendous impact on households. Of respondents who indicated that they were entitled to receive child support, only 30 percent reported that they receive support on a regular basis. Nearly half of these respondents reported receiving support once a month or less than once a month. It is important to note that roughly half of those who reported child support eligibility did not respond to the questions regarding receipt on a regular basis or frequency of receipt.

Entrepreneurial Nature

For those that are unemployed or underemployed, one potential option is to start a business of their own. Nearly 60 percent of those surveyed replied they would be interested in starting their own business. When asked what prevents them from proceeding, lack of finances and know-how are the leading barriers (Table 21).

Table 21: Barriers to starting a business, % of CAA clients, as reported by survey respondents, Indiana, 2014

Barriers to business creation	% of Respondents
Lack of finances/money	21%
Lack of education/training	8%
Lack of child care	3%
Don't know how to get started	13%
Lack of time	4%
Not enough assistance	8%
Too much red tape	5%
Other	3%

Source: 2014 Survey of CAA Clients

Poverty

Indiana's overall poverty rate is lower than the U.S. poverty rate. It is also lower for seniors and residents who have a high school degree or less, but higher for children and Spanish speakers. The highest poverty rates for Indiana as a whole and for individual counties occur among residents who speak Spanish or a language other than English.

Indiana has a lower total poverty rate than the U.S. There are only two categories where poverty rates are greater than one percent, Spanish speakers and those who speak a language other than English (Table 22).



Table 22: Poverty rates by age, language spoken, and educational attainment, 2013 for Indiana, and three counties with the lowest and highest rates for each category

Total population	Children	Seniors	English only speakers	Language other than English	Spanish speakers	Less than high school	High school or equivalent	Some college or associate	Bachelor degree or higher
United States									
15.4	21.6	9.4	13.1	20.8	24.3	27.1	13.7	10.1	4.3
Indiana									
14.9	21.8	7.3	13.7	24.0	28.5	26.2	11.9	10.1	3.8
3 lowest counties									
4.9 Hendricks	6.3 Hendricks	2.8 Hamilton	4.5 Hendricks	3.9 Warren	0 Warren	9.7 Ohio	5.5 Tipton	2.4 Hendricks	0.3 Carroll
5.1 Hamilton	6.7 Hamilton	3.3 Warrick	4.7 Hamilton	4.8 Vermillion	0 Pike	10.4 Jasper	5.9 Dubois	2.7 Warren	0.4 Adams
7.0 Warren	8.5 Boone	3.8 Hancock	6.8 Warren	4.9 Martin	0 Vermillion	12.4 Warren	6.3 Hendricks	5 Hamilton	0.7 Hancock
3 highest counties									
21.9 Switzerland	33.9 Fayette	11.4 Scott	21.6 Fayette	39.8 Crawford	46.2 Clay	35.4 Vermillion	15.5 Fayette	14.4 Vigo	8.0 Jay
22.4 Monroe	34.5 Wayne	11.7 Pulaski	21.7 Delaware	39.9 Adams	52.6 Rush	35.4 Montgomery	15.9 Wayne	15.2 Jennings	8.7 Scott
22.5 Fayette	38.8 Switzerland	14.6 Crawford	23.7 Monroe	56.4 Orange	58.0 Lawrence	36.1 Harrison	16.8 Marion	16.5 Henry	8.9 Monroe

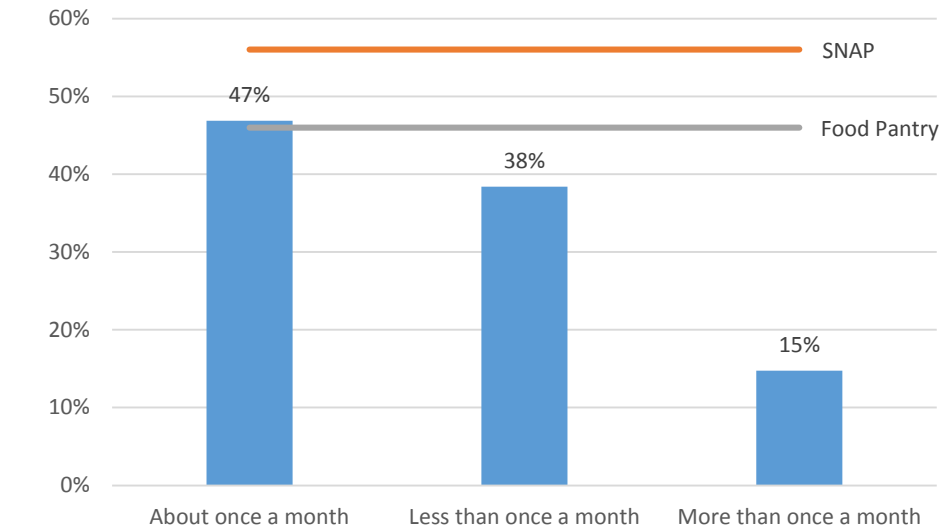
Source: U.S. Census Bureau, American Community Survey, 2005-2009 and 2009-2013, 5-Year Estimates

Food Security

Over half of the survey respondents indicated that they received SNAP, commonly referred to as food stamps, and most of those also indicated that they used a food pantry, usually about once a month (Figure 9).



Figure 9: Percentage receiving SNAP, using local food pantries, and frequency of use as reported by survey respondents, CAA clients, Indiana 2014



Source: 2014 Survey of CAA Clients

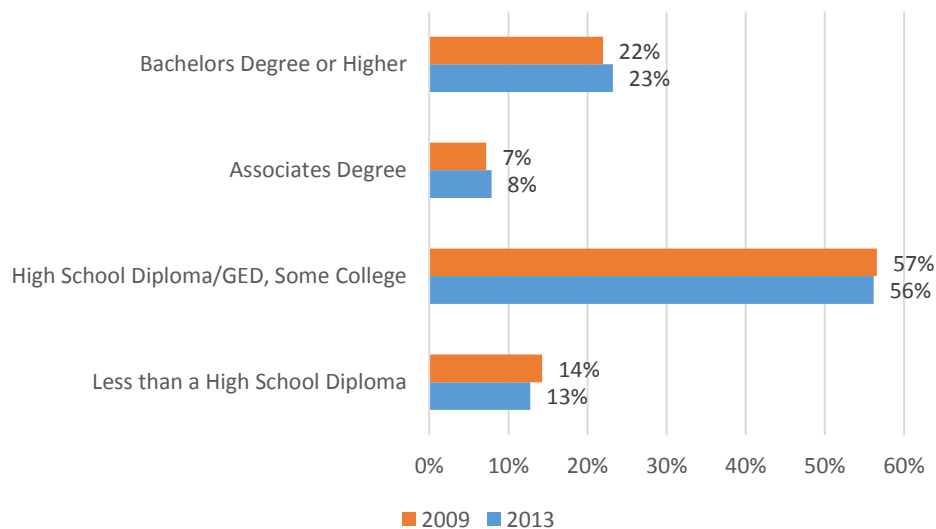
When asked questions regarding food insecurity, 27 percent indicated that they had skipped some meals, 7 percent had gone at least a day without eating, and 3 percent had children who complained of being hungry. In addition, 18 percent would like to feed their children better/healthier meals.

Of those who reported problems in obtaining food, many (47 percent) indicated that the cost of food was the issue.

Educational Attainment

Educational attainment has remained relatively unchanged from 2009 to 2013 in Indiana (Figure 10), and the state lags behind national rates.

Figure 10: Educational attainment, population 25 years and older, Indiana, 2009-2013



Source: U.S. Census Bureau, American Community Survey, 2005-2009 and 2009-2013, 5-Year Estimates



The educational attainment of clients (24 years and older) served by the CAA network, remained relatively consistent from 2010 through 2013, except for those who had only completed to the 8th grade or below and those completing high school or equivalency from 2012-2013 (dropping from 17 percent of the population to 8 percent, and increasing from 57 percent to 66 percent, respectively) (Table 23).

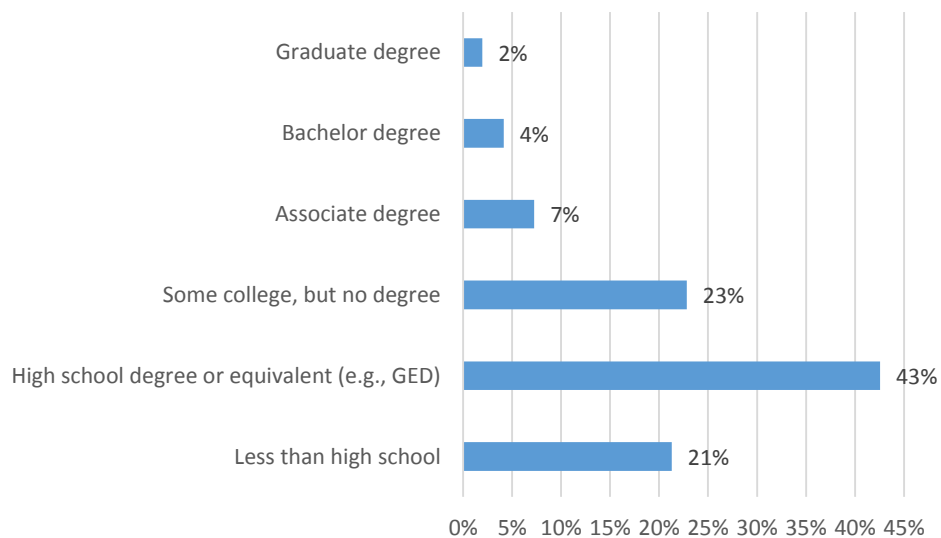
Table 23: Highest level of educational attainment of adults served by CAAs (24 Years or Older), Indiana, 2010-2013

Year	Completed some grade(s) from K-8 th grade	Completed some grade(s) from 9-12 th grade	High school graduate or equivalency	Some post-secondary	2 or 4 year college graduates
2010	11%	23%	49%	10%	7%
2011	16%	22%	49%	7%	8%
2012	17%	26%	42%	7%	8%
2013	8%	25%	50%	7%	9%

Source: Indiana Community Services Block Grant Data, 2010-2013

Most survey respondents (79 percent) graduated from high school with 13 percent earning a post-secondary degree of some kind (Figure 11).

Figure 11: Highest level of educational attainment as reported by survey respondents, CAA clients, Indiana, 2014



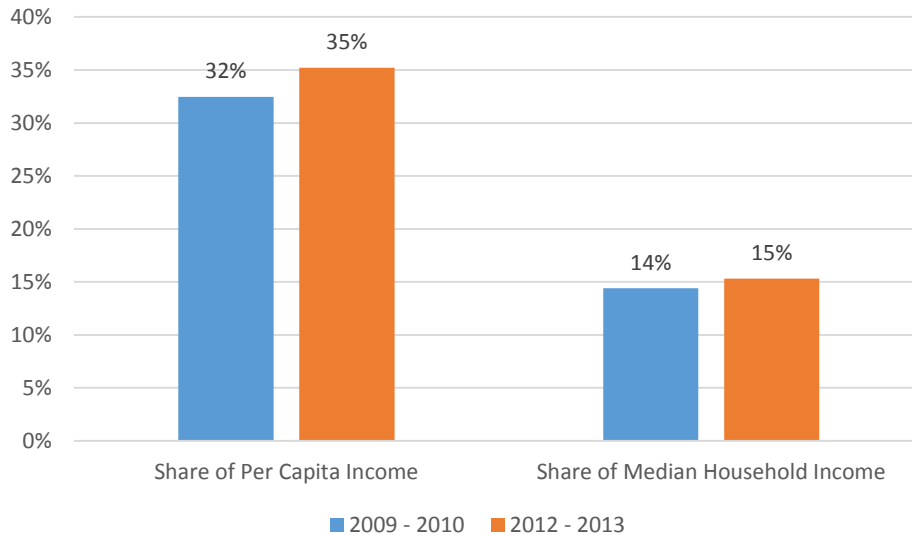
Source: 2014 Survey of CAA Clients

To understand the financial burden of college and university tuition costs on residents who are pursuing an associate's or bachelor's degree, an analysis of state university and college tuition costs was completed. The cost per academic year for each four-year and two-year public college in Indiana was obtained from the Indiana Commission for Higher Education. The averages of tuition rates for the 2009 to 2010 and 2012 to 2013 academic years were calculated. The average median household and per capita incomes for both years were also calculated.



The percentage of income required to obtain a degree continues to rise each year (13 percent from 2009 to 2013). The average per capita income for the same time period decreased 3 percent and the average median household income increased by less than 1 percent. Figure 12 displays the percentages of per capita income and median household income required to cover the average cost of tuition for a state college or university.

Figure 12: Percentage of median household income and per capita income required for state college/university tuition, Indiana



Source: U.S. Census Bureau, American Community Survey, 2005-2009 and 2009-2013, 5-Year Estimates; Indiana Commission for Higher Education

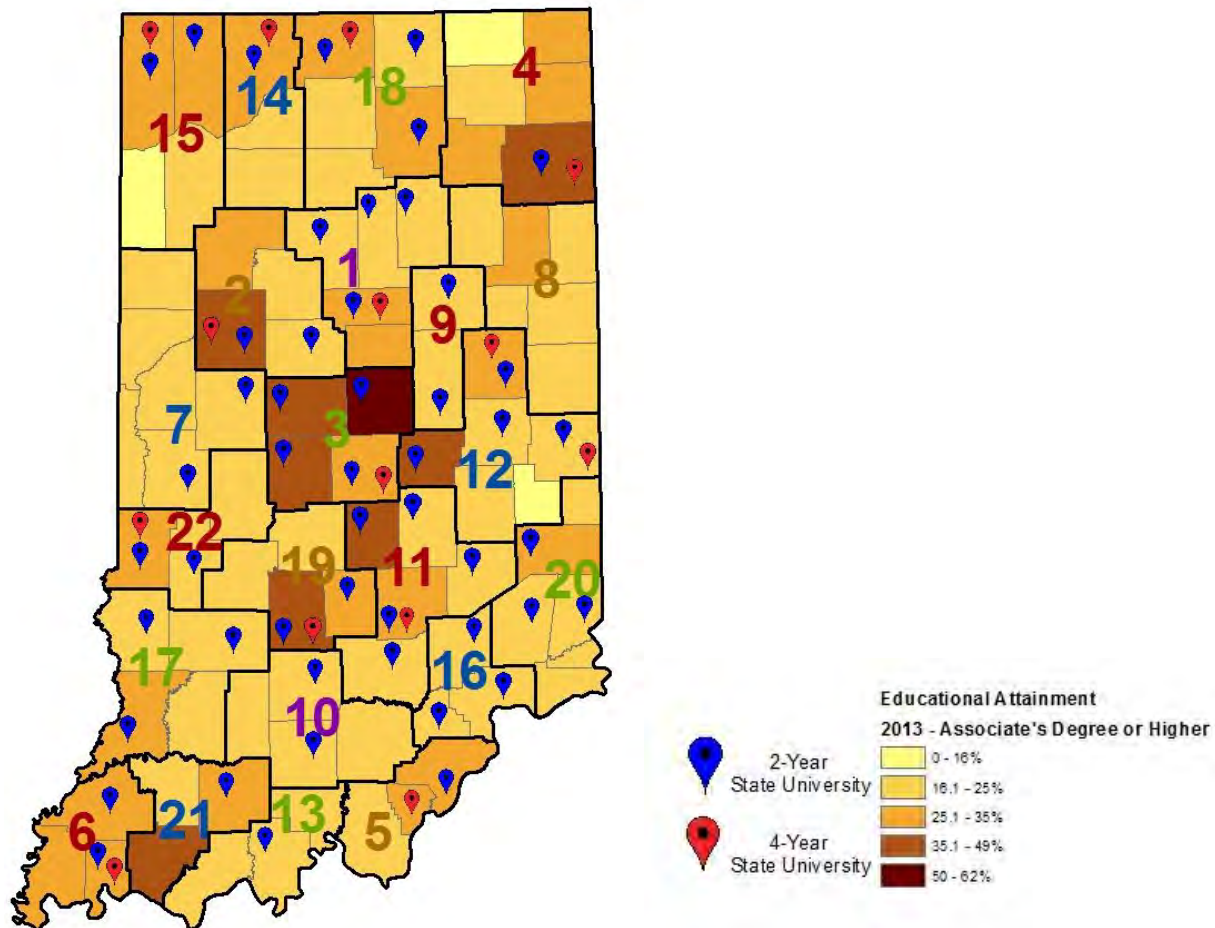
An additional analysis was done to determine the percentage of residents, by county, with an associate's degree or higher, in relation to the availability of 2- and 4-year state colleges or universities in each county. There are two main areas of Indiana where there is a lack of state colleges. The CAA area of CFSI (based in Portland) does not presently have a state college in any of the counties that make up the area. In the west central to northwest sections of Indiana, there is a gap of state college coverage as well.

There are three CAA areas that only have one location: CAPWI, LHDC, and Tri-Cap. CANI, NCCAA, both have a 2- and 4-year option, but both schools are located in the same county.

Map 3 details educational attainment by county and the location of state two and four-year universities. The west central and east central portions of the state have limited access to state universities.



Map 3: Percentage of residents with an associate's degree or higher, by county, and location of state colleges/universities, 2013



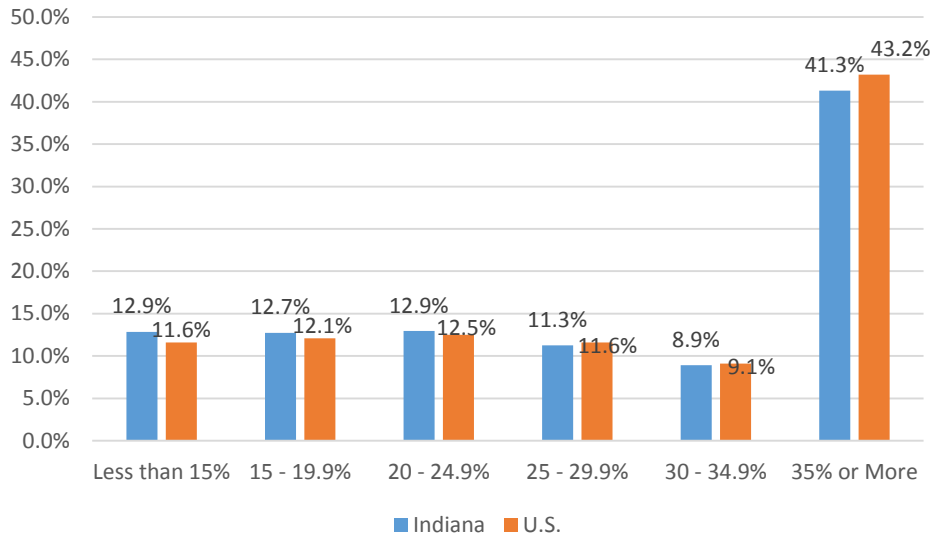
Source: U.S. Census Bureau, American Community Survey, 2013 Five-Year Estimates; Indiana Commission for Higher Education

Housing

Seventy percent of households in Indiana own their own home, compared to 65 percent nationally. A higher percentage renters in Indiana spend less than 25 percent on housing costs than the national totals (Figure 13). However, Indiana's percentage of renters whose housing costs exceed 35 percent of their monthly income (41 percent) is very similar to the national percentage (43 percent). Overall, 50 percent of Indiana renters spend 30 percent or more of their monthly income on rent and utilities.



Figure 13: Gross rent as percentage of income, Indiana and U.S. comparison, 2013



Source: U.S. Census Bureau, American Community Survey, 2009-2013, 5-Year Estimates

Table 24 shows monthly rents in Indiana in 2013. The gross median rent in Indiana was \$730, lower than the U.S. gross median rent for 2013 of \$904.

Table 24: Monthly rent for housing, Indiana, 2013

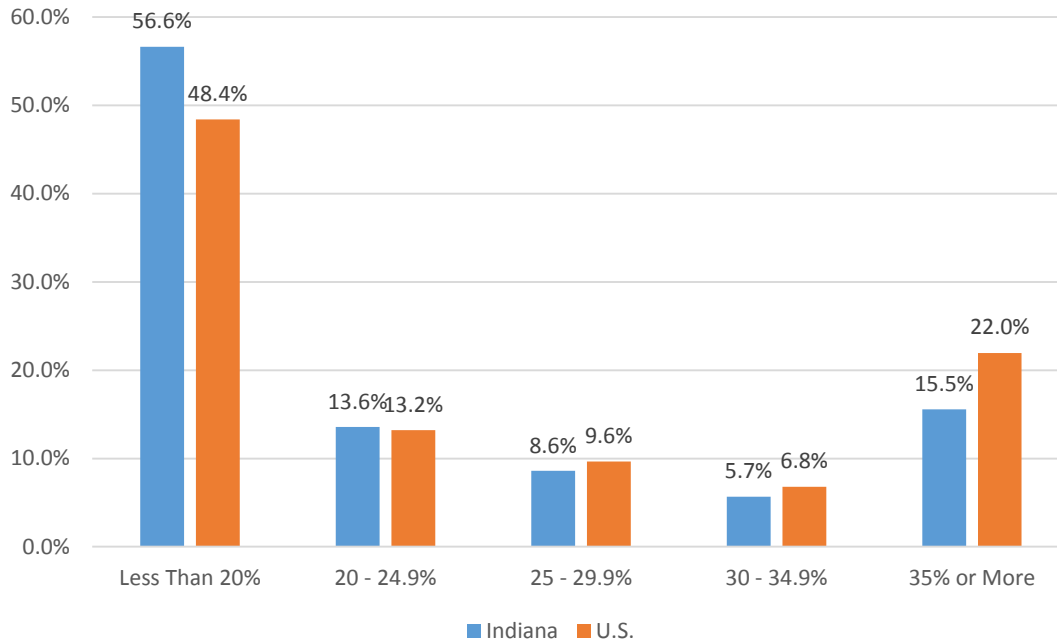
	Number of Renters	Percent of Renters
< \$200	14,660	2.1%
\$200 - \$299	24,651	3.5%
\$300 - \$499	78,025	11.1%
\$500 - \$749	256,115	36.5%
\$750 - \$999	201,505	28.7%
\$1,000 - \$1,499	102,356	14.6%
≥\$1,500	23,727	3.4%

Source: U.S. Census Bureau, American Community Survey, 2009–2013, 5-Year Estimates

Over 56 percent of homeowners in Indiana spend 20 percent or less of their monthly income on housing costs (Figure 14). Indiana also has fewer homeowners with excessive housing costs compared to the national average. The 2013 weighted average of the median housing costs (for owners with and without mortgages) in Indiana is \$896. The U.S. weighted average of median housing costs for 2013 was \$1,174.



Figure 14: Monthly owner costs as percentage of income, Indiana and U.S. comparison, 2013



Source: U.S. Census Bureau, American Community Survey, 2009-2013, 5-Year Estimates; Homeowners with and without mortgages are combined.

The percent of CAA clients experiencing homelessness in Indiana decreased from 2 percent in 2010 to less than 1 percent (0.3 percent) in 2013, while those owning their own home increased from 34 percent to 38 percent (Table 25).

Table 25: Housing status of individuals served by CAAs, Indiana, 2010-2013

Year	Own	Rent	Homeless	Other
2010	33.8%	62.7%	2.1%	1.4%
2011	35.5%	62.5%	0.4%	1.6%
2012	35.8%	62.7%	0.5%	1.0%
2013	37.7%	61.1%	0.3%	0.9%

Source: Indiana Community Services Block Grant Data, 2010-2013

Nearly 40 percent of survey respondents said they spend more than one-third of their income on housing expenses. Over 25 percent indicated that they were dissatisfied with their current housing. The expense of heat and utilities was the most common reason for dissatisfaction. For those who are looking for housing (Table 26), the most cited reasons for having a problem locating rental housing were financial (bad credit and don't have the money for security deposit and/or first or last month's rent).



Table 26. Barriers to locating rental housing, as reported by survey respondents, CAA clients, Indiana, 2014

Reason given	% of respondents
Bad credit	13%
Can't find any units for a household member with special needs	1%
Don't have good references/background check	4%
Don't have the money for security deposit and/or first or last month's rent	19%
Evicted from subsidized housing in the past	1%
I don't have a car and there aren't any rental near school, work, grocery store, etc.	3%
I have a felony conviction	2%
Not sure how or where to look	5%
I wouldn't be any better off as the places I can afford are unsafe, unhealthy, or too small	5%

Source: 2014 Survey of CAA Clients

For those who indicated that they would be interested in home ownership, the main barrier that respondents identified was not being able to afford the down payment (Table 27).

Table 27: Barriers to home ownership, as reported by survey respondents, CAA clients, Indiana, 2014

Reason given	% of respondents
I can't afford the down payment	29%
I can't find anything in my price range	14%
I don't know how to begin the process	11%
I have bad credit	24%
I was turned down for mortgage financing	4%

Source: 2014 Survey of CAA Clients

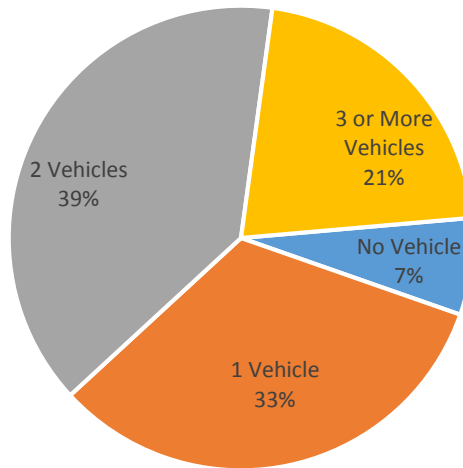
Transportation

Half of Indiana's counties are outside a major metropolitan area and therefore the ability of residents to travel to work, school, and health care appointments can be difficult without transportation. In 2013, 7 percent of households in Indiana were without a vehicle (Figure 15).

While 93 percent of households indicated that they have at least one car, almost 23 percent of those without a vehicle reside in rural areas outside of a MSA. The Indianapolis MSA has the largest share of households without vehicles (26 percent).



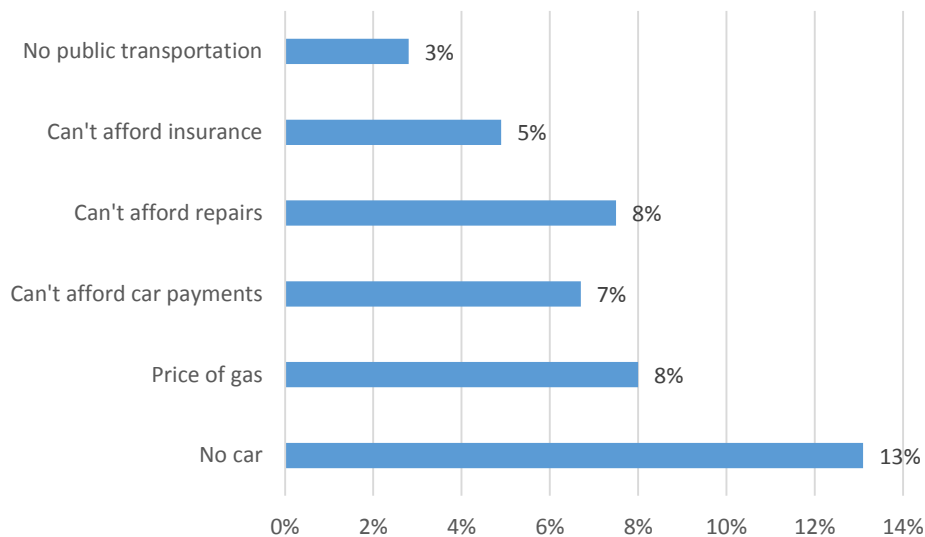
Figure 15. Vehicles available by occupied housing units, Indiana, 2013



Source: U.S. Census Bureau, American Community Survey, 2009-2013, 5-Year Estimates

Most (80 percent) respondents to the CAA client survey report access to reliable transportation. Of the 20 percent who did not, not owning a car was cited most frequently as the reason (Figure 16).

Figure 16. Reason for not having access to reliable transportation, as reported by survey respondents, CAA clients, Indiana, 2014



Source: 2014 Survey of CAA Clients

Financial Services

Most respondents to the CAA client survey indicated that they have a checking account, but only 37 percent indicated that they had a savings account, and almost 20 percent indicated that they used check cashing or cash advance services (Table 28).



Table 28: Access or usage of banking services, as reported by survey respondents, CAA clients, Indiana, 2014

Reason given	% of respondents
Checking account	70%
Savings account	37%
Credit card	29%
Check cashing or cash advance	19%

Source: 2014 Survey of CAA Clients

The availability of institutions, besides banks, that provide check cashing services is important for residents who are unable to obtain a checking account. A list, compiled from Indiana Department of Financial Institutions data, was analyzed to determine the number of check cashing and small loan lender establishments by county in Indiana. There are likely other establishments that offer these services not included in this count; the data provided here are businesses registered with the state for those purposes.

Two maps were created from these data. The first map (Appendix C) displays the number of check cashing locations by county. The second map (Appendix D) displays the number of small loan lenders by county. For each map, the CAA numbers, corresponding with the agency listing on page 4 are listed as well.

In total, there are 445 check cashing establishments and 363 small loan lenders in Indiana. Some of the small loan lenders were also listed as check cashing locations. There are 27 counties that do not have any registered small loan lenders, and 30 counties without any registered check cashing locations.

Drug Abuse

Drug abuse was identified as a serious issue in the focus groups. Focus groups expressed concern that it hinders employment because residents are unable to pass drug tests. Areas are also experiencing problems with locating affordable housing for residents who have been convicted of a felony, including drug related felonies. Stakeholders also relayed that the lack of mental healthcare had led to an increase the drug use in their areas.

In an effort to assess the need for drug intervention, data regarding the number of drug arrests and clandestine lab seizures were obtained. Data regarding drug arrests were obtained from Uniform Crime Reporting (UCR) which is compiled by the Federal Bureau of Investigation (FBI). Participation in reporting is not required and varies from state to state. In Indiana, there are 86 police agencies who report crime statistics for UCR. All counties were represented in the data, however, the total number of arrests in this report may not include all drug arrests. The data provided are the minimum number of arrests that occurred in 2009 and 2012.

Table 29 details the number of arrests made in Indiana and the top five counties with the highest arrests for that category. Synthetic drugs include methamphetamine (meth). Opiate drugs include heroin and cocaine. The total drug arrests also include arrests for marijuana and other substances such as illegal use of prescription drugs.



Each category was normalized for arrests per 1,000 people as well as the total number of arrests made. While Indiana has had an overall decline in drug arrests from 2008 to 2012, some counties had a significant increase, more than doubling.

Table 29. Drug arrests in Indiana, 2012; change in total drug arrests, 2008 to 2012

Total drug arrests	Drug arrests per 1,000 population	Synthetic drug arrests	Synthetic drug arrests per 1,000 population	Opiate drug arrests	Opiate drug arrests per 1,000 population	% change total drug arrests 2008-2012
Indiana						
26,674	4.11	3,018	0.47	3,109	0.48	-11.8%
Top 5 counties						
4,862	30.82	234	2.99	392	3.87	135.0%
Marion	Scott	Clark	Scott	Marion	Scott	Orange
2,455	13.72	225	2.67	349	2.23	133.3%
Lake	Rush	Marion	Orange	Lake	LaGrange	Martin
1,122	8.61	175	2.43	175	1.81	122.4%
Vanderburgh	Floyd	Vanderburgh	Parke	Clark	Howard	Rush
902	7.11	171	2.43	162	1.59	119.1%
Allen	Orange	Tippecanoe	Blackford	LaPorte	Clark	Fulton
900	6.80	142	2.13	150	1.46	98.6%
Hamilton	Clark	Vigo	Clark	Howard	LaPorte	Washington

Source: National Archive of Criminal Justice Data, Uniform Crime Reporting Data: County-Level Detailed Arrest and Offense Data, 2009 and 2012

Clandestine labs are places where illegal substances, most frequently methamphetamines (meth), are made. Since 2007, Indiana tracks the locations of where labs are seized by law enforcement. As of November 5, 2014, a total of 9,581 labs had been seized by Indiana State Police. These data are only for seizures made by the Indiana State Police or reported to the Indiana State Police for review.

Table 30 lists lab seizure rates for some CAAs, It is interesting to note that Area Five has the fifth highest seizure rate for the CAAs, however none of the counties that make up Area Five rank in the top five when reviewing seizures by county. Jennings County is second for the number of seizures per 1,000 people by county, but the Ohio Valley Opportunities agency does not rank in the top five CAAs. This indicates that while some CAA areas are burdened area-wide by meth production, other CAA areas may have one or two counties where meth production is high.

Table 30: Top 5 clandestine lab seizure rates by Community Action Agencies, Indiana

Total labs seized	Labs per 1,000 population
REAL (1,256)	PACE (4.22)
CANI (1,105)	REAL (3.44)
H.S.I. (1,054)	CAPE (3.43)
CAPE (821)	H.S.I. (3.37)
AREA FIVE (624)	HOOSIER UPLANDS (3.06)

Source: Indiana Methamphetamine Investigation System, Clan Lab Addresses; November 5, 2014



Health Insurance

The percent of individuals with health insurance served by a CAA has increased slightly from 61 percent in 2010 to 63 percent in 2013 (Table 31).

Table 31: Health insurance status of individuals served by CAAs, Indiana, 2010-2013

Year	Yes	No
2010	61%	39%
2011	60%	40%
2012	64%	36%
2013	63%	37%

Source: Indiana Community Services Block Grant Data, 2010-2013

Nearly 80 percent of survey respondents reported having health care coverage. Those who did not report having health insurance were asked what makes it hard for them to obtain coverage. By far, most (63 percent) said cost. Many of the other responses listed some combination of cost, lack of knowledge, or no employer provider coverage as the reason for their lack of coverage.

Community Needs

All clients surveyed were asked to provide feedback on community needs. Questions included what was most needed, somewhat needed, not needed, and do not know for 33 different issues. Respondents were given the opportunity to include other responses. The identified needs were categorized into six areas: adult skills training, financial skills training, household support, food, home maintenance and repair, and affordable housing.

Adult skills training

Respondents were asked to provide feedback on a number of factors related to adult skills. Some concerned employment qualifications, while other addressed the ability to improve skills and access job opportunities. For each of these topic areas, the need for greater adult skill levels is often linked to increased employability and income. The survey results show relatively consistent rankings across all areas. However, the need for financial aid was listed as most needed or somewhat needed most frequently. Financial aid could mean that the client needs assistance with filling out paperwork to receive grants and loans for higher education or the client needs monetary assistance paying for technical or higher education classes. Table 32 shows the responses for all categories within adult skills training.



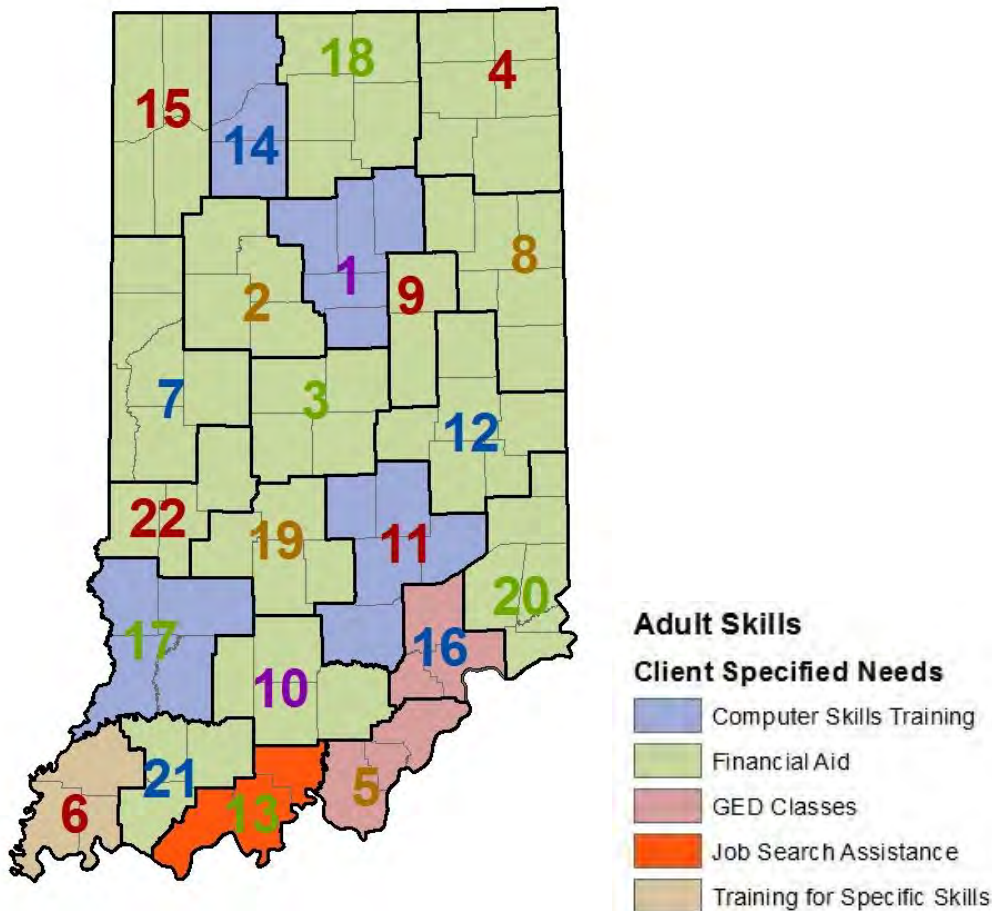
Table 32: Adult skills training needs, as reported by survey respondents, CAA clients, Indiana, 2014

	Literacy	Training for specific skills	GED classes	Financial aid	Computer skills training	Job search assistance	Reliable transportation
Most Needed	19%	30%	29%	39%	32%	34%	35%
Somewhat Needed	24%	24%	21%	22%	26%	23%	19%
Not Needed	32%	26%	30%	22%	25%	26%	28%
Don't Know	25%	20%	20%	17%	17%	16%	18%

Source: 2014 Survey of CAA Clients

In an effort to highlight any differences across the state, the responses were analyzed by CAA. Map 4 shows which adult skills training need was listed most often. All categories are reported most frequently in at least one CAA.

Map 4: Adult skills training needs, as reported by survey respondents, by CAA, Indiana, 2014



Source: 2014 Survey of CAA Clients

Financial skills training

CAA clients also were asked about their need for financial skills training. The topics include: budgeting money, credit counseling, tax preparation, applying for benefits, health insurance,



home foreclosure, starting a business, and financial education. These topics impact many aspects of the clients day-to-day activities and may hinder income and employment opportunities.

Over half of the respondents selected budgeting money as most needed or somewhat needed. However as shown in Table 33, the need for financial skills training is strong in all categories.

Table 33: Financial skills training needs, as reported by survey respondents, CAA clients, Indiana, 2014

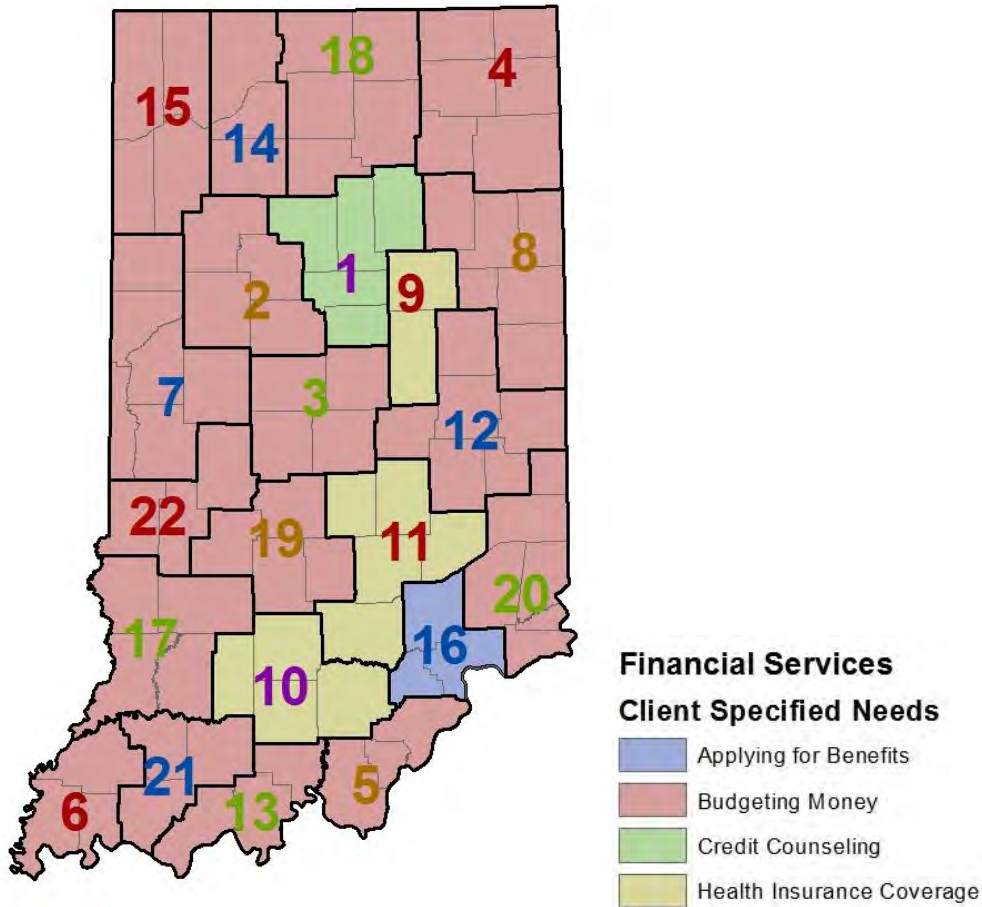
	Budgeting money	Credit counseling	Tax preparation	Applying for benefits	Health insurance coverage	Home foreclosure	Starting a business	Financial education
Most Needed	36%	30%	20%	27%	41%	18%	20%	29%
Somewhat Needed	25%	25%	26%	23%	17%	19%	22%	21%
Not Needed	24%	27%	36%	36%	29%	39%	34%	30%
Don't Know	15%	17%	18%	15%	13%	24%	24%	21%

Source: 2014 Survey of CAA Clients



Looking at the need for financial training by CAA shows that budgeting money is cited most often. Map 5 shows which financial service training was selected most often for each CAA.

Map 5: Financial skills training needs, as reported by survey respondents, by CAA, Indiana, 2014



Source: 2014 Survey of CAA Clients

Household support

The Family Household Support section of the survey included questions about the need for parenting skills training, childcare, youth and teen programs, and support for caregivers. For many households, the years before children are school age or times when school is out are the primary concerns.

Survey respondents listed the need for teen and youth programs most often, with childcare needs not far behind (Table 34). With the percentage of Indiana’s senior population growing, the demand for support for caregivers may grow over time.



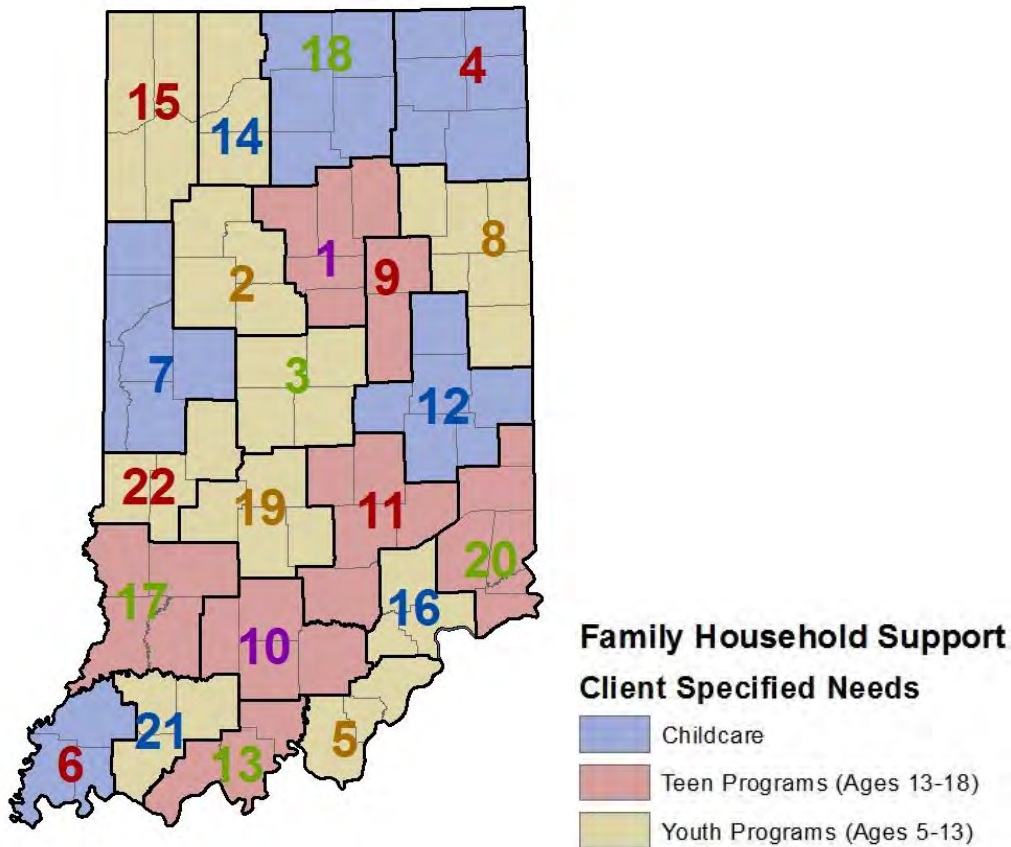
Table 34: Family support needs, as reported by survey respondents, CAA clients, Indiana, 2014

	Parenting Skills	Childcare	Youth Programs	Teen Programs	Support for Caregivers
Most Needed	25%	32%	37%	36%	28%
Somewhat Needed	20%	19%	18%	16%	20%
Not Needed	40%	35%	33%	34%	36%
Don't Know	15%	14%	13%	13%	16%

Source: 2014 Survey of CAA Client

Map 6 shows which family support need was selected most often for each CAA. For this issue there is variation throughout the state.

Map 6: Family support needs, as reported by survey respondents, by CAA, Indiana, 2014



Source: 2014 Survey of CAA Clients

CAA clients were asked to highlight the need for healthy lifestyle tools, healthy relationship classes, support groups, mental health services, and legal services. These topics cover several different aspects, but all highlight the potential need for services outside the home.

The client-specified need for these services is very consistent across all topics. Healthy lifestyle tools was selected most often, with 54 percent saying it was most needed or somewhat needed (Table 35). All topics were identified by at least 48 percent of clients as needed.



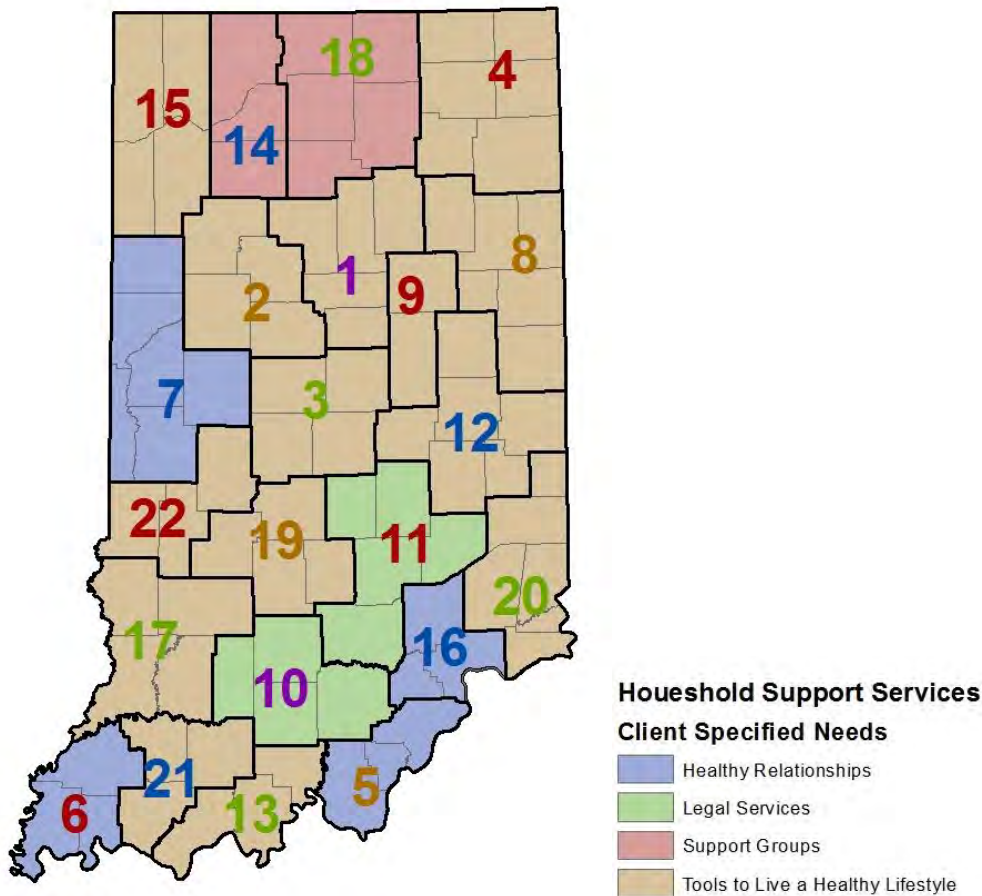
Table 35: Health and legal support needs, as reported by survey respondents, CAA clients, Indiana, 2014

	Healthy Lifestyle Tools	Healthy Relationship Classes	Support Groups	Mental Health Services	Legal Services
Most Needed	27%	28%	27%	28%	29%
Somewhat Needed	27%	23%	23%	21%	21%
Not Needed	32%	34%	34%	36%	35%
Don't Know	14%	15%	15%	16%	15%

Source: 2014 Survey of CAA Clients

A closer look at these topics by CAA yields similar results. All of these topics were selected most often by at least one CAA (Map 7).

Map 7. Health and legal support needs, as reported by survey respondents, by CAA, Indiana, 2014



Source: 2014 Survey of CAA Clients

Food

Survey respondents were asked to provide input on the need for food assistance and nutritional education. The demand for food assistance is closely tied with the need to access SNAP and food pantries, while the need for nutrition education provides insight on the growing obesity epidemic.



As shown in Table 36, over 70 percent of CAA clients reported that food assistance was either most need or somewhat needed. Over 50 percent reported a need for nutrition education, but almost one-third said this was not needed.

Table 36: Food assistance and education needs, as reported by survey respondents, CAA clients, Indiana, 2014

	Food assistance	Nutrition education
Most Needed	43%	28%
Somewhat Needed	28%	28%
Not Needed	21%	32%
Don't Know	8%	12%

Source: 2014 Survey of CAA Client

Home maintenance and repair

CAA clients were asked to share the demand for home insulation and weatherproofing and removal and repair of condemned and vacant homes. As reported earlier, clients often need assistance paying their utility bills. Increasing or improving insulation and weatherproofing can help lower heating and cooling costs.

Table 37 shows the survey responses with over 50 percent reporting insulation and weatherproofing assistance as most or somewhat needed.

Table 37: Maintenance and repair assistance needs, as reported by survey respondents, CAA clients, Indiana, 2014

	Home insulation/weatherproofing	Removal/repair of condemned or vacant houses
Most Needed	36%	30%
Somewhat Needed	22%	18%
Not Needed	29%	37%
Don't Know	13%	15%

Source: 2014 Survey of CAA Clients

Affordable housing

With 50 percent of Indiana residents spending 30 percent or more of their income on housing expenses, it is clear that affordable housing is an issue in many communities. CAA clients were asked to provide feedback on the need for rent and mortgage assistance, utility payment assistance, homeless services, and down payment assistance.

Table 38: Housing and utility needs, as reported by survey respondents, CAA clients, Indiana, 2014

	Rent/mortgage assistance	Utility assistance (electric/gas/water)	Homeless services/shelters	Down payment assistance
Most Needed	48%	62%	38%	38%
Somewhat Needed	21%	20%	16%	18%
Not Needed	22%	11%	35%	30%
Don't Know	9%	6%	12%	14%

Source: 2014 Survey of CAA Clients



Over 80 percent reported that utility payment assistance was most needed or somewhat needed (Table 38). Of all the community needs topics, this received the largest response. Notably, 35 percent reported that homeless services were not needed.

CAA Evaluation

Clients responding to the survey provided very favorable feedback on the CAA staff and programs (Table 39), including:

- 92 percent rated services as either excellent or good;
- 93 percent rated staff treatment as excellent or good;
- 91 percent responded favorably to the reliability of staff; and
- 97 percent found responses to questions and problems to be satisfactory.

Table 39: CAA client feedback, as reported by survey respondents, Indiana, 2014

	Excellent	Good	Fair	Poor	Don't know
Overall, how would you rate the program or services you received?	56%	36%	6%	1%	2%
How would you rate the way the staff treated you?	62%	31%	5%	1%	2%
How would you rate the reliability of the program staff in doing / what they said they would do?	57%	34%	6%	1%	3%
How would you rate the timeliness of the program staff in / responding to your questions or problems?	54%	35%	8%	1%	2%

Source: 2014 Survey of CAA Clients

CAA clients also were asked how likely they were to recommend CAA services and programs and to share how likely they were to return to the CAA for assistance in the future (Table 40). Ninety-seven percent said they were likely or highly likely to recommend the CAA program and services. Ninety-five percent were likely or highly likely to return for services in the future. Table 38 shows all the survey responses.

Table 40: Likelihood of referrals and recommendation, as reported by survey respondents, CAA clients, Indiana, 2014

	Highly Likely	Likely	Unlikely	Highly Unlikely	Don't know
If you had a friend who was in need of the same or similar services / you received, how likely is it that you would recommend the program / or service to him or her?	72%	25%	1%	0%	2%
How likely are you to seek services from this agency again?	69%	26%	1%	1%	4%

Source: 2014 Survey of CAA Clients



Data from CAA Stakeholder Surveys

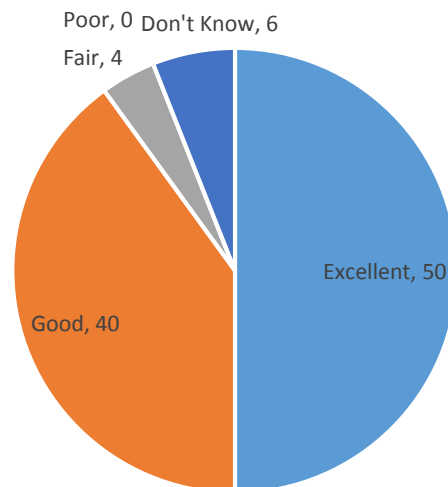
Stakeholders provide another source of data for the assessment. They are knowledgeable about current conditions in the community and are able to provide feedback on CAA operations and impact.

CAA Programs and Services

Responses to the stakeholder surveys are similar to the client feedback, and suggest a favorable review of CAA programs and services.

Figure 17 shows that 90 percent of stakeholder respondents would rate the CAA programs as good or excellent. Figure 18 shows that 87 percent would rate the delivery of CAA services as good or excellent. Ninety-five percent were either likely or highly likely to recommend CAA services (Table 41).

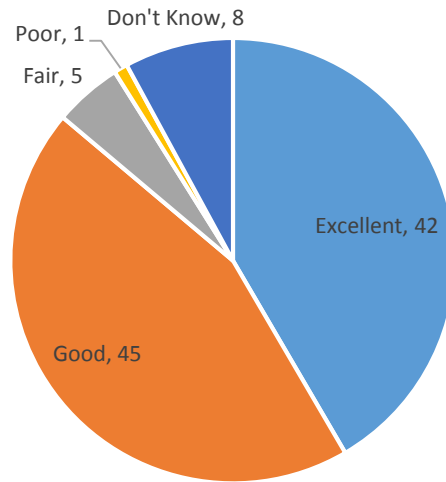
Figure 17. Overall how would you rate the programs and services offered by (Agency)?



Source: 2014 Survey of CAA Stakeholders



Figure 18. How would you rate their delivery of services?



Source: 2014 Survey of CAA Stakeholders

Table 41. How likely are you to recommend the services from (Agency)?

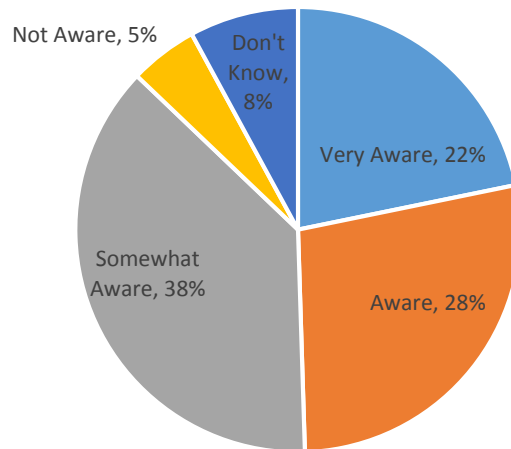
	% of respondents
Highly Likely	70%
Likely	25%
Unlikely	0%
Highly Unlikely	0%
Don't Know	5%

Source: 2014 Survey of CAA Stakeholders

However, when asked about the public awareness of CAA programs, Figure 19 shows the response is not as clear. Only 50 percent are either very aware or aware of CAA services. Thirty-eight percent responded that the public was only somewhat aware of CAA services. This is an area for further evaluation and discussion. The impact of CAAs may be enhanced with greater public awareness.



Figure 19: What is the level of public awareness regarding the services that the (Agency) provides?



Source: 2014 Survey of CAA Stakeholders

Community Needs

Stakeholders were asked to identify the need for community resources to match demand in the community. There are differences between the needs identified by the client and stakeholder surveys.

Adult skills training

The CAA clients listed financial aid and computer skills training most frequently. While there is agreement on the need for computer skills, stakeholders also highlighted the need for specific skills training, job search assistance, and reliable transportation (Table 42).

Table 42. Adult skills training needs, as reported by community stakeholders, Indiana, 2014

	Literacy	Training for specific skills	GED classes	Financial aid	Computer skills training	Job search assistance	Reliable transportation
Most Needed	31%	48%	29%	41%	44%	48%	49%
Somewhat Needed	41%	32%	38%	36%	43%	32%	31%
Not Needed	7%	4%	20%	6%	4%	7%	6%
Don't Know	21%	16%	13%	17%	10%	13%	14%

Source: 2014 Survey of CAA Stakeholders

Financial skills training

When asked to list the needs for financial skills training, the responses match the client feedback. Both list budgeting money, financial education, and health insurance coverage at or near the top of the list of needs (Table 43). This level of agreement may assist in developing training to match community need.



Table 43: Financial skills training needs, as reported by community stakeholders, Indiana, 2014

	Budgeting money	Credit counseling	Tax preparation	Applying for benefits	Health insurance coverage	Home foreclosure	Starting a business	Financial education
Most Needed	62%	54%	29%	40%	56%	28%	21%	46%
Somewhat Needed	26%	30%	41%	44%	32%	43%	37%	38%
Not Needed	3%	5%	15%	7%	6%	10%	22%	4%
Don't Know	9%	11%	15%	8%	6%	18%	21%	13%

Source: 2014 Survey of CAA Stakeholders

Household support

The stakeholder responses to the need for household support is very consistent across all topics. This is similar to the client survey responses and may identify a wide demand for services. Table 44 shows stakeholders view household services as either most needed or somewhat needed for all topics areas.

Table 44. Household family support needs as reported by community stakeholders, Indiana, 2014

	Parenting skills	Childcare	Youth programs	Teen programs	Support for caregivers
Most Needed	64%	61%	45%	50%	43%
Somewhat Needed	27%	29%	40%	38%	45%
Not Needed	3%	5%	5%	3%	3%
Don't Know	5%	5%	9%	9%	9%

Source: 2014 Survey of CAA Stakeholders

The stakeholders reported need for household support services is consistent across topics. As shown in Table 45, the variation in responses is not more than a percentage or two. These responses are similar to the client survey results and may identify another area of agreement for services and programs.

Table 45. Household service support needs as reported by community stakeholders, Indiana, 2014

	Tools to live a healthy lifestyle	Healthy relationship programs/ classes	Support groups	Mental health services	Legal services
Most Needed	44%	34%	57%	43%	51%
Somewhat Needed	43%	47%	29%	42%	37%
Not Needed	2%	4%	5%	5%	3%
Don't Know	10%	14%	9%	9%	10%

Source: 2014 Survey of CAA Stakeholders

Food

The stakeholder responses differ from the client responses for this topic. As Table 46 shows, stakeholders see an increased demand for food assistance (87 compared to 71 percent), and a



greater need for nutrition education (94 versus 56 percent). These differences may indicate the need for additional information for this topic or a closer examination by CAA.

Table 46: Food needs as reported by community stakeholders, Indiana, 2014

	Food assistance	Nutrition education
Most Needed	55%	47%
Somewhat Needed	32%	47%
Not Needed	9%	1%
Don't Know	5%	5%

Source: 2014 Survey of CAA Stakeholders

Home maintenance and repair

Stakeholders reported higher levels of demand for home insulation and weatherproofing as well as the removal or repair of condemned or vacant homes than the client surveys (Table 47). This may indicate a gap in perception of housing conditions. It also differs from the client reported need for utility payment assistance.

Table 47: Home insulation and repair needs as reported by community stakeholders, Indiana, 2014

	Home insulation/weatherproofing	Removal/repair of condemned or vacant houses
Most Needed	59%	68%
Somewhat Needed	34%	23%
Not Needed	1%	3%
Don't Know	5%	6%

Source: 2014 Survey of CAA Stakeholders

Affordable housing

Table 48 shows a consistent level of need for affordable housing as reported by the stakeholders. For three out of the four topics, the variation between client and stakeholder responses is important. Clients reported a lower need for rent and mortgage assistance than stakeholders (69 versus 92 percent, respectively), and help paying utility bills (82 versus 95 percent, respectively). Respondents to the client survey reported a lower need for down payment assistance than did the stakeholders (55 versus 78 percent, respectively). The reported stakeholder need for utility assistance corresponds to the need for insulation and weatherproofing.

Table 48: Affordable housing needs as reported by community stakeholders, Indiana, 2014

	Rent/mortgage assistance	Utility assistance (electric/gas/water)	Homeless services/shelters	Down payment assistance
Most Needed	56%	65%	57%	40%
Somewhat Needed	36%	30%	34%	38%
Not Needed	2%	2%	4%	9%
Don't Know	6%	3%	5%	13%

Source: 2014 Survey of CAA Stakeholders



CAA Employee Survey

CAA employees were asked to provide confidential feedback on CAA programs and services. As both the clients and stakeholders have a positive view of CAA programs and services, it is helpful to see how employees view these services.

From the employee responses in Table 49, they believe they are knowledgeable about CAA programs and services (88 percent), that CAA programs are collaborating to meet client needs (85 percent), and working to enroll clients in all agency programs for which they are eligible (88 percent). They also are knowledgeable about programs outside the agency (83 percent) and understand how to make referrals (80 percent). Finally, they do not believe it is difficult to remain up-to-date with program requirements as only 35 percent of the employee responses agree or strongly agreed with that statement.

Table 49: How strongly do you agree or disagree with the following statements?

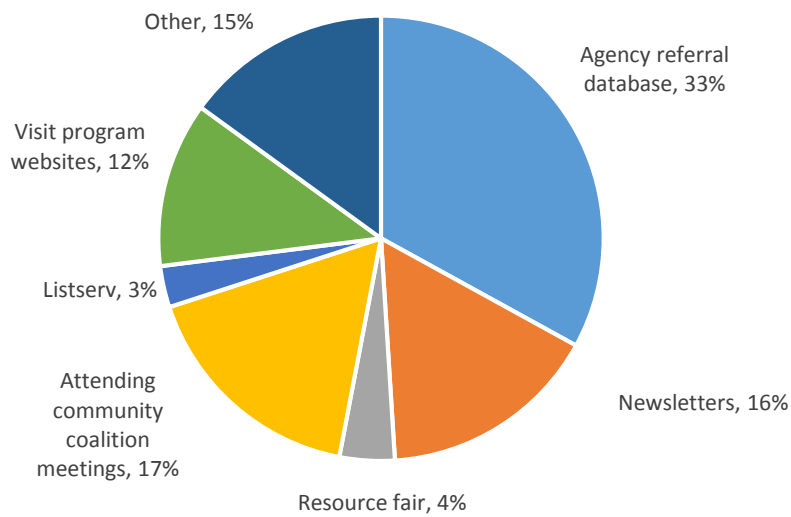
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I know about other programs at the agency and how to make referrals.	40%	48%	6%	4%	1%
Programs within the agency collaborate to meet participants' needs.	30%	55%	9%	4%	2%
I know about services outside the agency and how to make referrals to them.	25%	55%	13%	7%	1%
When new participants enroll in my program, we think about what agency programs they might be eligible for and make sure they get information and referral to these programs.	38%	48%	10%	3%	1%
When new participants enroll in my program, we think about what services and benefits outside the agency they might be eligible for and make sure they get information and referral to these services.	35%	48%	13%	3%	1%
It is difficult for the staff of my agency to keep up-to-date with other programs' services and eligibility guidelines.	5%	30%	28%	30%	7%

Source: 2014 Survey of CAA Employees

CAA employees report utilizing a variety of resources and information gathering techniques. Figure 20 shows the tools used and how often. While 15 percent of the employees checked other, a review of the responses finds the most common to be all of the above rather than any additional source or type of information.



Figure 20: In your experience, what is the best way to keep up-to-date with other programs' services and eligibility guidelines?



Source: 2014 Survey of CAA Employees

Conclusion

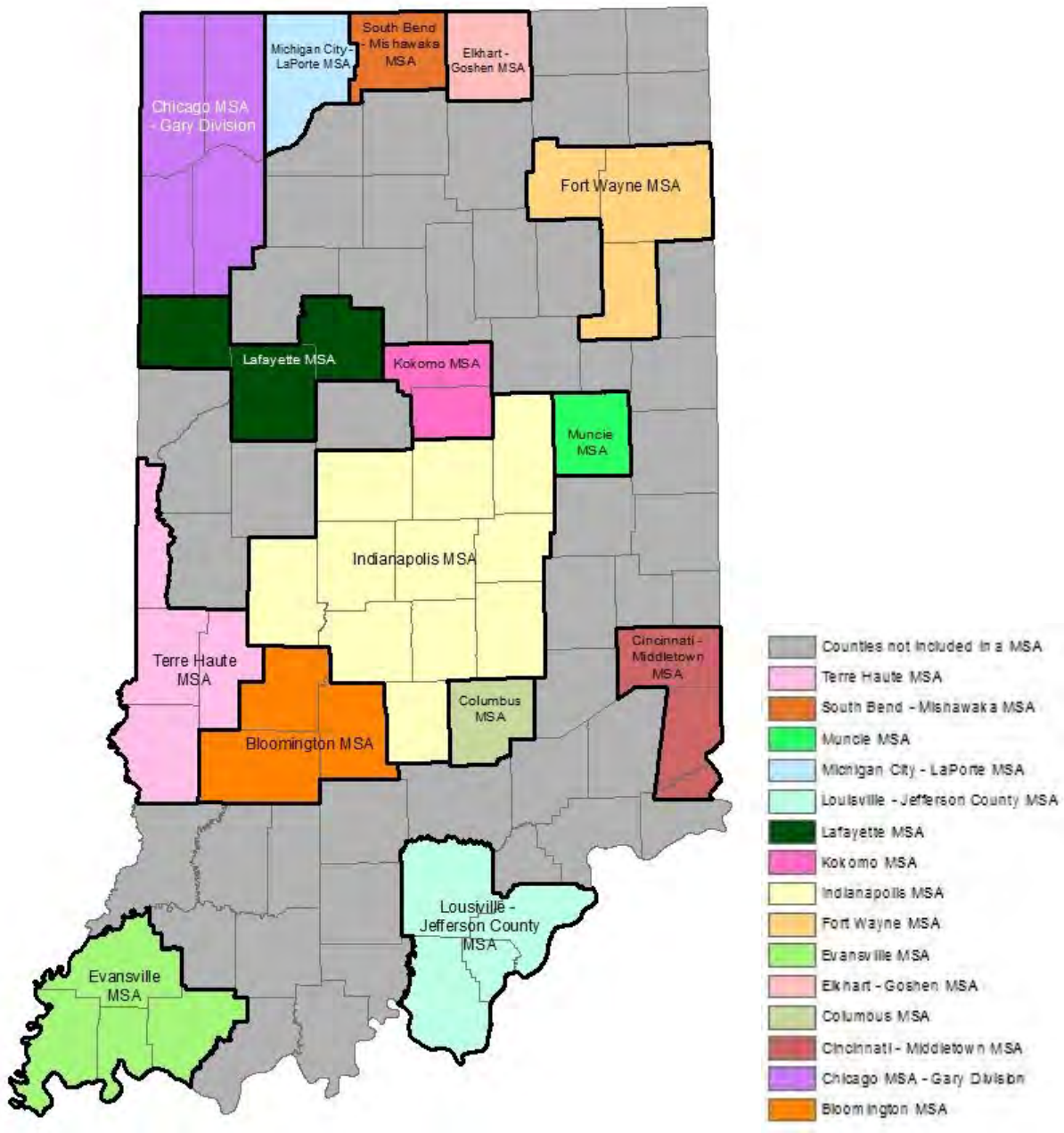
With the needs assessment complete, it is helpful to summarize the key findings. First, the CAA's are well-utilized and well regarded by clients and community partners. CAA staff are knowledgeable about the program offerings and can identify ways to remain current in their program knowledge. Community stakeholders rate the programs and delivery of services highly and are likely to recommend their services.

The focus group discussions and the data collection highlighted poverty rates, employment issues, public transportation, mental health services (including substance abuse), homelessness, affordable housing, and education needs. The data also show that housing remains affordable and most have access to reliable transportation. The survey of CAA client's added additional detail. Respondents shared a need to for financial education, food and childcare assistance, and home insulation and utility payment support. The survey of CAA stakeholders highlighted the need for literacy training, parenting skills and support for caregivers, and nutrition education.



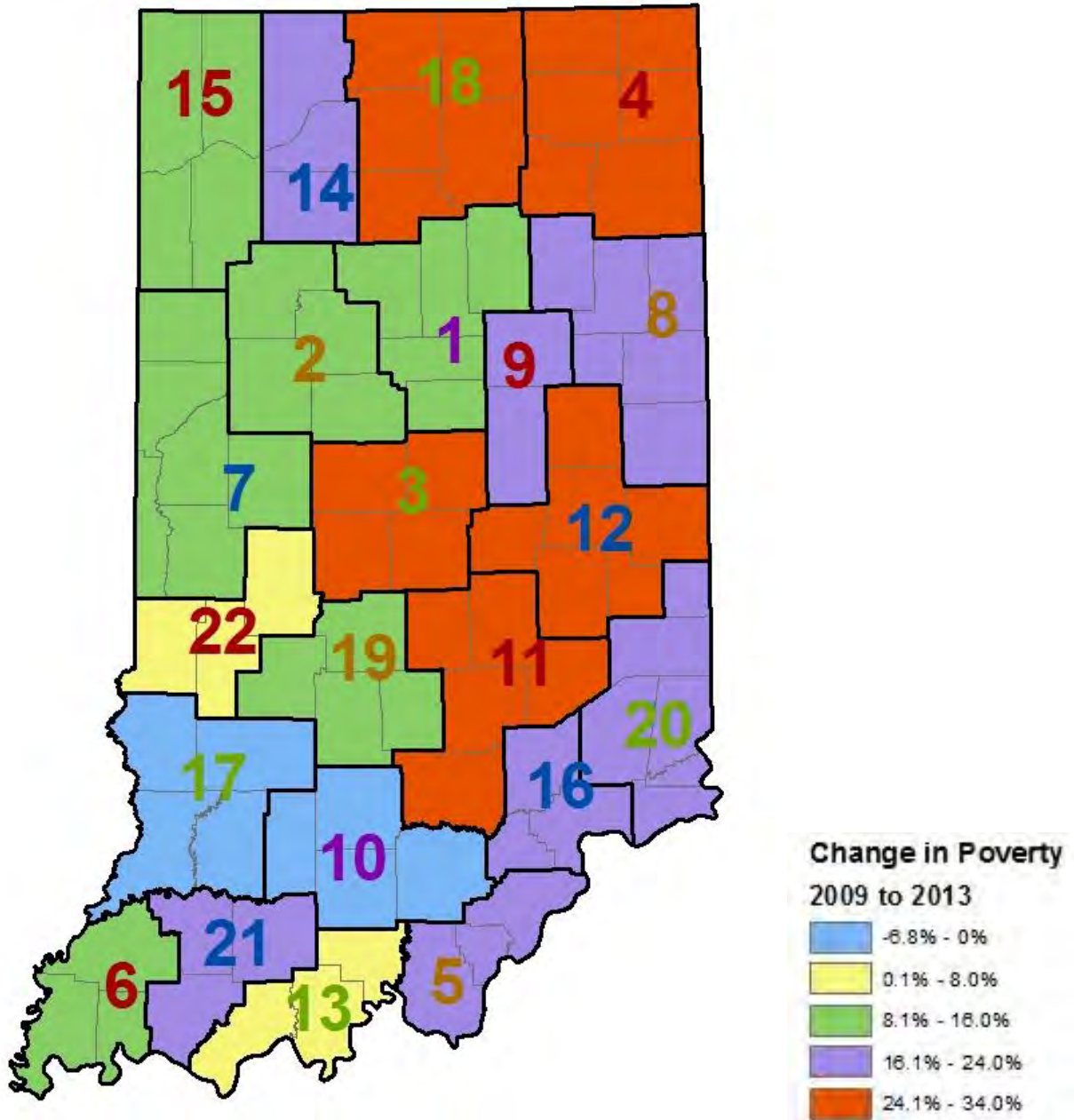


Appendix A: MSA Areas by County



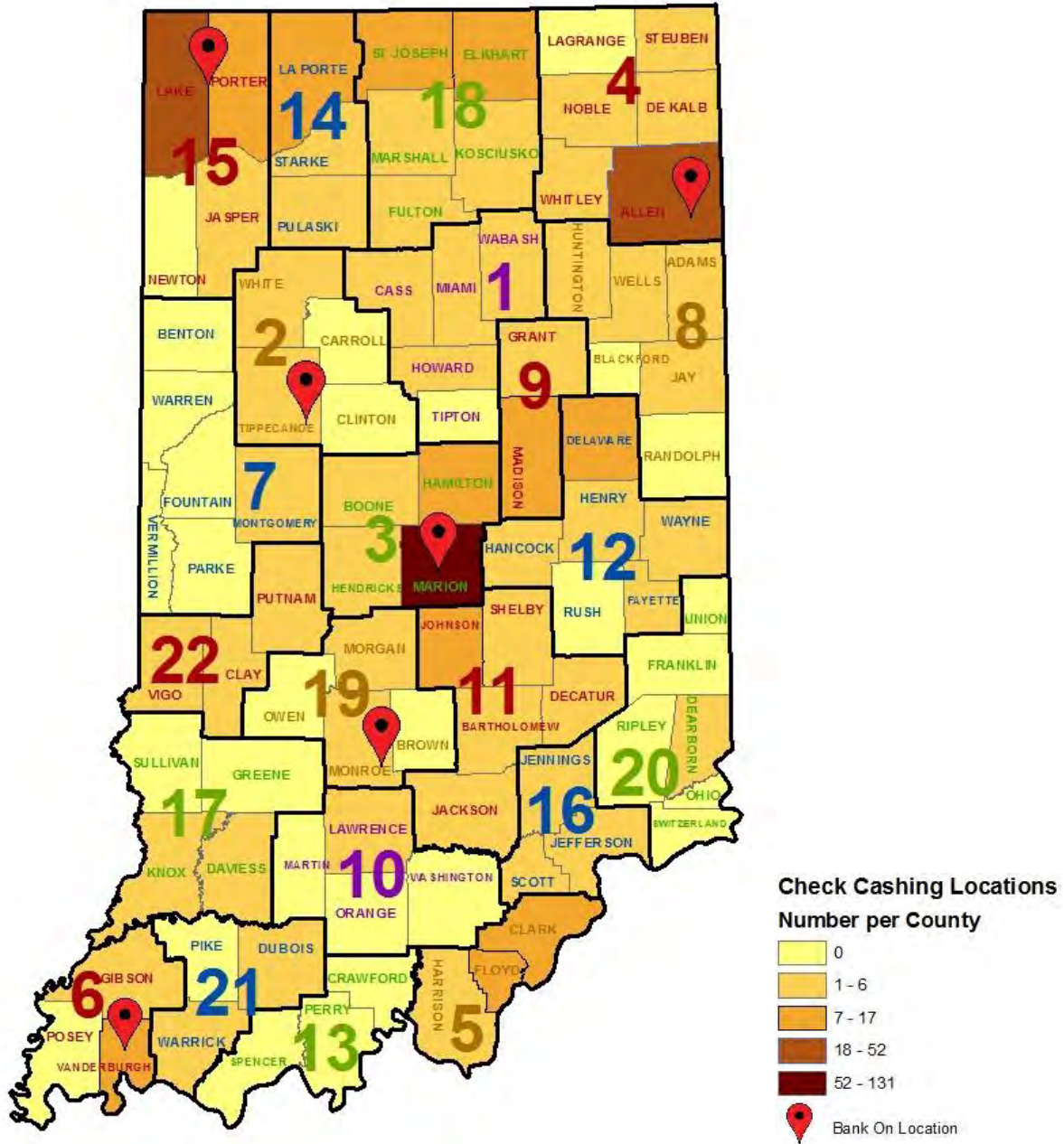


Appendix B: Change in Poverty by CAA, 2009 – 2013



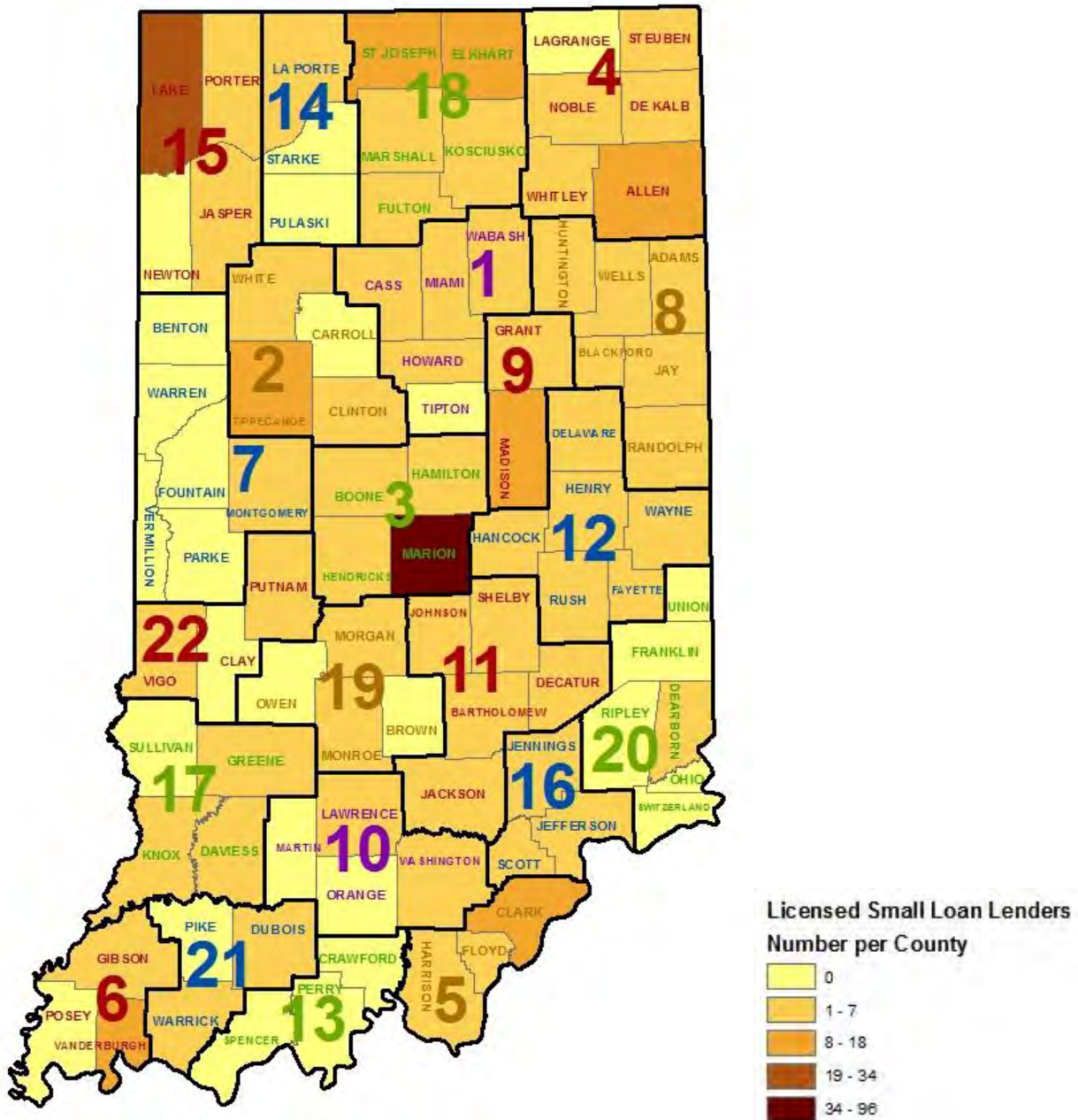


Appendix C: Number of establishments providing check cashing services, by county





Appendix D. Number of establishments providing cash advance services (small loan lenders), by county



Redevelopment Commission and Redevelopment Authority
Properties Sold From 2012 to 2015
07/08/15

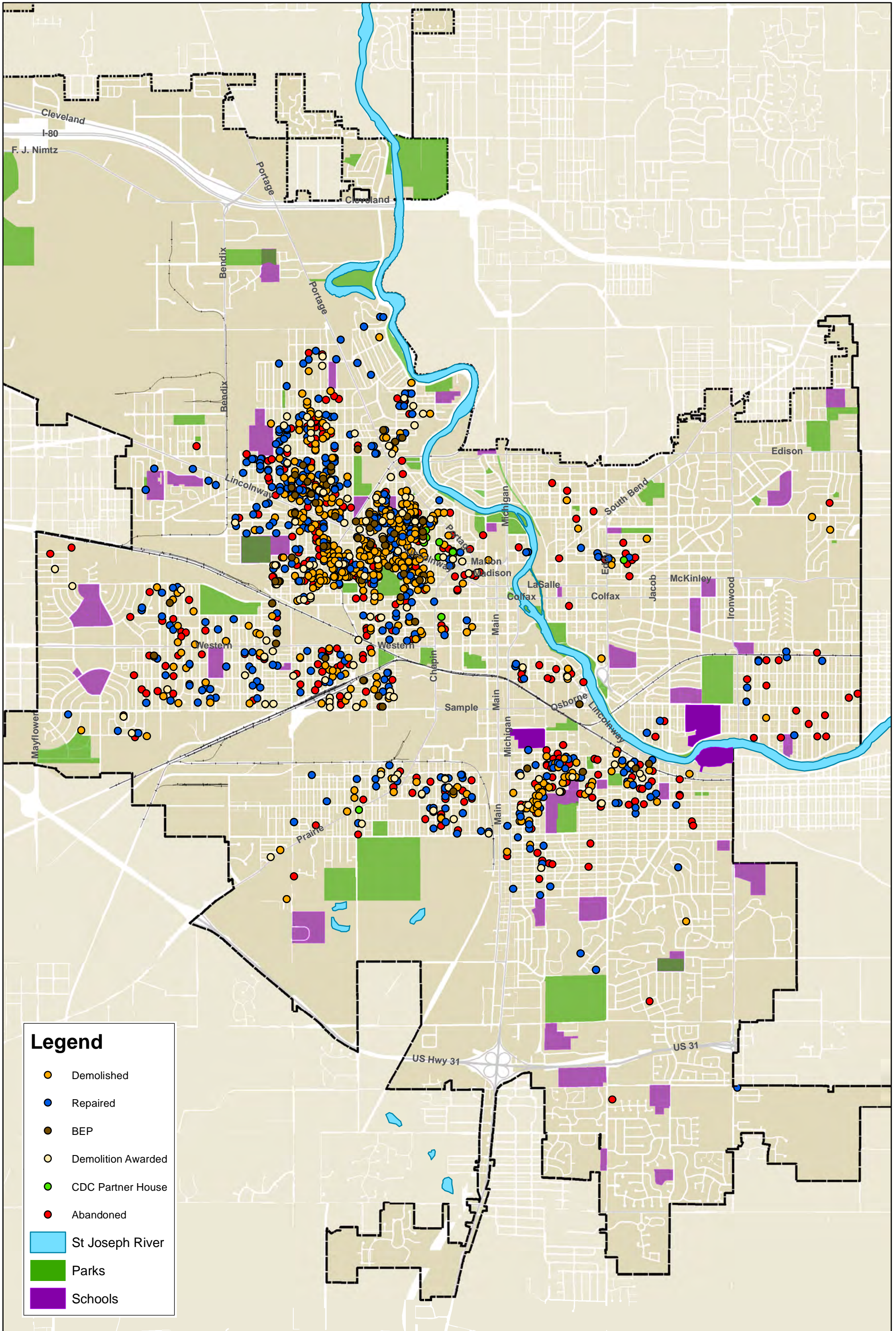
OWNER	ADDRESS	DATE SOLD	DISPOSITION PRICE	2015 ASSESSED VALUE	2014/2015 TAXES PAID	PREVIOUS USE
Marc A. Mersich	628 Rush	1/24/2012	5,000.00	17,758.00	824.12	Residential Property leased under the Housing Development Corp. (HDC)
Oliver Plow Partners, L.P.	533 Chapin, Lot B	1/25/2012	22,000.00	628,175.00	35,192.96	Vacant Lot
Michel A. Gilbert, Jr.	602 S. Carroll St.	1/27/2012	8,693.69	45,500.00	1844.72	Residential Property leased under the Housing Development Corp. (HDC)
Michel A. Gilbert, Jr.	310 E. South St.	1/27/2012	3,271.62	56,400.00	2,388.07	Residential Property leased under the Housing Development Corp. (HDC)
River Race Townhomes, LLC	122 Niles	5/9/2012	10.00	242,375.00	5,999.64	Troegger Sheet Metal
River Race Townhomes, LLC	511 E. Jefferson	5/9/2012	0.00	Not Assessed		Troegger Sheet Metal
Ricio Baltazar	609 Columbia	8/30/2012	8,000.00	10,738.00	474.6	Residential Property leased under the Housing Development Corp. (HDC)
227 Main Street Associates, L.P.	213-217 S. Main St.	2/27/2013	15,000.00	Not Assessed		SW Corner of Main & Jefferson; formally CE Lee Bldg., (Demolished). Currently, a Parking Lot
MM Vance, LLC	1017 W. Indiana	3/15/2013	1,528.99			Vacant Residential Lot
MM Vance, LLC	1527 S. Kemble	3/15/2013	2,000.00			Vacant Residential Lot
East Bank South Bend Development, LLC	228 Sycamore	3/19/2013	8,400.00	25,000.00	903.36	Vacant Land
Bruce Gordon	620 W. Columbia	6/12/2013	7,200.00	33,500.00	919.3	Residential Property leased under the Housing Development Corp. (HDC)
Trajectory Investment Group, LLC+47:62	618 Lincolnway East	8/30/2013	11,780.91	75,300.00	3,259.80	Residential Property leased under the Housing Development Corp. (HDC)
Trajectory Investment Group, LLC	514 S. Rush St.	8/30/2013	8,551.04	67,000.00	2,909.13	Residential Property leased under the Housing Development Corp. (HDC)
Trajectory Investment Group, LLC	518 S. Rush St.	8/30/2013	185.89	2,500.00	90.34	Residential Property leased under the Housing Development Corp. (HDC)
Trajectory Investment Group, LLC	611 E. South St.	8/30/2013	1,858.92	40,700.00	1,122.32	Residential Property leased under the Housing Development Corp. (HDC)
Trajectory Investment Group, LLC	622 Lincolnway East	8/30/2013	6,273.86	26,200.00	722.47	Residential Property leased under the Housing Development Corp. (HDC)
Trajectory Investment Group, LLC	613 E. South St.	8/30/2013	5,832.37	23,000.00	601.10	Residential Property leased under the Housing Development Corp. (HDC)
Trajectory Investment Group, LLC	701 E. South St.	8/30/2013	209.13	57,500.00	2,489.23	Residential Property leased under the Housing Development Corp. (HDC)
Trajectory Investment Group, LLC	632 Lincolnway East	8/30/2013	395.02	1,500.00	54.20	Residential Property leased under the Housing Development Corp. (HDC)
Trajectory Investment Group, LLC	636 Lincolnway East	8/30/2013	0.00	2,800.00	101.18	Residential Property leased under the Housing Development Corp. (HDC)
Trajectory Investment Group, LLC	626 Lincolnway East	8/30/2013	15,312.86	64,600.00	2,799.89	Residential Property leased under the Housing Development Corp. (HDC)
Marc A. Mersich	605 Bronson	12/6/2013	10.00	1,900.00	52.14	Vacant Residential Lot leased under the Housing Development Corp. (HDC)
Karl G. King, III and Margaret B. King	1106 E. Burns	1/1/2014	Donation	263,175.00	6,054.98	Transferred to NNRO for Triangle Project

Northeast Neighborhood Revitalazation	1136 Duey St.	1/1/2014 Donation		20,300.00		733.54 Vacant Residential Lot
Northeast Neighborhood Revitalazation	1110 Duey St.	1/1/2014 Donation		Not Assessed		Vacant Residential Lot
Northeast Neighborhood Revitalazation	1102 Duey St.	1/1/2014 Donation		33,200.00		1,199.68 Vacant Residential Lot
Northeast Neighborhood Revitalazation	1119 Burns	1/1/2014 Donation		303,200.00		3,994.94 Vacant Residential Lot
Northeast Neighborhood Revitalazation	1113 Burns	1/1/2014 Donation		385,600.00		10,329.54 Vacant Residential Lot
Northeast Neighborhood Revitalazation	1030 Georgiana	1/1/2014 Donation		72,205.00		2,021.28 Vacant Residential Lot
University of Notre Dame DuLac	1104 Eddy St.	1/1/2014 Donation		5,000.00		180.65 Vacant Residential Lot
University of Notre Dame DuLac	1028 Eddy St.	1/1/2014 Donation		4,900.00		177.06 Vacant Residential Lot
Curtis Products, Inc.	401 N. Bendix Dr.	1/8/2014	1,100,000.00	5,359,200.00		203,336.74 Formally the Bosch Corp.
Entermission, Inc.	502 W. Western Ave.	1/20/2014	0.00	9,700.00		Formally TRC South Bend, LLC Harmon Glass
Stratabys, LLC	112 S. St. Louis Blvd	5/9/2014	1,400.00	3,800.00		137.3 Vacant Residential Lot
East Bank South Bend Development, LLC	517 E. Colfax Ave.	1/2/2015	4,700.16	195,500.00		Vacant Land
East Bank South Bend Development, LLC	211 Hill St.	1/2/2015	2,074.56	Not Assessed		Vacant Land
East Bank South Bend Development, LLC	529 E. Colfax Ave.	1/2/2015	13,225.28	Not Assessed		Vacant Land
Indiana Michigan Power Company	1068 Oliver Plow Court	2/18/2015	13,060.00	Not Assessed		Vacant Land at Oliver Plow
Acquisition Group, LLC	6100 Nimtz Prkway	3/2/2015	1,655,000.00	Not Assessed		Blackthorn Golf Course and Club House
Ivy Tech Community College of Indiana	230 E. Sample	5/14/2015 Donation		Not Assessed	Tax Exempt	Formally Discount Rental
Ivy Tech Community College of Indiana	120-124 E. Sample	5/14/2015 Donation		Not Assessed	Tax Exempt	Formally Enyart Electric
Ivy Tech Community College of Indiana	119 E. Ohio	5/14/2015 Donation		Not Assessed	Tax Exempt	Formally Enyart Electric
Ivy Tech Community College of Indiana	129 E. Ohio	5/14/2015 Donation		Not Assessed	Tax Exempt	Residential Vacant Land
Ivy Tech Community College of Indiana	202 E. Sample	5/14/2015 Donation		Not Assessed	Tax Exempt	Formally Sinco Pool
Ivy Tech Community College of Indiana	130 E. Sample	5/14/2015 Donation		Not Assessed	Tax Exempt	Formally Sinco Pool

Ivy Tech Community College of Indiana	117 E. Ohio	5/14/2015 Donation	Not Assessed	Tax Exempt	Formally Sinco Pool
Ivy Tech Community College of Indiana	121 E. Ohio	5/14/2015 Donation	Not Assessed	Tax Exempt	Formally Enyart Electric
Ivy Tech Community College of Indiana	125 E. Ohio	5/14/2015 Donation	Not Assessed	Tax Exempt	Commercial Vacant Land
Ivy Tech Community College of Indiana	127 E. Ohio	5/14/2015 Donation	Not Assessed	Tax Exempt	Commercial Vacant Land
Northeast Neighborhood Revitalazation	1100 Block South Bend Ave	Donation		37,500.00	1,355.06 Quigley Park
Benjamin Stroud	4212 S. Fellows St.	11/10/2014	70,000.00	117,000.00	3,088.30 Residential House
Benjamin Stroud	4224 S. Fellows St	11/10/2014	57,500.00	111,000.00	2,903.58 Residential House
Real America	237 N. Michigan	5/1/2015	1.00	Not Assessed	LaSalle Hotel
Five Corners, LLC	1219 Howard	11/14/2013	2,438.00	3,600.00	130.08 Residential
Career Accademy of South Bend, Inc.	3408 Ardmore Tr.	2/18/2015	730,000.00	Not Assessed	Tax Exempt St. Vincent De Paul Society
Unity Garden Kankakee Wetlands Organic Gardens, Inc	3611 Prast Blvd. 802 Kaley	1/12/2015 8/14/2014	0.00 0.00	Not Assessed 600.00	Part of the Bosch Facilities 21.68 Vacant Lot
Carolynn Grant Totals	403 Dayton St	9/18/2012	10.00 3,780,923.30	8,347,926.00	Vacant Lot 298,412.98

Abandoned Properties by Status

As of September 2015



Vacant & Abandoned Properties near Schools that are Addressed

Within 300' of school

As of Sept. 14, 2015

Number	Dir	Street	Suffix	Property Address	School	Action Taken
1134		Sussex	DR	1134 Sussex DR	Coquillard Primary	Repaired
4011		St. Johns	WAY	4011 St. Johns WAY	Coquillard Primary	Repaired
713	S	Lake	ST	713 S Lake ST	Harrison Primary	Demolished
314	S	Kentucky	ST	314 S Kentucky ST	Harrison Primary	Demolished
512	S	Kentucky	ST	512 S Kentucky ST	Harrison Primary	Repaired
1050	N	Adams	ST	1050 N Adams ST	Holy Cross	Demolition Awarded
1530		Van Buren	ST	1530 Van Buren ST	Holy Cross	BEP
2513		Westmoor	ST	2513 Westmoor ST	Kennedy Primary	Repaired
2306		Longley	AVE	2306 Longley AVE	Kennedy Primary	Repaired
2525		Kenwood	AVE	2525 Kenwood AVE	Kennedy Primary	Repaired
2730		Frederickson	ST	2730 Frederickson ST	Kennedy Primary	Demolished
2422		Roger	ST	2422 Roger ST	Kennedy Primary	Demolished
2726		Frederickson	ST	2726 Frederickson ST	Kennedy Primary	Repaired
2901		Westmoor	ST	2901 Westmoor ST	Kennedy Primary	Repaired
2526		Bertrand	ST	2526 Bertrand ST	Kennedy Primary	Demolished
2710		Frederickson	ST	2710 Frederickson ST	Kennedy Primary	Repaired
2516		Bertrand	ST	2516 Bertrand ST	Kennedy Primary	Repaired
2518		Bertrand	ST	2518 Bertrand ST	Kennedy Primary	Demolished
516	N	Olive	ST	516 N Olive ST	Kennedy Primary	BEP
273		Westwood	LN	273 Westwood LN	Lafayette Primary	Demolition Awarded
2810		Elwood	AVE	2810 Elwood AVE	LaSalle Academy	Repaired
1629		Fremont	ST	1629 Fremont ST	LaSalle Academy	Repaired
1641		Fremont	ST	1641 Fremont ST	LaSalle Academy	Repaired
2714		Elwood	AVE	2714 Elwood AVE	LaSalle Academy	Repaired
1421		Fremont	ST	1421 Fremont ST	LaSalle Academy	Repaired
1701	N	Meade	ST	1701 N Meade ST	LaSalle Academy	Demolished
1337		Fremont	ST	1337 Fremont ST	LaSalle Academy	Demolished
1525		Fremont	ST	1525 Fremont ST	LaSalle Academy	Repaired
2818		Elwood	AVE	2818 Elwood AVE	LaSalle Academy	Repaired
1514	N	Meade	ST	1514 N Meade ST	LaSalle Academy	Repaired
1414	E	Calvert	ST	1414 E Calvert ST	Lincoln Primary	Demolished
1406		Randolph	ST	1406 Randolph ST	Lincoln Primary	Repaired
401		Donmoyer	AVE	401 Donmoyer AVE	Monroe Primary	Repaired
914		Cleveland	AVE	914 Cleveland AVE	Muessel Primary	BEP
906		Cleveland	AVE	906 Cleveland AVE	Muessel Primary	Demolition Awarded
1034		Diamond	AVE	1034 Diamond AVE	Muessel Primary	Demolition Awarded
926		Cleveland	AVE	926 Cleveland AVE	Muessel Primary	Demolished
1019		Cleveland	AVE	1019 Cleveland AVE	Muessel Primary	Demolished
1015		Allen	ST	1015 Allen ST	Muessel Primary	Demolished
1002		Diamond	AVE	1002 Diamond AVE	Muessel Primary	Repaired
1026		Diamond	AVE	1026 Diamond AVE	Muessel Primary	Repaired
1243		Vassar	AVE	1243 Vassar AVE	Muessel Primary	Repaired
1025		Cleveland	AVE	1025 Cleveland AVE	Muessel Primary	Demolished
1011		Allen	ST	1011 Allen ST	Muessel Primary	Deconstructed
908		Blaine	AVE	908 Blaine AVE	Muessel Primary	Demolished
917		Blaine	AVE	917 Blaine AVE	Muessel Primary	Repaired
1042		Diamond	AVE	1042 Diamond AVE	Muessel Primary	Demolished
921		Cleveland	AVE	921 Cleveland AVE	Muessel Primary	Demolished
1021		Cleveland	AVE	1021 Cleveland AVE	Muessel Primary	Demolished
1047		Cleveland	AVE	1047 Cleveland AVE	Muessel Primary	Repaired
1029		Cleveland	AVE	1029 Cleveland AVE	Muessel Primary	Repaired
1239		Vassar	AVE	1239 Vassar AVE	Muessel Primary	Repaired
2826		Pleasant	ST	2826 Pleasant ST	Nuner Primary	Repaired
1912		Kendall	ST	1912 Kendall ST	Our Lady of Hungary	Repaired
610	E	Dayton	ST	610 E Dayton ST	Riley High School	Demolition Awarded
406		Dayton	ST	406 Dayton ST	Riley High School	Demolished
403	E	Bowman	ST	403 E Bowman ST	Riley High School	Repaired

1820		Columbia	ST	1820 Columbia ST	Riley High School	Demolished
612	E	Dayton	ST	612 E Dayton ST	Riley High School	Demolished
819		Milton	ST	819 Milton ST	Riley High School	Demolished
402	E	Dayton	ST	402 E Dayton ST	Riley High School	Demolished
513	E	Dayton	ST	513 E Dayton ST	Riley High School	Demolished
1821		Fellows	ST	1821 Fellows ST	Riley High School	Repaired
410	E	Dayton	ST	410 E Dayton ST	Riley High School	Demolished
317	E	Milton	ST	317 E Milton ST	Riley High School	Demolished
616	S	Olive	ST	616 S Olive ST	St. Adalberts	Demolition Awarded
512	S	Meade	ST	512 S Meade ST	St. Adalberts	Repaired
505	S	Meade	ST	505 S Meade ST	St. Adalberts	Repaired
3303		Locke	ST	3303 Locke ST	St. John the Baptist Catholic School	Repaired
3502	W	Lincoln	WAY	3502 W Lincoln WAY	St. John the Baptist Catholic School	Repaired
914	E	Dubail	AVE	914 E Dubail AVE	St. Matthew's	Demolished
909	E	Dayton	ST	909 E Dayton ST	St. Matthew's	Demolished
717	E	Dubail	AVE	717 E Dubail AVE	Studebaker	Demolition Awarded
1614		Marietta	ST	1614 Marietta ST	Studebaker	Demolished
709	E	Dubail	AVE	709 E Dubail AVE	Studebaker	Demolished
807	E	Dubail	AVE	807 E Dubail AVE	Studebaker	Repaired
729	E	Dubail	AVE	729 E Dubail AVE	Studebaker	Demolished
713	E	Dubail	AVE	713 E Dubail AVE	Studebaker	Demolished
620	E	Dubail	AVE	620 E Dubail AVE	Studebaker	Demolished
629	E	Dubail	AVE	629 E Dubail AVE	Studebaker	Demolished
1618		Marietta	ST	1618 Marietta ST	Studebaker	Demolished



City of South Bend
Assistant Executive Director and Director of Business Development

Department:	Community Investment (formerly CED)	Written by:	M Neal
Reports To:	Executive Director of Community Investment		
FLSA Status:	FT/Exempt/NB	Approval(s)	
Base Hours:	Minimum 80 hours bi-weekly	Department Head:	S Ford
Work Hours:	8:00 AM to 5:00 PM; M – F; Night and weekend meetings may be required.	Human Resources:	J Hall
Original Date:		Other:	
Revised Date:	4/27/2012		

POSITION SUMMARY:

Serves as the ‘single point of contact’ in the City to assist businesses seeking to navigate the public process for purposes of economic development. Leads the City of South Bend's Business Development team and its activities to develop the strategies to effectively identify, recruit, support and enhance new and expanding businesses in the City and executes on those strategies. Supports the Executive Director of Community Investment in all of his/her responsibilities. Innovation, creativity, high energy and problem solving are critical skills toward incumbent’s success.

SUPERVISION EXERCISED:

Reporting to Executive Director, responsible for daily operations of entire Community Investment Department and direct supervision of Business Development team.

ESSENTIAL FUNCTIONS:

- Leads the department’s economic development and redevelopment activities including strategic planning, budgeting, hiring personnel and creating successful public-private partnerships.
- Develops performance measures based on accepted best practices to assess programming effectiveness.
- Leads strategic review of prospective development opportunities requesting City participation. Works with professional service providers (attorneys, financial consultants, engineers, etc.) along with developers/investors to finalize projects.
- Organizes internal interdisciplinary project teams around individual opportunities, drawing from the Planning, Analytics, Business Development, and Neighborhood Support groups within the Department, and from outside the Department where appropriate.
- Oversees implementation of approved development projects with City participation.
- Creates and deploys new business assistance programs, investment initiatives and revises existing program as necessary to increase effectiveness.
- Develops and maintains working relationship with key area businesses to facilitate growth and reinvestment in the City.



City of South Bend

Assistant Executive Director and Director of Business Development

- Performs as Executive Director of City's Industrial Revolving Fund including marketing, administrating and staffing its commercial loan program.
- Works collaboratively with private sector economic development groups to further City's community investment goals and objectives.
- Researches, leverages, receives and deploys appropriate federal, state and local funding sources in furtherance of City development goals.
- Directs the management of the planning, development, implementation and evaluation of the City's economic development activities for the Urban Enterprise Zone Program.
- Meets with and advises City Officials, redevelopment commissioners, business leaders and other concerned citizens as to economic development, redevelopment, community development, business assistance, housing and neighborhood plans.
- Supervises and evaluates progress of staff, and coordinates department's work with that of contractors, agencies and other City departments.
- Works with the community's elected and appointed leadership to develop policy in the areas of business assistance and economic development and redevelopment.

QUALIFICATIONS:

- A college degree in public administration, urban planning, law, finance and economics or related field and five years of increasingly responsible positions in real estate and development, public housing, urban planning, urban redevelopment, community development, economic development or a similar area of work experience.
- A graduate degree in business, public administration, urban planning, law, finance and economics or related field is preferred.

KNOWLEDGE, SKILLS AND ABILITY:

- Knowledge of principles and practices of urban planning, redevelopment, business assistance and economic development, neighborhood revitalization and housing programs;
- Knowledge of basic public administration procedures; ability to supervise a multifaceted public development agency and coordinate a variety of projects related to economic development, community development, urban redevelopment and neighborhood revitalization; ability to evaluate and analyze complex plans, projects, and programs, taking into consideration such factors as the public budget process, the sources and uses of revenue, the conflicting community viewpoints and plans, the political process, strategic planning considerations and other difficulties;
- Ability to direct a professional staff; ability to relate well with community leaders, elected and appointed officials and diverse community and civic groups;
- Ability to clearly explain long-term, complex plans and alternatives in both private and public meetings and presentations.



City of South Bend
Assistant Executive Director and Director of Business Development

CERTIFICATES, LICENSE, REGISTRATION:

Valid Indiana Drivers License

EQUIPMENT:

Landline and Cell Phones; Scanner; Desktop and Lap Top Computers; Fax Machine; Copier and 10 Key Adding Machine

PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to sit and walk, and talk or hear. The employee is occasionally required to walk; use hands to fingers, handle or feel objects, tools or controls; and reach with hands and arms. The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required in this job include vision and the ability to adjust focus.

WORK ENVIRONMENT:

Work is performed in office settings, with moderate inside temperatures. The noise level in the work environment is usually quiet to moderate. Entire office is smoke free.

DISCLAIMER:

The above statements are intended to describe the general nature and level of work being performed by individuals assigned to this position. They are not intended to be an exhaustive list of all duties, responsibilities, and skills required of personnel so classified. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time

REQUIRED:

Pre-Employment Drug Screen

Job Title: Director, Economic Resources Team

Department: Community Investment
Team: Economic Resources
Location: 1400 S County-City Building
Hours: Flexible 8 hours from 7:00 a.m. to 6:00 p.m. occasionally may need to report for work before 7:00 a.m., or stay beyond 6:00 p.m.
Date: February 12, 2013

JOB DESCRIPTION:

Oversees the department's economic development and redevelopment projects, including budgeting, hiring personnel, planning, real estate acquisition and disposition, engineering, relocation, demolition and incentives for business assistance. Does related work as assigned.

SUPERVISION RECEIVED:

Works under the general guidance and direction of the Executive Director, Department of Community Investment.

SUPERVISION EXERCISED:

Exercises general supervision over technical and professional personnel.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Prepare annual work program and budget.
2. Perform personnel tasks, including vacation and flex time scheduling, interviewing and hiring new employees, administration of personnel policies and annual personnel evaluations.
3. Coordinate the development of policies, procedures and guidelines for various business assistance programs.
4. Review and oversee all aspects of loan origination, loan servicing, and closings and in particular of credit analysis' and loan summaries, collections and annual credit reviews.
5. Assists Executive Director in the review and analysis of prospective development opportunities requesting City participation. Works with developers, attorneys, financial consultants and others to negotiate contracts/agreements and other documents to consummate the project.
6. Oversees implementation of development deals approved to ensure all terms and conditions are met.
7. Review and oversee all aspects of general business assistance, tax abatement and industrial revenue bonds.
8. Review and oversee grant and/or loan applications from the State and Federal governments.
9. Review and oversee reports prepared to meet the requirements of the City, State and Federal agencies.
10. Assists the Executive Director in the development of new business assistance programs, and make revisions as needed to existing programs.

11. Prepare and/or review reports which analyze business assistance programs or policies.
12. Respond to inquiries from the media and public in coordination with Executive Director.
13. Oversees Executive Director, Economic Development Commission responsible for all aspects of staffing and administration of the industrial revenue bond program, and general administration.
14. Acts as Executive Director, Industrial Revolving Fund responsible for all aspects of staffing and administration of their commercial loan program, and general administration.
15. Assist Executive Director in the planning, scheduling and coordination of economic development and redevelopment projects for the City including design and development, public relations, fiscal management and program monitoring.
16. Research federal, state and local funding sources and regulations and serves as a liaison with applicable agencies. Work to secure funds for projects.
17. Work with private sector economic development groups.
18. Meet with and advise City officials, Redevelopment Commissioners, business leaders and other concerned citizens as to economic development and redevelopment plans and coordination of activities.
19. Supervise preparation of agendas, minutes and all materials for Redevelopment Commission meetings.
21. Oversee business activities of department relating to management of Blackthorn Golf Course, Parking Garages, and Redevelopment Retail leasing and operations.

PERIPHERAL DUTIES & RESPONSIBILITIES:

1. Prepares and presents information on business assistance programs and redevelopment projects to local banks, attorneys, accountants and other interested groups.
2. Maintains files and documents in accordance with State statutes as well as rules and regulations promulgated by Federal, State and local agencies.
3. Assists other staff members as needed.
4. Performs other duties as assigned.

DESIRED MINIMUM QUALIFICATIONS:

Education and Experience:

1. Undergraduate degree in Business Administration, Economics, Finance or a related field, and four to five years experience in commercial or economic development finance.

Necessary Knowledge, Skills and Abilities:

1. Knowledge of business financing, involvement in public/private joint financing projects and a working knowledge in real estate development. Must have the ability to perform administrative budgeting, coordinate the activities of others and continually evaluate the need

to revise, add or delete the various types of assistance offered.

2. Skill in the operation of the listed tools and equipment.
3. Ability to communicate effectively orally and in writing with industrialists, architects, contractors, developers, owners, supervisors, employees, and the general public. Ability to establish effective working relationships.
4. Knowledge of principles and practices of urban planning and redevelopment, real estate management, housing and laws related to these areas
5. Knowledge of basic public administration procedures
6. Ability to supervise and coordinate a variety of projects related to economic development and urban redevelopment; ability to evaluate and analyze complex plans, taking into consideration such factors as the budget, sources of income, conflicting plans, land use, relocation time, costs and other difficulties
7. Ability to direct a professional staff; ability to relate well with community leaders and City officials

SPECIAL REQUIREMENTS:

Valid State Drivers License, or ability to obtain one.

TOOLS AND EQUIPMENT USED:

Personal computer; motor vehicle; calculator; phone; copy and fax machine.

PHYSICAL DEMANDS:

1. Work is performed mostly in office settings. Some outdoor work is required in the inspection of various business operations and construction sites. Hand-eye coordination is necessary to operate computers and various pieces of office equipment.
2. While performing the duties of this job, the employee is occasionally required to stand or sit; walk; use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch, or crawl; talk or hear.
3. The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

WORK ENVIRONMENT:

1. While performing the duties of this job, the employee occasionally works in outside weather

conditions.

2. The noise level in the work environment is usually quiet to moderate in the office, and moderate to loud in the field.

SELECTION GUIDELINES:

1. Formal application, rating of education and experience; oral interview and reference check; job related tests may be required.
2. The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.
3. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Approval: _____
Supervisor

Approval: _____
Appointing Authority

Effective Date: February 2013

POSITION DESCRIPTION

Class Title: Director Date: April 2014
Department: Community Investment
Division: Neighborhood Engagement
Location: 227 W. Jefferson Blvd., Suite 1400 S.
Hours: 8:00 a.m. – 5:00 p.m.; occasional nights and weekends

General Purpose: Performs a variety of supervisory, administrative, management, and technical work related to grants management, planning, housing counseling, neighborhood development, and social planning activities to support the revitalization of neighborhoods and community.

Supervision Received: Works under the general supervision of the Executive Director of Community Investment.

Supervision Exercised: Supervision of all Division staff.

Essential Duties and Responsibilities

Develops and implements the Division work program to include a variety of non-profit entities, boards and commissions, monitoring progress and directing change as needed.

Develops and manages annual Division budget review and expenditures.

Manages staff and organizes workloads and staff assignments. Trains, motivates and evaluates assigned staff, reviews staff progress and directs change as needed.

Provides leadership and direction for neighborhood planning and development projects.

Researches, collects and prepares data analysis for housing, neighborhood, commercial corridor, and capital improvement plans.

Research, coordinate and write grant applications related to areas of technical assistance, physical development, planning and housing counseling.

Works with realtors, attorneys, developers, engineers and the general public to assist them through the application, planning and development process.

Functions as the Department/Division liaison between the Department/Division and City departments and community groups relative to specific activities.

Monitors legislation and inter-governmental decisions affecting the division operations and takes appropriate action.

Reviews and interprets regulatory information.

Makes public and private presentations

Provides program information, answers questions and assists the general public.

Responds to inquiries from the media and public

Efficient use of computer hardware and software to maintain neat and accurate records.

Peripheral Duties:

Operates a vehicle to run errands, attend meetings and conduct business.

Assist other Division staff as necessary.

Assumes additional responsibilities as requested by Director

Desired Minimum Qualifications

Education and Experience:

- (A) Graduation from an accredited four year college. Preference will be given to applicants with a Masters degree in city, community or urban planning, public administration or government.
- (B) Minimum of four years practical experience in increasingly responsible positions with some supervisory experience.
- © Any equivalent combination of education and experience

Necessary Knowledge, Skills and Abilities:

- (A) Ability to read and write, understand and interpret regulations and legislation.
- (B) Good written and verbal communication skills required for public presentations.
- (C) Working knowledge of principles and practices of urban planning, land use and neighborhood development.
- (D) Must be able to organize personnel, work, and maintain neat and accurate records
- (E) Working knowledge of computer database and geographic mapping systems.
- (F) Ability to execute responsibilities with little or no supervision.
- (G) Working knowledge of computers and programs.
- (H) Ability to effectively address the public; handle stressful situation; work cooperatively with others; handle multiple tasks; work under pressure deadlines.
- (I) Ability to attend weekend and evening meetings when necessary.

Tools and Equipment Used:

Phone, personal computer including word processing, spreadsheet and publishing software, copy machine, fax machine, calculator, binding machine and car.

Physical Demands

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to stand or sit; walk, talk and hear. The employee is occasionally required to use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, or crouch.

The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

Work Environment

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee occasionally works in outside weather conditions.

The noise level in the work environment is usually quiet to moderate in the office, and moderate to loud in the field.

Entire office is smoke free.

Selection Guidelines

Formal application, rating of education and experience; oral interview and reference check; job related tests may be required. Pre-employment drug testing is required.

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Status: Full-time, Non-exempt, non-bargaining

**City of South Bend
Position Description
DIRECTOR - PLANNING**

Department:	Community Investment	Written by:	J. Kain
Reports to:	Executive Director, Community Investment		
FLSA Status:	FT/Exempt/40 Hours per week	Approval(s)	
Job Code:	Non-Bargaining	Department Head:	S. Ford
Work Hours:	8:00 am – 5:00 pm; Occasional nights & weekends	Human Resources:	
Original Date:		Other:	
Revised Date:			

POSITION SUMMARY

Performs complex professional and administrative work in urban planning; directing and developing short and long range planning activities, oversee redevelopment initiatives; coordinating work with County and regional planning agencies; budget preparation and administration; and speaking in front of local civic groups and community meetings.

ESSENTIAL FUNCTIONS

- Supervises all Planning staff and interns
- Performs advanced professional work related to a variety of planning assignments
- Provide leadership and direction in the development and implementation of community plans, planning studies and redevelopment initiatives
- Formulates and oversees implementation of growth management, annexation, zoning, and urban design strategies
- Oversees project budgets, contract expenditures and compliance
- Assists in the preparation of Division and Department budgets
- Evaluates planning-related legislation and applicability to department projects
- Conducts research and prepares reports on land use, physical, social & economic issues
- Provides recommendations on rezonings, variances, alley vacations, and general land use issues
- Represents the organization on regional/local boards and committees
- Presents reports and other findings to Boards, Commissions, Common Council, and general public
- Attends evening and weekend meetings of neighborhood and other community based organizations

NECESSARY KNOWLEDGE, SKILLS & ABILITIES:

- Considerable knowledge of the theory, principles and techniques of the planning profession and development process
- Considerable knowledge of federal, state and local laws, ordinances and codes pertaining to a wide variety of planning topics
- Considerable knowledge of principles of personnel management, including supervision, training and performance evaluation
- Considerable knowledge of the methods and techniques of research and analysis
- Knowledge of computer applications including Microsoft Office, Internet applications, and GIS
- Proven management skills and ability to manage day-to-day operations
- Strong written and oral communication skills, including the editing, oversight or preparation of technical reports, and the presentation of information to government entities and various committees
- Strong interpersonal and public relations skills to work effectively with various officials, staff, citizens and other customers
- Strong organizational, problem-solving and negotiation skills
- Ability to understand and manage high-profile, sensitive or controversial political situations
- Ability to exercise sound and independent judgment within general policy guidelines

QUALIFICATIONS:

- Master's degree in urban planning, public administration or a related field
- Minimum of 8 years of progressively responsible planning experience
- AICP certification preferred

CERTIFICATES, LICENSE, REGISTRATION

- Valid Indiana Driver's License or ability to obtain one.

EQUIPMENT:

Phone, personal computer including word processing, spreadsheet and publishing software; copy machine; fax machine; calculator; binding machine and car.

PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to sit and walk, and talk or hear. The employee is occasionally required to walk; use hands to finger, handle or feel objects, tools or controls; and reach with hands and arms.

The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include vision and the ability to adjust focus.

WORK ENVIRONMENT:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is usually quiet to moderate in the office, and moderate to loud in the field.

Entire office is smoke free.

REQUIRED:

Drug Test



INDIANA NONPROFITS

Scope and Community Dimensions

Nonprofit Survey Series
Community Report #7

SOUTH BEND NONPROFITS: SCOPE AND DIMENSIONS

A JOINT PRODUCT OF

THE CENTER ON PHILANTHROPY
AT INDIANA UNIVERSITY

AND

THE SCHOOL OF PUBLIC AND ENVIRONMENTAL AFFAIRS
AT INDIANA UNIVERSITY

NOVEMBER 2006

KIRSTEN A. GRØNBJERG,
KERRY S. BROCK, AND
PATRICIA BORNTRAGER TENNEN



**NONPROFIT SURVEY SERIES
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KERRY S. BROCK
AND
PATRICIA BORNTRAGER TENNEN**

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Acknowledgments

We express our deep-felt gratitude to the many Indiana nonprofits that completed our survey. Without their cooperation, we would have nothing to report. We also thank members of the project advisory board for their assistance with the survey and for their valuable feedback and suggestions on the analysis.

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The survey instrument is based on key concepts developed by the Donors Forum of Chicago. Laurie Paarlberg did much of the initial work in developing the survey instrument and we received much valuable feedback on several versions of the instrument from a large number of individuals. We also acknowledge the work by Ange Cahoon, Amy Horst, Hun Myoung Park, Allison Leeuw, Julie Schaefer and Erin Nave in carrying out a variety of follow-up tasks to the survey, by Linda Allen, Curtis Child, Abigail Powell, Andrea Lewis and Richard Clerkin for their related work on other reports from this survey, and by the Center for Survey Research at Indiana University for managing the survey process itself. The support and efforts of all of these strengthened this work enormously and we are grateful to them all. Of course, any remaining problems remain our responsibilities entirely. We are grateful to the many project research assistants who have worked on the survey in various capacities.

Copies of this report are available on the Indiana Nonprofit Sector website (www.indiana.edu/~nonprof).

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SOUTH BEND NONPROFITS: SCOPE AND DIMENSIONS

INDIANA NONPROFITS: SCOPE & COMMUNITY DIMENSIONS

NONPROFIT SURVEY SERIES COMMUNITY REPORT #7

A JOINT PRODUCT OF

**THE CENTER ON PHILANTHROPY
AT INDIANA UNIVERSITY**

**THE SCHOOL OF PUBLIC &
ENVIRONMENTAL AFFAIRS
AT INDIANA UNIVERSITY**

AND

**THE JOHNS HOPKINS
NONPROFIT EMPLOYMENT
DATA PROJECT**

**KIRSTEN A. GRØNBJERG
KERRY S. BROCK
AND
PATRICIA BORNTRAGER TENNEN**

NOVEMBER 2006

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INTRODUCTION:

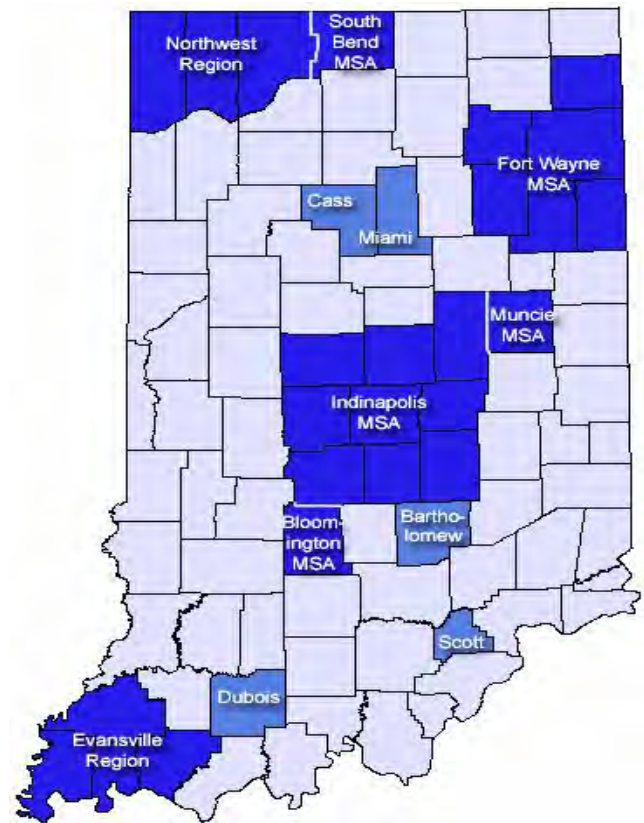
As part of the *Indiana Nonprofits: Scope and Community Dimensions* project, we and a team of colleagues have undertaken a comprehensive study of the nonprofit sector in Indiana. Through a series of reports, we have looked broadly at the distribution of different types of nonprofits across the state, but have also focused more in depth on the internal structure and operations of individual nonprofit organizations. Drawing on a large survey of 2,206 nonprofits of all types,¹ we have profiled Indiana nonprofits by assessing their basic organizational features and characteristics: revenues, funding sources, employees, volunteers, age, service capacity, and so on. We have also analyzed how they relate to the communities in which they operate and the types of relationships that they have developed with other organizations. And we have presented in-depth analyses of their financial conditions, management challenges and capacities.

In this report, we take a different approach by focusing on a specific geographic region – the South Bend metropolitan region (including St. Joseph County) – to see how these nonprofits differ from or resemble others in the state. We are able to do so because the statewide survey of Indiana nonprofits, on which our analysis is based, included expanded samples of nonprofits in twelve communities across the state, including 207 in South Bend, shown in Figure 1. Though our overall state survey draws from a very large sample, we must note that these expanded community samples may not be fully representative of the nonprofit sectors in these communities.

For purposes of this analysis, we define the South Bend region to include St. Joseph County.² We compare South Bend nonprofits to all other nonprofits in the state (labeled in the figures that follow as “Not South Bend”). We also compare South Bend nonprofits to nonprofits in six other Indiana metropolitan areas: Indianapolis, Fort Wayne, Northwest, Evansville, Bloomington, and Muncie (we refer to these as “Other Metro” nonprofits – dark colored regions in Figure 1).³ Thus for every figure pre-

sented here we conducted two analyses. One compares South Bend nonprofits to all other nonprofits in the state (i.e. South Bend vs. Not South Bend); the other compares South Bend nonprofits to other metro area nonprofits (i.e. South Bend vs. Other Metro). To conserve space, we present these in the same figure.

Figure 1: The Indiana Nonprofit Sector Project, selected communities



For each analysis, we also conducted statistical tests to determine whether differences in responses to survey questions are sufficiently different that we can rule out random chance as the reason for any apparent differences. Interestingly, and to our surprise, South Bend nonprofits exhibit many similar characteristics to other nonprofits throughout the state and in other metro areas for most of the questions we asked. When there are statistically significant differences, we flag this by including a note at the bottom of the figure.

In this report, we examine several broad themes: the characteristics of nonprofits in Indiana and South Bend, the impact of community and policy changes on them, their relationships with other organizations, and their management of financial and human resources. For each topic we begin with a brief overview of all Indiana nonprofits, regardless of their geographic location in the

¹ For information on the survey and related results, please see www.indiana.edu/~nonprof

² In another series of reports on nonprofit employment we use the larger economic regional definition as originally developed by the Indiana Department of Commerce in order to present as much detail as possible.

³ Please note that the “Not South Bend” and “Other Metro” categories are not mutually exclusive since all Other Metro nonprofits are included in the Not South Bend category.

state. This is followed by an analysis of South Bend nonprofits, including how they compare to nonprofits in the rest of the state and those in other metropolitan areas.

KEY FINDINGS:

Our report shows that South Bend nonprofits resemble other nonprofits throughout the state of Indiana and in other metro areas in almost every dimension examined. They differ in only a few respects. Here we will summarize the ways that South Bend nonprofits deviate from those located elsewhere in the state (keeping in mind that overall, they are far more similar than dissimilar).

- **More likely to be involved in health-related fields:** South Bend nonprofits are significantly more likely to be involved in health-related fields (11 percent) than are their counterparts in other metro areas (5 percent) and the rest of the state (4 percent).
- **More large nonprofits in the region:** While only 4 percent of nonprofits in the rest of the state report more than 50 full-time equivalent (FTE) employees, 10 percent of South Bend nonprofits report these very large staff sizes.
- **More likely to rely on government funding:** South Bend nonprofits mirror statewide patterns in most of their sources of revenue. However, they are significantly more likely to depend mainly on revenue from government funding (13 percent) than nonprofits statewide and in other metro areas (7 percent each).
- **More likely to utilize formal volunteer recruitment programs:** South Bend nonprofits are significantly more likely to engage in formal volunteer recruitment programming (26 percent) than are their statewide counterparts (18 percent).
- **More likely to have organizational email addresses and websites:** While some statewide nonprofits have organizational email addresses and websites (47 and 33 percent respectively), South Bend nonprofits are significantly more likely to utilize these key information technologies (57 and 49 percent respectively).
- **More likely to collaborate with faith-based organizations:** South Bend nonprofits are more likely to report that their most important collaborative relationships include other faith-based organizations (47 percent) than are their counterparts in other metro areas and the rest of the state (29 percent and 30 percent respectively).
- **Less likely to feel competition from government agencies:** South Bend nonprofits are significantly less likely to report competition with government agencies (4 percent) than are their counterparts statewide and in other metro areas (10 percent each).
- **Fewer perceptions of change in community conditions:** Fewer South Bend nonprofits report increases in population size (22 percent) than their statewide and other metro counterparts (43 and 40 percent respectively). Additionally, fewer nonprofits in the South Bend area report increases in racial diversity (27 percent) than nonprofits in the rest of the state (34 percent).
- **Varying impacts from changing community conditions:** Related to the fact that they perceive fewer changes in population size, South Bend nonprofits also report fewer impacts from changes in population size (14 percent) than their counterparts in other metro areas and the rest of the state (27 percent and 28 percent respectively). Interestingly, however, there were no significant differences between South Bend nonprofits and nonprofits in the rest of the state in the way they reported impacts in changes in racial diversity, despite the fact that South Bend nonprofits reported experiencing fewer of these changes overall.
- **Perceptions of greater impacts from changes in selected policy conditions:** While differences between South Bend nonprofits and others in the state regarding perceptions of stricter health and safety regulations were only marginally significant (31 percent vs. 21 percent), significantly more South Bend nonprofits reported impacts from these stricter policies than their statewide and other metro counterparts (26 percent vs. 14 percent and 13 percent, respectively).

I. PROFILE

Missions, Size, Age, Targeting, and Demands: In order to understand South Bend’s nonprofit sector we first assess some basic characteristics of nonprofit organizations in the area, such as field of activity⁴, size, age, targeting patterns, and how the demands for their goods and services have changed over time.⁵ We present an overview of state patterns before discussing how South Bend nonprofits compare to nonprofits in other metro areas as well as to all other nonprofits in the state.⁶ Overall, South Bend nonprofits resemble other nonprofits in metro and non-metro regions throughout the state, but differ notably in a few cases.

- **Indiana Nonprofits:**

- **Fields of Activity:** Indiana nonprofits pursue a broad array of missions, but half focus on just two fields: human services and religious-spiritual development.
- **Employees:** Only 52 percent of Indiana nonprofits have paid staff, and of these 41 percent have two or fewer full-time equivalent (FTE) staff. On average, staff compensation absorbs half of all expenses.
- Health and education nonprofits tend to have a larger number of paid staff members, with 32 percent and 24 percent, respectively, reporting more than 50 FTE staff, while mutual benefit (64 percent), public benefit (56 percent), and arts, culture, and humanities (35 percent) nonprofits tend to have a small number of paid staff members (0.5 to 2 FTEs).
- **Year of Establishment:** Almost one-half (48 percent) of nonprofits were established since 1970,

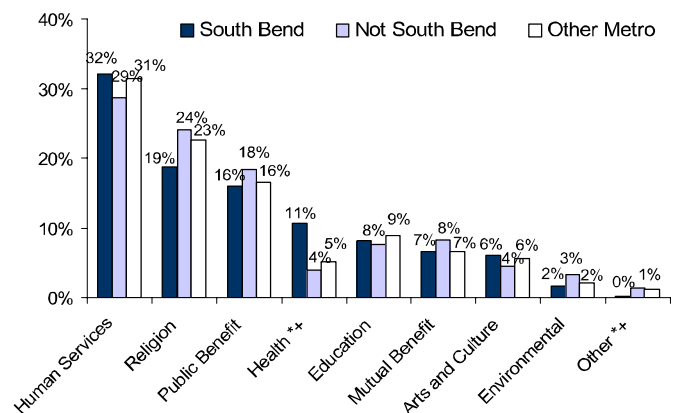
including one-fifth (21 percent) since 1990. However, one-quarter of all nonprofits are very old and were established before 1930.

- **Targeting:** Many target their services to particular groups, especially based on age and geographic regions.
- **Change in Demand:** Many face increasing demands for services.

- **South Bend Nonprofits:**

- **Fields of Activity:** While South Bend nonprofits were involved in most fields of activity at the same rate as their counterparts in the rest of the state and in other metro areas, South Bend nonprofits are significantly more likely to be involved in the health field (11 percent) than statewide (4 percent) and other metro area nonprofits (5 percent). See Figure 2.

Figure 2: Distribution of nonprofits by major field of activity and region



(* Significant difference between South Bend and Not South Bend
+ Significant difference between South Bend and Other Metro)

Note: South Bend n=207; Not South Bend n=1,999; Other Metro n=1,142

- Similar to their counterparts elsewhere, almost one-third (32 percent) of South Bend nonprofits work in human services; almost one-fifth (19 percent) in religion; 16 percent in public benefit; 8 percent in education; 7 percent in mutual benefit organizations; 6 percent in arts and culture; and the rest in some other field.⁷

⁷ The apparent differences between South Bend and Not South Bend in the proportion of nonprofits operating in the field of religion, suggested by Figure 2, are only marginally significant.

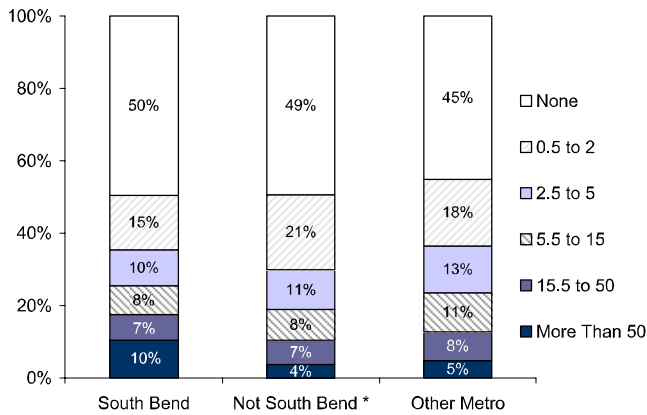
⁴ For our definitions of nonprofit fields, see Appendix A.

⁵ For a more detailed description see Kirsten A. Grønberg & Linda Allen: *The Indiana Nonprofit Sector: a Profile*. Report #2, January 2004. South Bend and other regions were described briefly in the appendices of this report. Available online: www.indiana.edu/~nonprof/results/npsurvey/insprofile.html.

⁶ Please note that “Indiana Nonprofits” refers to all nonprofit organizations captured in the survey; while “Not South Bend” (portrayed in the figures) refers to all nonprofits *aside from* South Bend nonprofits. Consequently, the data presented for all Indiana nonprofits will not necessarily match the data for any of the regional segments presented under the “Not South Bend” heading.

- **Employees:** South Bend nonprofits, other metro area nonprofits, and nonprofits throughout the state have a median of 0.5 to 1 full-time equivalents (FTEs). However, the South Bend region contains a significantly larger proportion of nonprofits with more than 50 FTEs (10 percent) than the rest of the state (4 percent) or other metro areas (5 percent). Despite this difference in the proportion of larger nonprofits, half (50 percent) of South Bend nonprofits do not have any employees at all, which is on par with nonprofits statewide and in other metro areas. See Figure 3.

Figure 3: Number of nonprofit FTE staff, by region

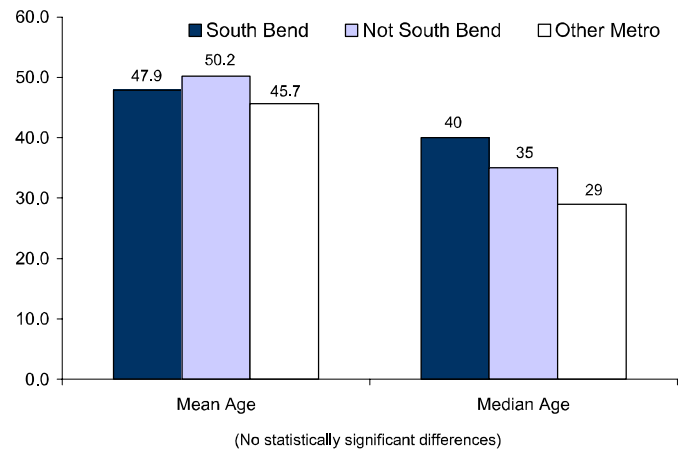


(* Significant difference between South Bend and Not South Bend)

Note: South Bend n=188; Not South Bend n=1,853; Other Metro n=1,051

- **Year of Establishment:** Similar to nonprofits throughout the state and in other metro areas, the mean age of South Bend nonprofits is 48 years. The median age is 8 years younger than that, at 40 years old, indicating that there are relatively few very old organizations. See Figure 4.⁸
- About one-quarter (24 percent) of nonprofits in South Bend were established before 1930 and almost another quarter (23 percent) between 1930 and 1959. South Bend's pattern is very similar to nonprofits statewide and in other metro areas. See Figure 5.⁹

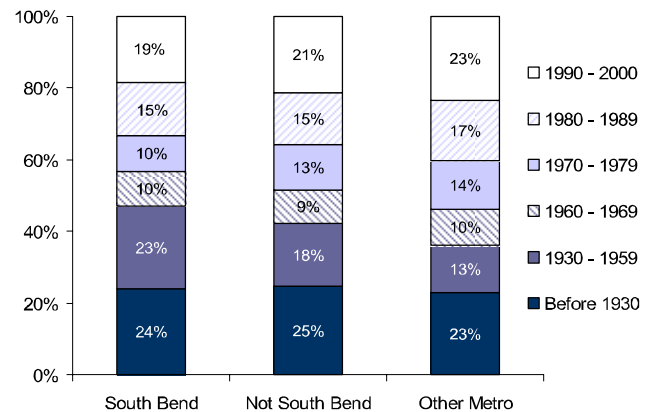
Figure 4: Nonprofit age, by region



(No statistically significant differences)

Note: South Bend n=194; Not South Bend n=1,841; Other Metro n=1,062

Figure 5: Year of establishment of nonprofits, by region



(No statistically significant differences)

Note: South Bend n=194; Not South Bend n=1,841; Other Metro n=1,062

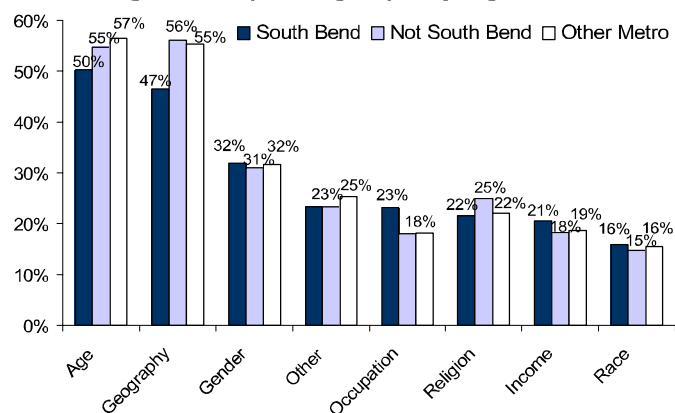
- **Program Targeting:** As with nonprofits across the state and in other metro areas, age and geographic location are the most common targets for programs offered by South Bend nonprofits. Half (50 percent) of South Bend nonprofits target their programs based on age and almost half (47 percent) target by geographic location. See Figure 6.¹⁰

⁸ There is no statistical test for the difference between medians, so any apparent differences between median ages cannot be tested for statistical significance.

⁹ While Figure 5 portrays apparent differences between South Bend and Other Metro in the proportion of nonprofits established between 1930 and 1959, these differences are not statistically significant.

¹⁰ The apparent differences between South Bend and Not South Bend in nonprofits that target their operations based on geographic location, suggested by Figure 6, are only marginally significant.

Figure 6: Percent of nonprofits targeting some or all programs to specific groups, by region

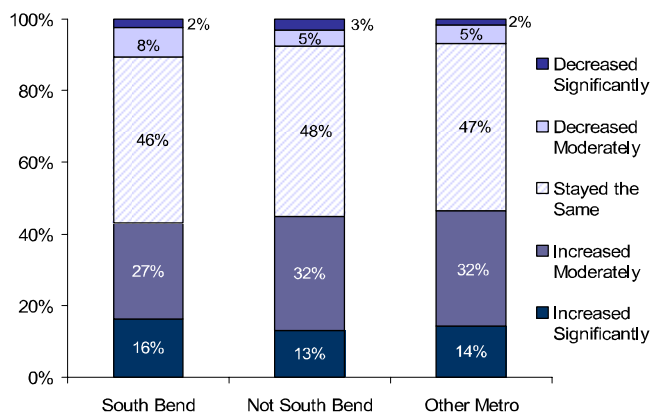


(No statistically significant differences)

Note: South Bend n=155-166; Not South Bend n=1,432-1,585; Other Metro n=799-901

- **Change in Demand:** Like other nonprofits in Indiana, most South Bend nonprofits say demands for their services or programs stayed the same (46 percent) or increased (43 percent) over the last three years. Very few said that demand decreased (10 percent). See Figure 7.

Figure 7: Changes in demand for programs and services over the last three years, by region



(No statistically significant differences)

Note: South Bend n=196; Not South Bend n=1,892; Other Metro n=1,076

II. MANAGING HUMAN AND FINANCIAL RESOURCES

Financial Conditions: We asked Indiana nonprofits to provide information about their revenues, expenses, assets and liabilities, as well as about how these have changed over the past three years.¹¹ Overall, the financial condition of South Bend nonprofits is very similar to that of other nonprofits throughout the state and in other metro areas, differing only in one major respect.

• Indiana Nonprofits:

- **Amount of Revenues:** Most Indiana nonprofits have low revenues (half have less than \$40,000 in annual revenues), but education and health nonprofits are quite large—respectively 15 and 14 percent have revenues of \$10 million or more, compared to 3 percent overall. More health nonprofits (37 percent) have assets in excess of \$1 million than those in other nonprofit fields (20 percent overall).
- **Change in Revenues and Expenses:** Aside from nonprofits in the health field, a greater proportion of nonprofits report at least a moderate increase in expenses (65 percent) than report a moderate increase in their revenues (57 percent), indicating that a large number of Indiana nonprofits face a challenge in developing a cushion of financial reserves to meet unforeseen organizational and community needs.
- **Funding Sources:** One-third (32 percent) receive half or more of their funding from donations and gifts, and 28 percent receive at least half of their funding from dues, fees, or private sales of goods and services. Another 14 percent of nonprofits receive at least half of their funding from special events or other sources, while government funding is the dominant source of funding for only 7 percent of nonprofits. The remaining nonprofits rely on a mix of funding sources (12 percent) or they have no revenues (6 percent).

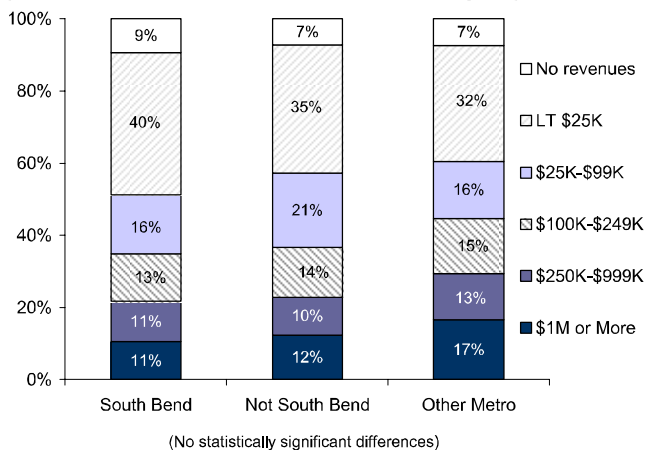
¹¹ For a more detailed description see Kirsten A. Grønberg & Richard M. Clerkin, *Indiana Nonprofits: Managing Financial and Human Resources*, Report #4. August 2004. Available online: www.indiana.edu/~nonprof/results/npsurvey/insman.html.

- **Change in Funding Sources:** Larger nonprofits are more likely than smaller ones to report changes in the level of revenues they receive from government sources. Smaller nonprofits are more likely than larger ones to report changes in the level of revenues they receive from donations, dues/fees/sales, special events, and other sources of income.
- Nonprofits that depend upon a single type of revenue are the most likely to report a change in that revenue stream. Nonprofits that rely on a mix of funding are the second most likely group to report changes in each source of revenues, potentially allowing them to off-set decreases in one type of revenue with increases in a different type of revenue.

• **South Bend Nonprofits:**

- **Amount of Revenues:** Median annual revenues for South Bend nonprofits are approximately \$27,000, which is less than the median annual revenues of nonprofits statewide (\$45,000) and in other metro areas (\$61,926). Two-fifths (40 percent) of South Bend nonprofits have revenues under \$25,000 (an additional 9 percent have no revenues at all), while only 11 percent have revenues over \$1 million. On average, South Bend nonprofits appear slightly smaller than nonprofits in the rest of the state and other metro areas, but these apparent differences are not statistically significant. See Figure 8.

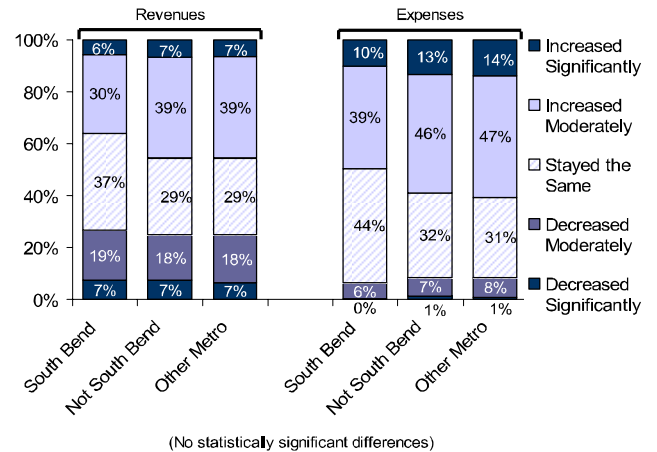
Figure 8: Annual revenues of nonprofits, by region



Note: South Bend n=161; Not South Bend n=1,563; Other Metro n=883

- **Change in Revenues and Expenses:** Reflecting the statewide pattern, the majority of South Bend nonprofits indicate that their revenues stayed the same (37 percent) or increased (36 percent) over the last few years, although a substantial minority (26 percent) say that they decreased. See Figure 9.¹²

Figure 9: Percent of nonprofits reporting changes in revenues and expenses, by region



Note: South Bend n=168-170; Not South Bend n=1,619-1,621; Other Metro n=915-916

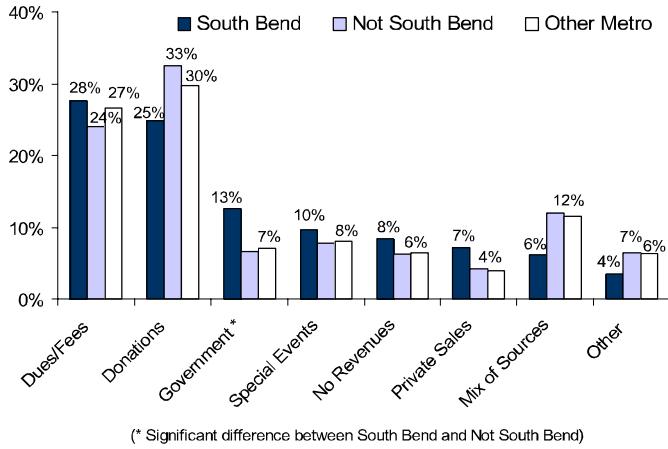
- More than 9 out of 10 South Bend nonprofits said that expenses stayed the same (44 percent) or increased (49 percent). This is also true for nonprofits in other metro areas and for all nonprofits throughout the state. South Bend nonprofits follow the statewide pattern of more pervasive increases in expenditures than in revenues.

- **Funding Sources:** Revealing the only major difference in financial conditions between South Bend nonprofits and those in the rest of the state, South Bend nonprofits are significantly more likely than nonprofits outside of South Bend to rely on government funding for more than one-half their revenue (13 percent vs. 7 percent). See Figure 10.¹³

¹² The apparent differences between South Bend and Other Metro in changes in expenses, suggested by Figure 9, are only marginally significant.

¹³ The apparent differences in reliance on donations between South Bend and Not South Bend, suggested by Figure 10, are only marginally significant. The same is true for the apparent differences in reliance on government funding between South Bend and Other Metro

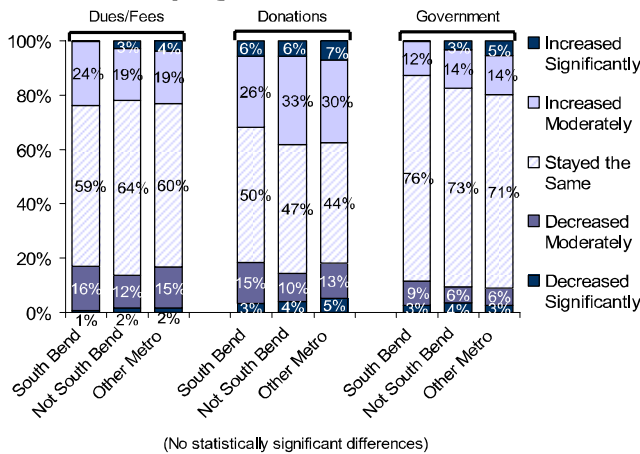
Figure 10: Percent of nonprofits that receive more than one-half of their annual revenues from selected source, by region



Note: South Bend n=183; Not South Bend n=1,815; Other Metro n=1,026

- However, paralleling statewide and other metro area patterns, South Bend nonprofits are most likely to rely on dues/fees (28 percent) or donations (25 percent) for more than half of their revenues. One in 10 relies primarily on revenue generated from special events (10 percent).
- Change in Funding Sources: Changes in revenues from different sources for South Bend nonprofits reflect similar changes at the state level and in other metro areas. See Figure 11.

Figure 11: Percent reporting changes in revenues from government funding, donations and dues or fees by region

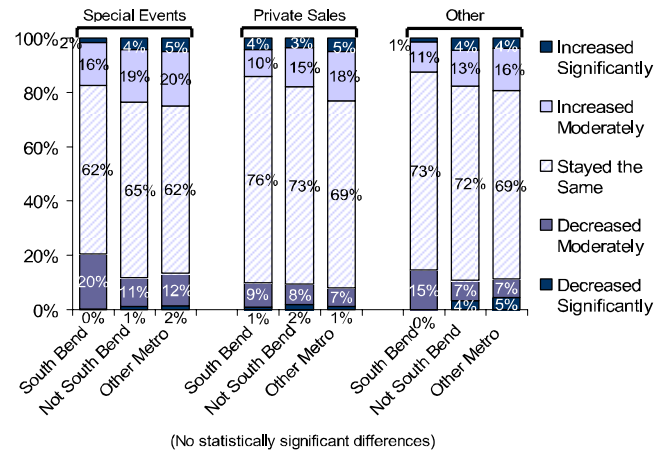


Note: South Bend n=83-112; Not South Bend n=901-1,365; Other Metro n=475-748

areas, and in reliance on a mix of sources between South Bend and Not South Bend / Other Metro.

- Revenues from dues/fees stayed the same for 59 percent and increased for 24 percent of South Bend nonprofits. Revenues from donations and from government funding stayed the same for approximately half (50 percent) and for approximately three-quarters (76 percent) of South Bend nonprofits, respectively. These patterns are nearly identical to the rest of the state and other metro areas.
- Revenues from special events, private sales or other sources stayed the same for most South Bend nonprofits (62 percent, 76 percent and 73 percent respectively), in a pattern similar to nonprofits from other parts of the state. See Figure 12.¹⁴

Figure 12: Percent reporting changes in revenues from special events, private sales, or other sources of funding, by region



Note: South Bend n=74-91; Not South Bend n=866-1,093; Other Metro n=449-593

Financial Challenges and Tools: We asked Indiana nonprofits to report on the level of challenges they face in managing finances and the management tools they have to address these challenges. We find that South Bend nonprofits face very similar challenges to and possess the same tools as other Indiana nonprofits.

¹⁴ The apparent differences between South Bend and Not South Bend in the number of nonprofits that saw a decrease in reliance on revenue from special events, suggested by Figure 12, are only marginally significant.

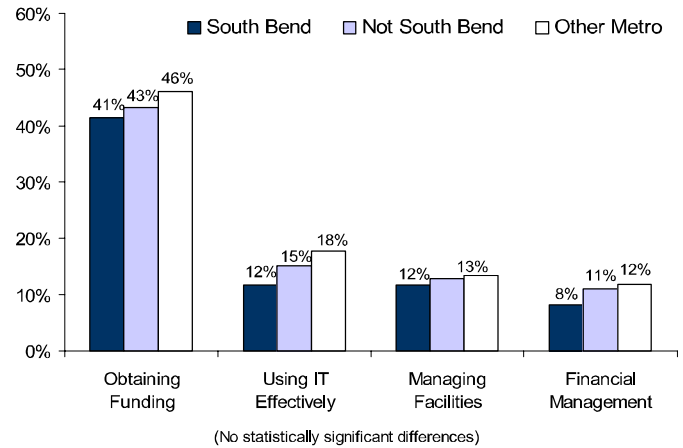
- **Indiana Nonprofits:**

- **Challenges in Financial Management:** Many Indiana nonprofits face major challenges in obtaining funding. Those in the health (78 percent) and the environment and animals (72 percent) fields are the most likely to say that obtaining funding is a major challenge.
- **Financial Management Tools:** Larger nonprofits are more likely than smaller ones to report facing financial management challenges. However, they are also more likely to have organizational tools to address these challenges.
- Nonprofits that rely on government sources for more than half of their revenues are more likely to report financial management challenges than nonprofits with other resource dependencies (83 percent of government-dependent nonprofits say obtaining funding is a major challenge vs. 43 percent of nonprofits overall; 20 percent say managing finances is a major challenge vs. 10 percent overall). At the same time, those that rely on dues/fees/sales for more than half of their resources appear to face the lowest level of financial management challenges, but they are also the least likely to report having financial management tools.
- Older nonprofits are more likely to have reserves dedicated to maintenance or capital needs than younger nonprofits.

- **South Bend Nonprofits:**

- **Challenges in Financial Management:** South Bend nonprofits are not immune to the financial challenges that nonprofits face in other metro areas and in the state more generally. More than two-fifths (41 percent) say that obtaining funding is a major challenge, although relatively few indicate that using information technology (12 percent), managing facilities (12 percent), and financial management (8 percent) are challenges. These patterns generally resemble those reported by nonprofits elsewhere. See Figure 13.

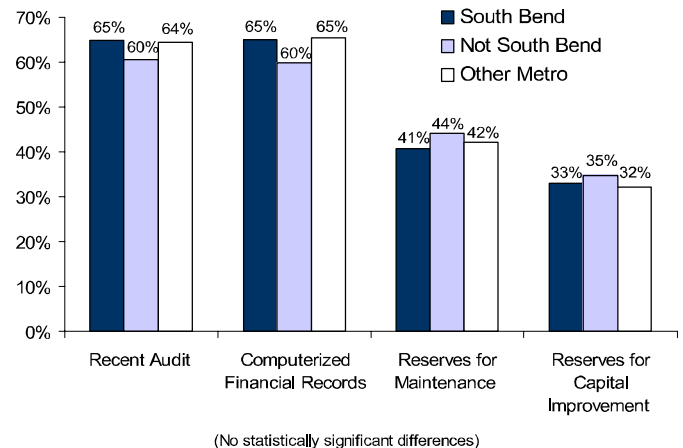
Figure 13: Percent of nonprofits that indicate select issues are a major challenge, by region



Note: South Bend n=187-189; Not South Bend n=1,756-1,765; Other Metro n=996-1,006

- **Financial Management Tools:** Like nonprofits throughout the state and in other metro areas, some nonprofits in South Bend have acquired tools to help them address potential or real financial challenges. While a majority (but not all) has recently completed financial audits (65 percent) and computerized financial records (65 percent), a smaller proportion has reserves dedicated for maintenance (41 percent) or capital needs (33 percent). See Figure 14.

Figure 14: Percent of nonprofits that have select organizational components, by region



Note: South Bend n=190-191; Not South Bend n=1,807-1,835; Other Metro n=1,022-1,042

Staff, Volunteer, and Board Resources, Challenges, and Tools: We asked Indiana nonprofits about how many volunteers and paid staff they have, as well as about the challenges they face in managing them and the

tools they have to address these challenges. We found that South Bend nonprofits closely resemble other Indiana nonprofits in both metropolitan and non-metropolitan areas in this respect.

- **Indiana Nonprofits:**

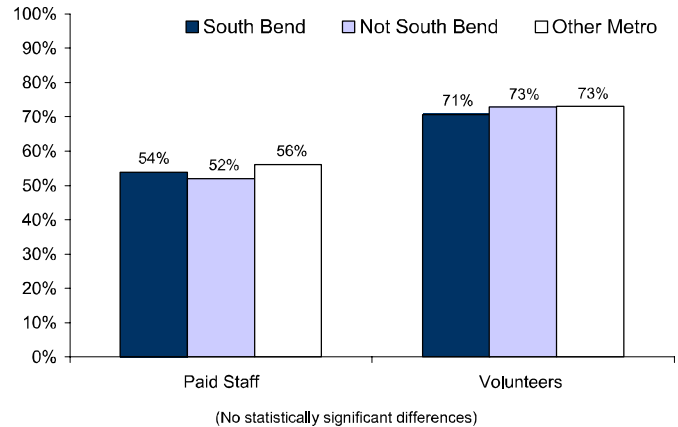
- **Paid and Volunteer Staff:** Just over half (52 percent) of Indiana nonprofits report that they have paid staff. However, volunteers are vital to Indiana nonprofits. Almost three-fourths report using volunteers (other than board members) over the past year. Of these, 74 percent report that volunteers are essential or very important to their organization. Volunteers tend to be more important to older nonprofits than to younger ones.
- **Challenges:** We find no statistically significant difference by nonprofit field in the challenges related to managing human resources, recruiting/retaining qualified staff.
- **Tools:** We also did not find statistically significant differences by nonprofit field in the challenges related to the tools associated with managing paid employees (written personnel policies or written job descriptions).
- Nonprofits that rely on government sources for more than half of their revenues have more employees (25 percent have over 50 FTEs), are more likely to have basic organizational structures in place to manage employees, and are also more likely to face challenges in managing employees than those with other funding profiles.
- Larger nonprofits, most likely because they tend to have more employees, are more likely than smaller ones to face challenges in managing employees, but are also more likely to have the tools to manage their staff.
- Health nonprofits are more likely than any other group to report having a written conflict of interest policy (70 percent vs. 30 percent on average), most likely reflecting special pressures associated with funding, accreditation, or professional licensing requirements.

- Few nonprofits have volunteer recruitment (18 percent) or volunteer training (21 percent) programs.

- **South Bend Nonprofits:**

- **Paid and Volunteer Staff:** Over half (54 percent) of South Bend nonprofits have paid staff. Nearly three-quarters (71 percent) of South Bend nonprofits report that they used volunteers (other than board members) during the most recent fiscal year. This is on par with nonprofits throughout the state. See Figure 15.

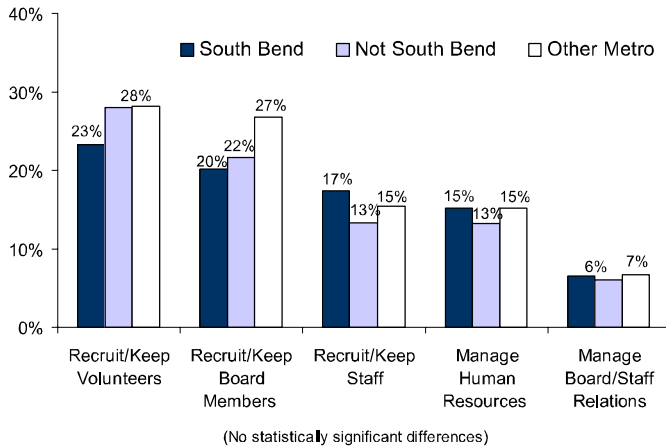
Figure 15: Percent of nonprofits utilizing paid staff and volunteers, by region



Note: South Bend n=189-195; Not South Bend n=1,874-1,894; Other Metro n=1,071-1,078

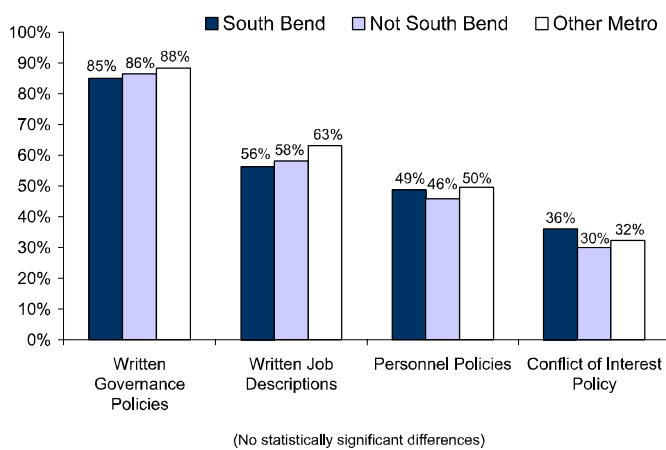
- **Challenges:** South Bend nonprofits are no more or less likely than other nonprofits in the state to indicate that recruiting and retaining volunteers, board members, and staff is a major challenge. The same is true for managing human resources or board and staff relations. See Figure 16.
- **Tools:** Similar to other Indiana nonprofits, most South Bend nonprofits have written governance policies (85 percent); about one-half have written job descriptions (56 percent) and personnel policies (49 percent). Only one-third (36 percent) have written conflict of interest policies. See Figure 17.

Figure 16: Percent of nonprofits that indicate selected issues are a major challenge, by region



Note: South Bend n=183-207; Not South Bend n=1,746-1,999; Other Metro n=998-1,142

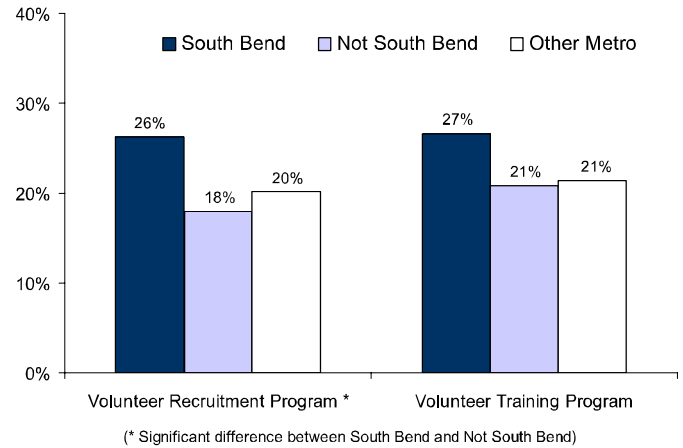
Figure 17: Percent of nonprofits that have selected organizational components, by region



Note: South Bend n=187-190; Not South Bend n=1,795-1,844; Other Metro n=1,016-1,046

- Over one-quarter of South Bend nonprofits have a formal volunteer recruitment program (26 percent) and a formal volunteer training program (27 percent). While the percent with volunteer training programs is on par with nonprofits throughout the state, the percent with formal volunteer recruitment programs in South Bend is significantly larger than in the rest of Indiana (26 percent vs. 18 percent). See Figure 18.

Figure 18: Percent of nonprofits that have selected organizational components, by region



Note: South Bend n=189; Not South Bend n=1,810-1,822; Other Metro n=1,025-1,035

Other Management Challenges and Capacities:

We asked Indiana nonprofits about other challenges they face and the organizational tools they have to address various challenges. South Bend nonprofits are nearly identical to other Indiana nonprofits; however, they vary notably in the dimensions related to information technology.

• Indiana Nonprofits:

- Challenges:** We asked Indiana nonprofits whether certain aspects of delivering and managing programs are a challenge. According to their responses, we find that attracting clients and members is perhaps most challenging, with approximately one-half of Indiana nonprofits citing it as a challenge. This is especially the case for nonprofits in the environment and religion fields.
- Approximately one-third of Indiana nonprofits report that meeting the needs of members and clients is a major challenge, though religion nonprofits are disproportionately more likely to cite this challenge. Another one-third find that delivering high quality programs is a major challenge, with nonprofits in the religion and human services fields more likely to say so.
- Health nonprofits are particularly likely to face major challenges in enhancing the visibility or reputation of their organization. Over half (53

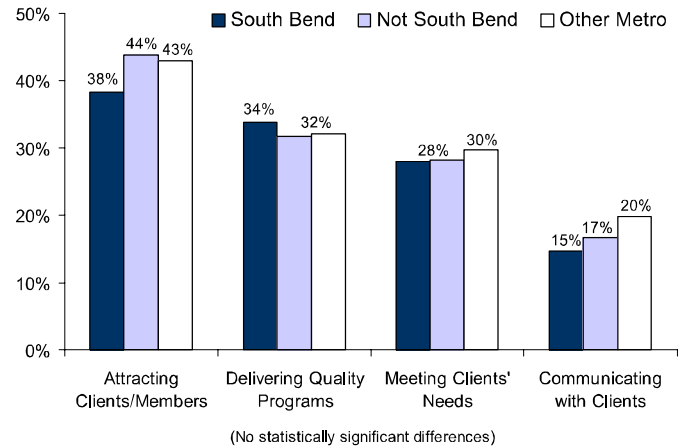
percent) report such challenges, compared to 31 percent of Indiana nonprofits overall.

- Strategic planning is most widely reported as a major challenge by religion nonprofits.
- Arts, culture and humanities nonprofits (36 percent) are more likely than human services nonprofits (17 percent) to say they face a major challenge in evaluating their outcomes or impacts.
- Only 9 percent of Indiana nonprofits report major challenges in maintaining good relations with other entities.
- **IT Tools:** A majority of Indiana nonprofits have computers (65 percent) and internet access (54 percent) available for key staff and volunteers. Some 47 percent of organizations have their own e-mail address and 34 percent have their own website.

• **South Bend Nonprofits:**

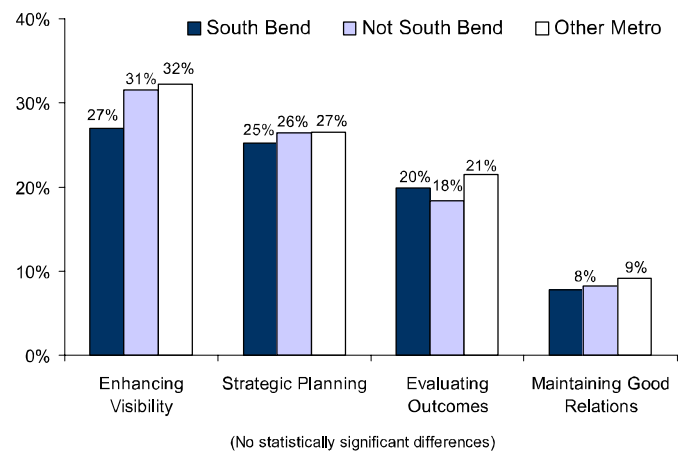
- **Challenges:** Similar to other nonprofits, attracting clients/member is the most common challenge reported by South Bend nonprofits (38 percent). One-third of South Bend nonprofits (34 percent) also report major challenges in delivering quality programs.
- Challenges related to meeting clients’ needs are considered a challenge by 28 percent of nonprofits in South Bend. Communicating with clients and members also poses a challenge for 15 percent of nonprofits in the area. These challenges faced by South Bend nonprofits are on par with those in the rest of the state. See Figure 19.
- Enhancing visibility and strategic planning are major challenges for one-quarter or more of South Bend nonprofits (27 percent and 25 percent respectively). Evaluating programs is challenging for 1 in 5 nonprofits in the area (20 percent), and maintaining good relations for almost 1 in 10 (8 percent). These percentages also reflect those found in other metro areas and across the state. See Figure 20.

Figure 19: Percent of nonprofits that indicate selected issues are a major challenge, by region



Note: South Bend n=189-207; Not South Bend n=1,774-1,999; Other Metro n=1,013-1142

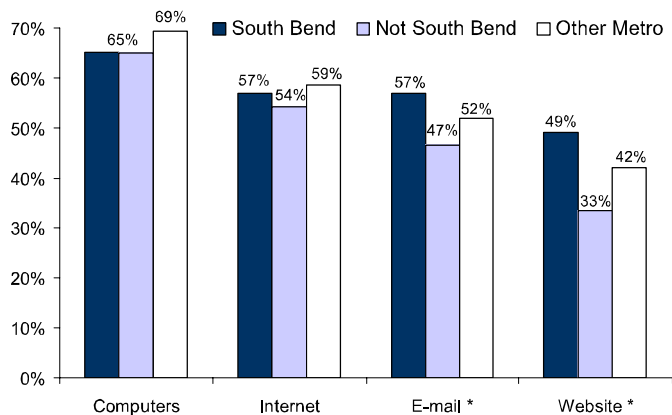
Figure 20: Percent of nonprofits that indicate selected issues are a major challenge, by region



Note: South Bend n=207; Not South Bend n=1,999; Other Metro n=1,142

- **Tools:** Information and communication technology, among other things, helps nonprofits organize records and files, develop and maintain relationships with other organizations, keep up to date with funding opportunities and deadlines, and retrieve important information and data from the Internet. Nonprofits in South Bend are significantly more likely to have organizational email addresses and websites than are their counterparts in the rest of the state (57 percent of South Bend nonprofits have email addresses vs 47 percent of nonprofits statewide, and 49 percent have websites vs. 33 percent statewide). See Figure 21.

Figure 21: Percent of nonprofits that have selected organizational components, by region



(* Significant difference between South Bend and Not South Bend)

Note: South Bend n=189-191; Not South Bend n=1,803-1,843; Other Metro n=1,028-1,044

- However, South Bend nonprofits are similar to their statewide and other metro counterparts along the other IT dimensions surveyed. Just under two-thirds (65 percent) of South Bend nonprofits have computers, and more than one-half (57 percent) are connected to the Internet.

III. AFFILIATIONS, COLLABORATIONS, AND COMPETITION

Formal Affiliations: We asked Indiana nonprofits whether they are affiliated with another organization as a headquarters, local subsidiary, or in another way.¹⁵ South Bend nonprofits are nearly identical to other nonprofits statewide and in metropolitan areas in this respect.

- **Indiana Nonprofits:**

- **Affiliations:** More than half of Indiana nonprofits are affiliated with another organization in some way. This is especially the case for nonprofits in the public and societal benefit (e.g., advocacy, community development, philanthropy) and religion fields, older nonprofits, and medium-sized and large organizations. Besides religious bodies, with whom most religion nonprofits are affiliated, Indiana nonprofits in every field are most likely to be affiliated with various mutual benefit or membership associations (e.g., fraternal organizations, professional or trade associations and the like).
- **Support from Federated Funders:** Some 14 percent of Indiana nonprofits received funds from federated funders during the most recently completed fiscal year. This is disproportionately so for nonprofits in the health and human services fields.

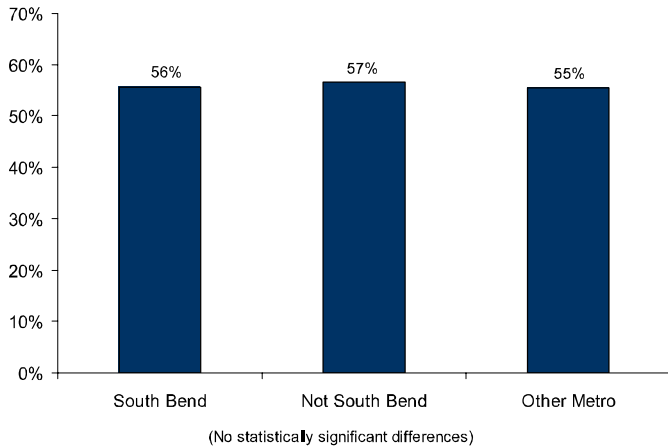
- **South Bend Nonprofits:**

- **Affiliations:** Over one-half (56 percent) of South Bend nonprofits are formally affiliated with another organization. This mirrors the statewide and metro area patterns. See Figure 22.
- **Support from Federated Funders:** Some 6 percent of South Bend nonprofits indicate that they received funding from the United Way during the past fiscal year. Eight percent received support from religious federated funders and just 3 percent received revenue from other federated

¹⁵ For a more detailed description of all Indiana nonprofits see Kirsten A. Grønberg & Curtis Child, *Indiana Nonprofits: Affiliations, Collaborations, and Competition*. Report #5. November 2004. Available online: www.indiana.edu/~nonprof/results/npsurvey/insaffil.html.

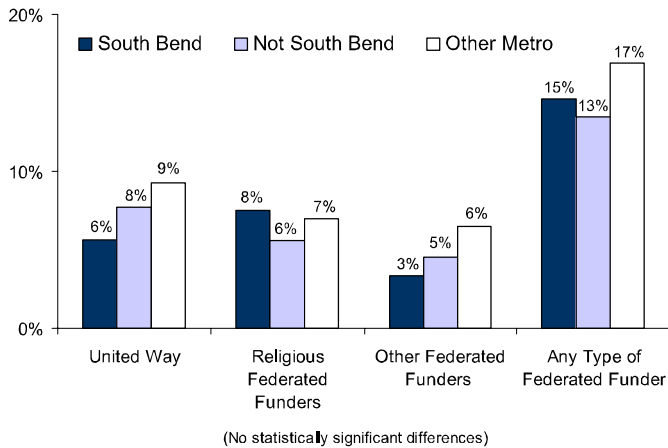
funders. In all, 15 percent of South Bend nonprofits received financial support from any one of these types of federated funders. This pattern is similar to other nonprofits throughout Indiana. See Figure 23.

Figure 22: Percent of nonprofits formally affiliated with another organization, by region



Note: South Bend n=191; Not South Bend n=1,890; Other Metro n=1,088

Figure 23: Percent of nonprofits that receive grants or support from federated funders, by region



Note: South Bend n=165-167; Not South Bend n=1,749-1,761; Other Metro n=980-989

Networks and Collaborations: We asked Indiana nonprofits whether they participate in formal collaborations or informal networks with other entities. South Bend nonprofits resemble other Indiana nonprofits (including those in other metro areas) in this respect.

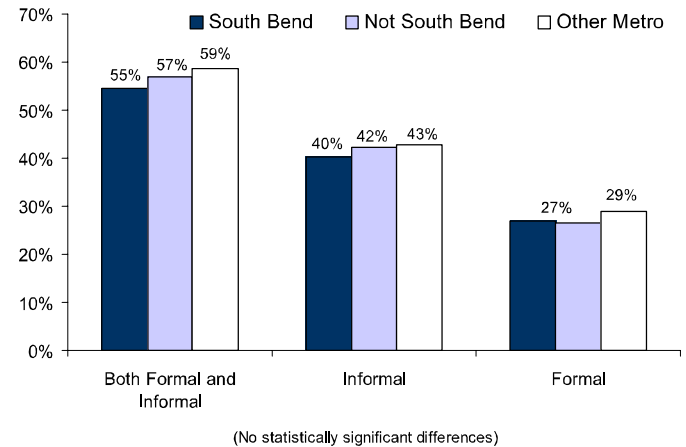
• **Indiana Nonprofits:**

- More than half (57 percent) of Indiana nonprofits are involved in collaborations or networks. Informal networks are more common than formal collaborations.
- Overall, participation in collaborations or networks relates most significantly to the nonprofit’s size and access to technology—larger nonprofits and those with basic information technology components are most likely to indicate that they participate in such relationships.

• **South Bend Nonprofits:**

- Two-fifths (40 percent) of South Bend nonprofits participate in informal networks, while approximately one-quarter (27 percent) are involved in formal collaborations. Overall, the number of nonprofits in South Bend that indicate that they participate in informal or formal relationships (55 percent) is similar to their counterparts in other metro areas and the rest of the state. See Figure 24.

Figure 24: Percent of nonprofits involved in informal or formal relationships, by region



Note: South Bend n=187-190; Not South Bend n=1,838-1,879; Other Metro n=1,056-1,078

Most Important Relationship: We asked nonprofits that participate in networks or collaborations to focus on the one most important to them and to tell us how many and what types of organizations are part of the relationship. We found that South Bend nonprofits have collaboration patterns that differ slightly from others statewide.

- **Indiana Nonprofits:**

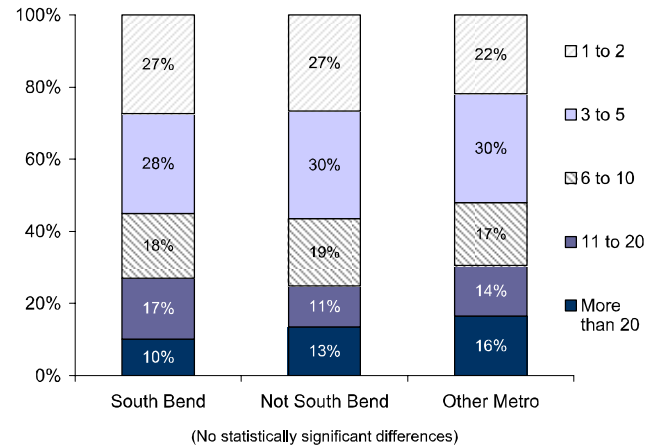
- **Size of Networks:** The median number of organizations in Indiana nonprofits’ most important network or collaboration is 5, although the number is disproportionately higher for health nonprofits and for religion nonprofits that provide human services.
- Nonprofits that are small in size and lack technology are disproportionately likely to participate in small networks and collaborations.
- **Types of Organizations in Networks:** About half of the relationships are homogeneous in scope, involving only one or two different types of organizations. The variety of organizations involved is positively related to how many organizations are involved in the relationship.
- Generally, Indiana nonprofits are most likely to say that secular service organizations (42 percent) and religious bodies (41 percent) are involved in these relationships, although this varies according to the field of service in which they are active. Many nonprofits are also involved with government agencies (33 percent) or for-profit organizations (23 percent).

- **South Bend Nonprofits:**

- **Size of Networks:** In South Bend, as well as in the rest of the state, the majority of nonprofits that participate in relationships (55 percent) say that there are 5 or fewer members in their most important collaboration or network. See Figure 25.
- **Types of Organizations in Networks:** We asked nonprofits to identify the types of organizations with which they collaborate in their most important relationship. For the most part, nonprofits in South Bend collaborate with other types of organizations to the same extent as nonprofits outside of South Bend. One striking difference, however, is the percentage of nonprofits that identify other faith-based organizations in their most important relationship. Almost one-half (47 percent) of South Bend nonprofits name faith-based organizations other than religious

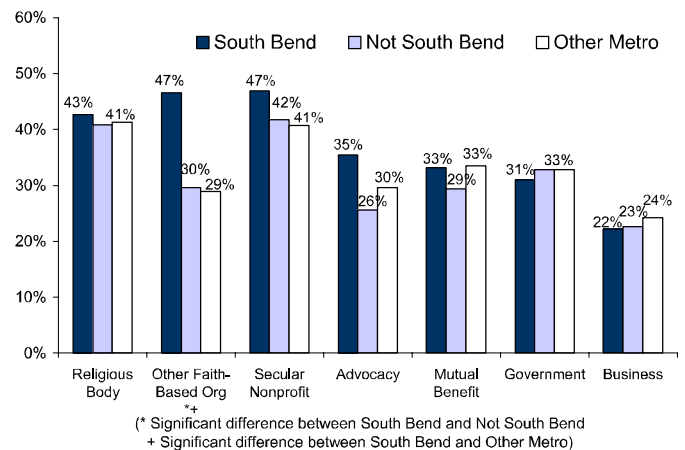
bodies as members of their most important collaboration or network, compared to not even one-third of nonprofits outside of South Bend (30 percent) and in other metro areas (29 percent). See Figure 26.¹⁶

Figure 25: Number of organizations involved in most important relationship, by region



Note: South Bend n=81; Not South Bend n=818; Other Metro n=499

Figure 26: Types of organizations identified in most important relationship, by region



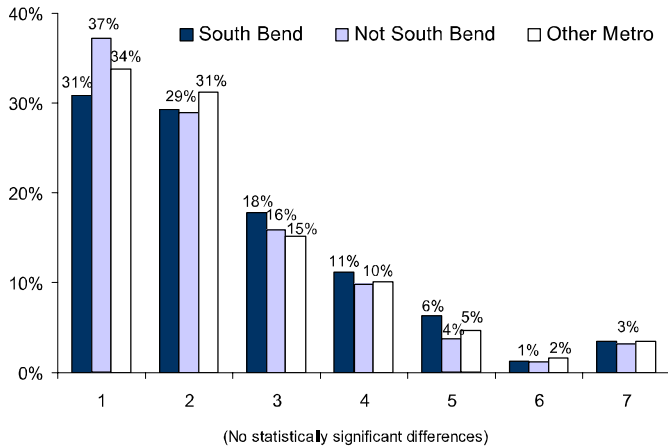
Note: South Bend n=90-94; Not South Bend n=1,001-1,025; Other Metro n=610-623

- The vast majority (78 percent) of South Bend nonprofits say that their most important relationship includes 1 to 3 different types of organizations. The same is true for nonprofits statewide

¹⁶The apparent difference between South Bend and Not South Bend in the number of nonprofits that identify advocacy organizations as part of their most important relationship, shown in Figure 26, is not statistically significant.

(82 percent) and in other metropolitan areas (80 percent). See Figure 27.

Figure 27: Number of types of organizations in most important relationship, by region



Note: South Bend n=86; Not South Bend n=940; Other Metro n=571

Effects of Networks and Collaborations: We asked Indiana nonprofits to indicate whether their involvement in networks and collaborations makes it easier, harder, or has no impact on maintaining key organizational capacities. South Bend nonprofits respond in a pattern similar to nonprofits statewide and in other metro areas.

Indiana Nonprofits:

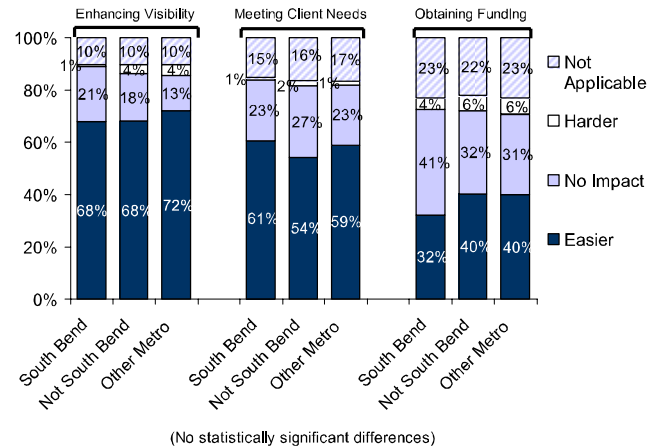
- Respondents are most likely to say that participation in networks or collaborations makes it easier for them to enhance their visibility or reputation, meet client or member needs, and obtain funding.
- Arts, culture and humanities nonprofits stand out as most likely to indicate that they benefit from involvement in networks and collaborations.

South Bend Nonprofits:

- A large majority of South Bend nonprofits (68 percent) indicate that participating in networks and collaborations helps enhance their visibility or reputation. A majority (61 percent) also say that their relationships make it easier to meet client or member needs. Inter-organizational relationships make obtaining funding easier for almost one-third (32 percent) of the nonprofits in South Bend. These patterns are similar to other

nonprofits, metro and non-metro, throughout the state. See Figure 28.

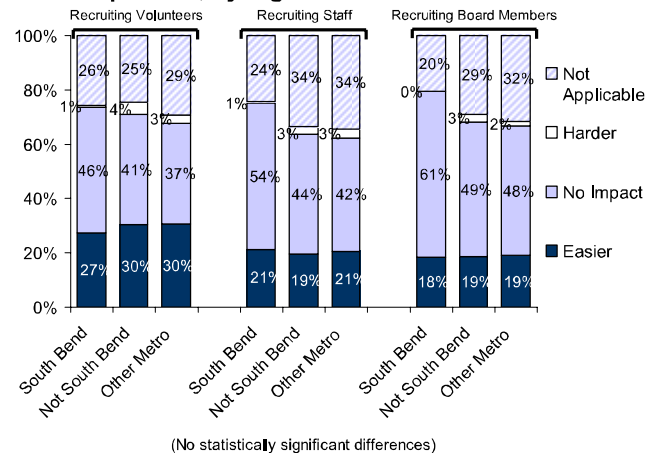
Figure 28: Effect of participation in networks or collaborations on maintaining key organizational capacities, by region



Note: South Bend n=94-95; Not South Bend n=940-945; Other Metro n=576-580

- South Bend nonprofits, like other nonprofits throughout the state, are relatively unlikely to say that their participation in networks and collaborations helps them address some of the challenges of human resources management, such as recruiting and retaining volunteers (27 percent), staff (21 percent) and board members (18 percent). See Figure 29.

Figure 29: Effects of participation in networks or collaborations on maintaining key organizational capacities, by region



Note: South Bend n=95-96; Not South Bend n=932-941; Other Metro n=569-576

Competition: We asked Indiana nonprofits to identify the arenas in which they compete with other organizations, as well as the different types of organizations with which they do so. South Bend nonprofits face competition along similar dimensions as other metro and non-metro nonprofits in the state, although the types of organizations with which they compete differ slightly.

• **Indiana Nonprofits:**

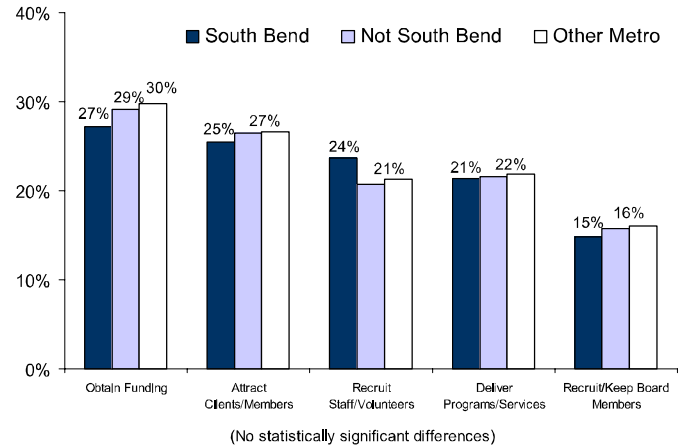
- **Extent of Competition:** Two-fifths of Indiana nonprofits compete with other organizations (both in and outside of the nonprofit sector) for a variety of resources.
- **Types of Competitors:** They compete most extensively with secular nonprofits (29 percent), followed by religious nonprofits (22 percent), businesses (13 percent), and governments (10 percent).
- Generally, the prevalence of competition with other organizations increases with size and access to technology. Nonprofits that participate in formal or informal relationships are also more likely to compete than those that do not.

• **South Bend Nonprofits:**

- **Extent of Competition:** South Bend nonprofits are no different than other nonprofits throughout the state in that more than one-quarter (27 percent) compete with other organizations for financial resources; one-quarter (25 percent) compete to attract clients and members; almost one-quarter compete with other organizations in their efforts to recruit staff or volunteers (24 percent) and deliver programs or services (21 percent); and 15 percent compete to recruit and keep board members. See Figure 30.
- **Types of Competitors:** Reflecting statewide and metro area patterns, nonprofits in South Bend are most likely to compete with secular nonprofits (27 percent), followed by religious nonprofits (19 percent) and businesses (13 percent). One noted difference between South Bend nonprofits and those in the rest of the state is that South Bend nonprofits are significantly less likely to say that they compete with government agencies

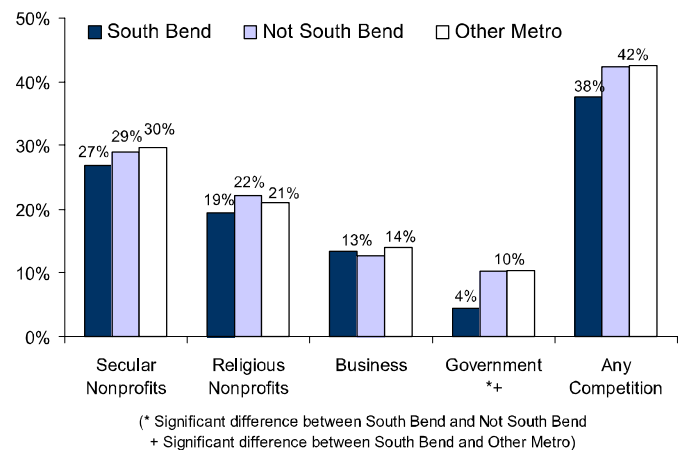
(4 percent vs. 10 percent of nonprofits in both the rest of the state and other metro areas). See Figure 31.

Figure 30: Percent of nonprofits reporting competition with other organizations, by arena and region



Note: South Bend n=207; Not South Bend n=1,999; Other Metro n=1,142

Figure 31: Percent of nonprofits reporting competition, by type of competitor and region



Note: South Bend n=207; Not South Bend n=1,999; Other Metro n=1,142

- Overall, almost two-fifths (38 percent) of South Bend nonprofits say that they compete with at least one of these types of organizations in some way.

IV. COMMUNITY AND POLICY CONDITIONS

Community Conditions and Impacts: We asked Indiana nonprofits for their perceptions of changes in seven community conditions and whether the changes have an impact on them.¹⁷ In this respect South Bend nonprofits appear to be more unusual. We found that South Bend nonprofits report conditions and impacts somewhat differently from other metro and non-metro nonprofits statewide.

- **Indiana Nonprofits:**

- **Changes in Community Conditions:** The majority of Indiana nonprofits report that one or more of the seven community conditions changed in their communities during the last three years and half report that multiple conditions changed. Overall, perceptions of changes in community conditions depend significantly on where the nonprofits are located and, in some cases, their size or target group. Perceptions do not vary according to age, field of activity, or primary source of funding.
- Just over half (51 percent) of Indiana nonprofits report that employment and business opportunities changed in their communities, with the majority of these (33 percent overall) saying they decreased.
- Changes in employment opportunities are followed by perceived changes in population size with half noting a change, of which most (42 percent overall) say it increased.
- About two-fifths (39 percent) say household income changed, with the majority (22 percent overall) of those saying it decreased.
- A third (36 percent) say ethnic or racial diversity changed, with almost all (34 percent overall) noting an increase. One in four say crime and

violence changed, with most (19 percent overall) noting an increase.

- About one in ten (11 percent) noted a change in tension or conflict among community groups, with almost all of those (8 percent overall) saying it increased.
- For some conditions there are striking similarities between how nonprofits perceive community conditions and official indicators of the conditions, but in other cases there are notable differences between perceptions and the actual conditions.
- **Impacts from Community Conditions:** One-half of Indiana nonprofits indicate that at least one of the community conditions impacted their organization. Almost every condition tends to impact a higher percentage of mid-sized and large nonprofits than small ones, as well as those that target their programs to people of a particular income, gender, and/or race.
- For the most part, neither the age of an organization nor the field in which it operates helps explain why a given condition impacts nonprofits.

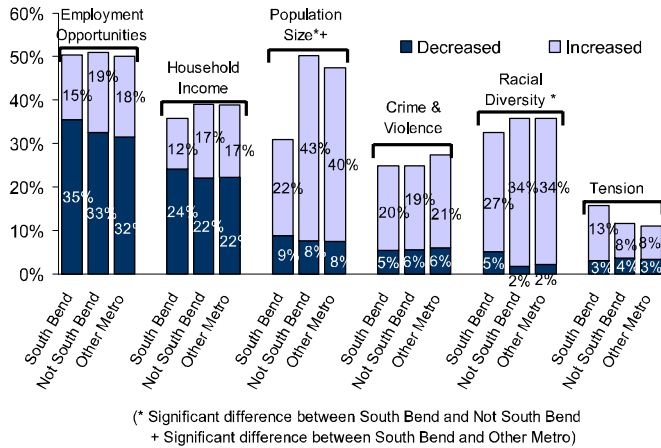
- **South Bend Nonprofits:**

- **Changes in Community Conditions and Impacts:** South Bend nonprofits are less likely to report that population size increased within the geographic areas in which they operate (22 percent), compared to nonprofits across the state (43 percent) and in other metro areas (40 percent). As might be expected, they are also less likely to say that changes in population size impacted them (14 percent vs. 28 percent and 27 percent, respectively). See Figures 32 and 33.
- Additionally, South Bend nonprofits are less likely to report increases in racial diversity in the area (27 percent) than are nonprofits in the rest of the state (34 percent). However, this difference is not reflected in the way in which South Bend nonprofits report the impact of changes in racial diversity in the area – 16 percent of South Bend nonprofits report such an impact, which is similar to the 19 percent of nonprofits in the rest

¹⁷ For a more detailed description on all Indiana nonprofits see Kirsten A. Grønberg & Curtis Child, *Indiana Nonprofits: Impact of Community and Policy Changes*. Report #3. July 2004. Available online: www.indiana.edu/~nonprof/results/npsurvey/inscom.html.

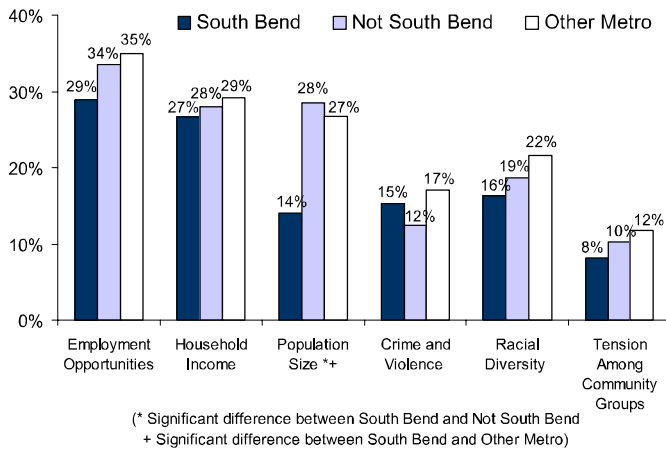
of the state who also reported feeling an impact from these changes.

Figure 32: Percent of nonprofits reporting changes in selected community conditions, by region



Note: South Bend n=149-162; Not South Bend n=1,516-1,644; Other Metro n=845-911

Figure 33: Percent of nonprofits reporting being impacted by selected community conditions, by region



Note: South Bend n=156-170; Not South Bend n=842-911; Other Metro n=1,515-1,647

- Aside from the perceived changes and impacts related to population size and racial diversity, South Bend nonprofits report similar changes and impacts as their counterparts in other metro areas and the rest of the state across all of the other issues about which they were asked.

Policy Conditions and Impacts: We also asked Indiana nonprofits about changes in five government policies and whether the changes affect their organization. While, as we’ve discussed, perceptions of community

conditions in South Bend differed from perceptions in the rest of the state, perceptions of policy conditions are nearly identical to those of other nonprofits and metropolitan organizations statewide, although perceptions of the impacts of these conditions differ in some cases.

• **Indiana Nonprofits:**

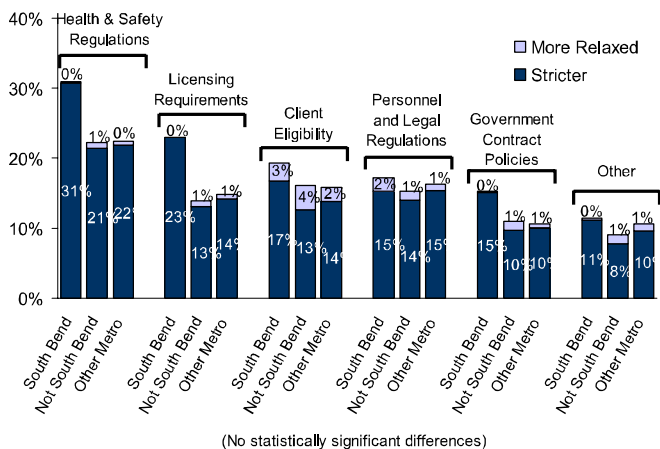
- **Changes in Policies:** More than one-third of Indiana nonprofits indicate that at least some policies have changed during the last three years, although this varies considerably depending on the type, size, and funding structure of the nonprofit. For almost every policy, health and human services nonprofits, large organizations, and those that depend primarily on government funding are the most likely to say that multiple policies changed. In almost all cases, the policies became stricter.
 - Changes in health and safety regulations are the most commonly reported (23 percent say that such policies changed). These were followed by client eligibility requirements for government programs (16 percent), personnel and legal regulations (15 percent), professional licensing requirements (14 percent), and government contract procurement policies (11 percent).
- **Impacts from Policies:** One-quarter of all Indiana nonprofits says that at least one of these policies had an impact on their organization. As with perceptions of policy changes, significantly more of the health and human services nonprofits, large organizations, and those that rely primarily on the government for funding say that this is the case. Overall, the policies were at least four or five times as likely to impact the nonprofits when the policy became stricter versus when they became more lenient.

• **South Bend Nonprofits:**

- **Changes in Policy and Impacts:** For every policy condition about which we asked, South Bend nonprofits do not substantially differ from nonprofits across the state in the percentage that indicate that the policies became stricter, more lenient, or did not change. While there appears to be a difference between nonprofits in South Bend and those elsewhere in the state in terms of

the proportion that perceive that health and safety regulations have become stricter, these differences are only marginally significant. See Figure 34.¹⁸

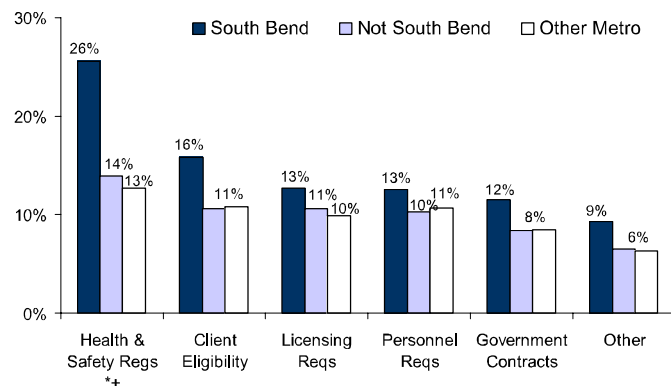
Figure 34: Percent of nonprofits reporting changes in selected policy conditions, by region



Note: South Bend n=98-131; Not South Bend n=916-1,377; Other Metro n=492-762

- South Bend nonprofits generally do not differ from nonprofits elsewhere in reporting impacts from most of the policy changes about which we asked. However, for one policy condition, health and safety regulations, South Bend nonprofits (26 percent) are significantly more likely than their counterparts in other metro areas (13 percent) and in the rest of the state (14 percent) to say that they are impacted by this set of policies. See Figure 35.

Figure 35: Percent of nonprofits impacted by selected policy conditions, by region



(* Significant differences between South Bend and Not South Bend
+ Significant difference between South Bend and Other Metro)

Note: South Bend n=99-132; Not South Bend n=921-1,382; Other Metro n=496-765

Nonprofit Advocacy: We asked Indiana nonprofits whether they promote positions on certain policy issues or on issues related to the interests of certain groups. South Bend nonprofits show patterns that vary in this respect from the patterns of other Indiana nonprofits, both metropolitan and statewide.

- **Indiana Nonprofits:**

- **Participation in Advocacy:** More than one-quarter of Indiana nonprofits indicate that they participate in some form of advocacy (although only 3 percent say it is one of their three most important programs or activities). Health nonprofits are the most likely to say that they engage in advocacy, followed by religious, public benefit, and human services nonprofits. Mid-sized and large organizations are also more likely to engage in advocacy than smaller ones.
- **Resources for Advocacy:** Many nonprofits that engage in advocacy devote only limited resources to it. One in ten of the organizations that say they participate in advocacy do not commit any financial, staff, or volunteer resources to it.
- Many Indiana nonprofits that are involved in advocacy lack key information technology tools for it. While three-quarters of them have computers available, only two-thirds have Internet access and/or e-mail, and less than half have a web site.

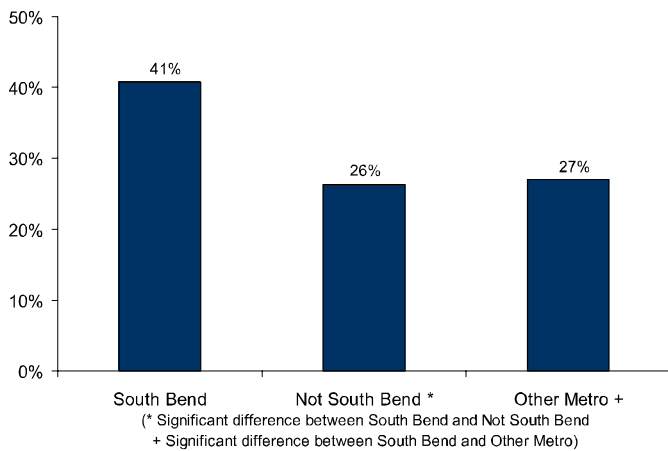
¹⁸ Apparent differences between South Bend and Not South Bend / Other Metro in perceptions of licensing requirements are not statistically significant.

- Health and education nonprofits that participate in advocacy tend to be better equipped with such tools, while human services, arts, and especially mutual benefit nonprofits involved in advocacy tend to lack these tools. Large nonprofits and those that receive the majority of their funding from the government are considerably more likely to have all four technology tools we mentioned.

- South Bend Nonprofits:**

- Participation in Advocacy:** South Bend nonprofits are significantly more likely to participate in advocacy (41 percent) than their counterparts in other metro areas (27 percent) and the rest of the state (26 percent). See Figure 36.

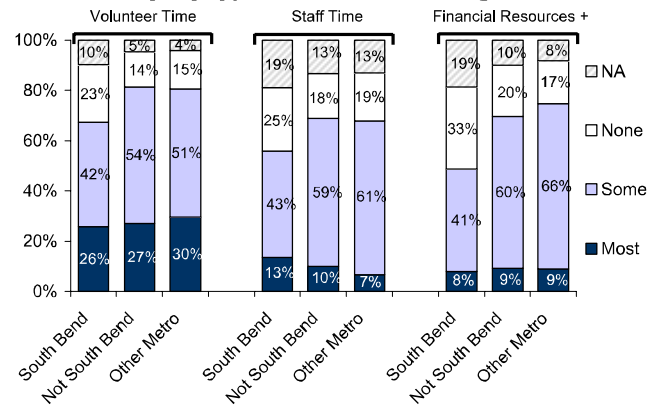
Figure 36: Percent of nonprofits that participate in advocacy, by region



Note: South Bend n=187; Not South Bend n=1,775; Other Metro n=1,010

- Resources for Advocacy:** Despite a greater likelihood of participating in activities related to advocacy, South Bend nonprofits do not differ significantly from nonprofits in other metro areas and the rest of the state in the amount of volunteer or staff time devoted to these activities. However, they are significantly less likely to devote some amount of financial resources to these activities than are their counterparts in other metro areas. See Figure 37.

Figure 37: Extent of nonprofit resources devoted to advocacy, by type of resource and region



(+ Significant difference between South Bend and Other Metro)

Note: South Bend n=52-55; Not South Bend n=438-483; Other Metro n=267-288

APPENDIX A

NTEE MAJOR CATEGORIES AND MAJOR FIELDS

NTEE Major Fields	NTEE Major Groups and Decile Categories		
I Arts and Culture	Arts, Culture and Humanities (A)		
	A20 Arts, cultural organizations	A60 Performing arts organizations, activities	
	A30 Media, communications organizations.	A70 Humanities organizations	
	A40 Visual art organizations, services	A80 Historical societies and related	
	A50 Museums, museum activities	A90 Arts service organizations and activities	
II Education	Education (B)		
	B20 Elementary, secondary education	B60 Adult, continuing education	
	B30 Vocational, technical schools	B70 Libraries, library science	
	B40 Higher education institutions	B80 Student servcs & organizations of students	
	B50 Graduate, professional schools	B90 Educational services & schools—other	
III Environment/Animals	Environment (C)		
	C20 Pollution abatement and control services	D20 Animal protection and welfare	
	C30 Nat. resources conservation & protection:	D30 Wildlife preservation, protection	
	C40 Botanical, horticultural, & landscape	D40 Veterinary services, n.e.c.	
	C50 Envirnm't'l beautification & open spaces	D50 Zoo, zoological society	
	C60 Environmental educ. & outdoor survival	D60 Other services—specialty animals	
IV Health	Health Care (E)		
	E20 Hospitals, primary medical care facilities	F20 Alcohol, drug, & subs. Abuse, dependency prevention & treatment	
	E30 Health treatment facilities, outpatient	F30 Mental health treatment	
	E40 Reproductive health care facilities, allied	F40 Hot line, crisis intervention services	
	E50 Rehabilitative medical services	F50 Addictive disorders, n.e.c.	
	E60 Health support services	F60 Counseling support groups	
	E70 Public health programs	F70 Mental health disorders	
	E80 Health (general and financing)	F80 Mental health association	
	E90 Nursing services		
	Diseases, Disorders & Medical Disciplines (G)		Mental Health & Crisis Intervention (F)
	G20 Birth defects and genetic diseases	H20 Birth defects and genetic diseases	
	G30 Cancer	H30 Cancer research	
	G40 Diseases of specific organs	H40 Specific organ research	
	G50 Nerve, muscle, and bone diseases	H50 Nerve, muscle, and bone research	
	G60 Allergy related diseases	H60 Allergy related diseases	
	G70 Digestive diseases, disorders	H70 Digestive diseases, disorders	
	G80 Specifically named diseases, n.e.c.	H80 Specifically named diseases, n.e.c.	
	G90 Medical Disciplines, n.e.c.	H90 Medical Specialty Research, n.e.c.	
	V Human Services	Crime & Legal Related (I)	
		I20 Crime prevention	J20 Employ. procurement assist. & job training
I30 Correctional facilities		J30 Vocational rehabilitation	
I40 Rehabilitation services for offenders		J40 Labor unions, organizations	
I50 Administration of justice, courts			
I60 Law enforcement agencies			
I70 Protect, prevent: neglect, abuse, exploit.			
I80 Legal Services			
Food, Agriculture & Nutrition (K)		Employment (J)	
K20 Agricultural programs		L20 Housing devel., construction, management	
K30 Food service, free food distribution		L30 Housing search assistance	
K40 Nutrition programs		L40 Low-cost temporary housing	
K50 Home economics		L50 Housing owners, renters' organizations	
	L80 Housing support services: other		

NTEE Major Fields	NTEE Major Groups and Decile Categories	
V. Human Services (continued)	Public Safety, Disaster Preparedness, Relief (M)	Recreation & Sports (N)
	M20 Disaster preparedness & relief services M40 Safety education	N20 Recreational & sporting camps N30 Physical fitness, recreational facilities N40 Sports training facilities, agencies N50 Recreational, pleasure, or social club N60 Amateur sports clubs, leagues N70 Amateur sports competitions N80 Professional athletic leagues
VI International	International, Foreign Affairs & National Security (Q)	
	Q20 Promotion of international understanding Q30 International development, relief services Q40 International peace & security	Q50 Foreign policy research & analysis Q70 International human rights
VII Public and Societal Benefit	Civil Rights, Social Action & Advocacy (R)	Community Improvement, Capacity Building (S)
	R20 Civil rights, advocacy for specific groups R30 Intergroup, Race Relations R40 Voter Education, Registration R60 Civil Liberties Advocacy	S20 Community, neighborhood devel/imprvm't S30 Economic development S40 Business & industry S50 Nonprofit management S80 Community service clubs
	Philanthropy, Voluntarism, Foundations (T)	Science & Technology (U)
	T20 Private grantmaking foundations T30 Public foundations T40 Voluntarism promotion T50 Philan., charity, voluntarism promotion T60 Non-grantmaking, non-operat. foundations T70 Fund-raising organizations var. categories T90 Named trusts, n.e.c.	U20 Science, general U30 Physical, earth sciences research & prom. U40 Engineering & technology research, serv. U50 Biological, life science research
	Social Science (V)	Public & Societal Benefit (W)
	V20 Social science research institutes, services V30 Interdisciplinary research V40 Mystic, paranormal studies: incl. astrology.	W20 Government & public administration W30 Military, veterans' organizations W40 Public transportation systems, services W50 Telephone, telegraph, telecommunication W60 Financial institutions, services W70 Leadership development W80 Public utilities W90 Consumer protection & safety
VIII Religious and Spiritual Development	Religion-Related (X)	
	X20 Christian X30 Jewish X40 Islamic X50 Buddhist	X60 Confucian X70 Hindu X80 Religious media, communications orgs X90 Interfaith Issues
IX Mutual Benefit	Mutual & Membership Benefit (Y)	
	Y20 Insurance Providers, Services Y30 Pension and Retirement Funds	Y40 Fraternal Beneficiary Societies Y50 Cemeteries & Burial Services
X Unknown	Unknown (Z)	

PROJECT PUBLICATIONS AND REPORTS

Over the last several years a number of reports and articles related to the Indiana Nonprofit Sector Project have been published, in addition to papers presented at various colloquiums and conferences. The following citations include project-related reports and papers as of May 2006. Online reports, as well as summaries of all other items, are available on the project website: www.indiana.edu/~nonprof. To obtain a complete version of an unpublished paper please contact Kirsten Grønbjerg (kgronbj@indiana.edu, (812) 855-5971).

Indiana Nonprofit Survey Analysis

This survey of 2,206 Indiana nonprofits, completed in spring and early summer of 2002, covered congregations, other charities, advocacy nonprofits, and mutual benefit associations. It used a stratified random sample drawn from our comprehensive Indiana nonprofit database and structured so as to allow for comparisons among (1) different nonprofit source listings (including those identified through the personal affiliation survey) and (2) twelve selected communities around the state. The survey included questions about basic organizational characteristics, programs and target populations, finances and human resources, management tools and challenges, advocacy activities, affiliations, and involvement in networking and collaboration. An almost identical instrument was used to survey Illinois congregations, charities and advocacy nonprofits for the Donors Forum of Chicago (report available Online at www.donorsforum.org, December, 2003).

Online Statewide Reports

- Indiana Nonprofits: A Portrait of Religious Nonprofits and Secular Charities, by Kirsten A. Grønbjerg, Patricia Bortrager Tennen. Online report. Survey Report #7. June 2006 (<http://www.indiana.edu/~nonprof/results/npsurvey/insfaithbased.html>).
- Indiana Nonprofits: A Profile of Membership Organizations, by Kirsten A. Grønbjerg and Patricia Bortrager Tennen. Online report. Survey Report #6. September 2005 (www.indiana.edu/~nonprof/results/npsurvey/insmember.html).
- Indiana Nonprofits: Affiliation, Collaboration, and Competition, by Kirsten A. Grønbjerg and Curtis Child. Online report. Survey Report #5. November 2004 (www.indiana.edu/~nonprof/results/npsurvey/insaffil.html).
- Indiana Nonprofits: Managing Financial and Human Resources, by Kirsten A. Grønbjerg and Richard M. Clerkin. Online report. Survey Report #4. August 2004 (www.indiana.edu/~nonprof/results/npsurvey/insman.html).
- Indiana Nonprofits: Impact of Community and Policy Changes, by Kirsten A. Grønbjerg and Curtis Child. Online report. Survey Report #3. June 2004 (www.indiana.edu/~nonprof/results/npsurvey/inscom.html).
- The Indiana Nonprofit Sector: A Profile, by Kirsten A. Grønbjerg and Linda Allen. Online report. Survey Report #2. January 2004 (www.indiana.edu/~nonprof/results/npsurvey/insprofile.html).
- The Indianapolis Nonprofit Sector: Management Capacities and Challenges, by Kirsten A. Grønbjerg and Richard Clerkin. Online report. Preliminary Survey Report #1. February 2003 (www.indiana.edu/~nonprof/results/npsurvey/indymanag.html).

Online Regional Reports

- South Bend Nonprofits: Scope and Dimensions, by Kirsten A. Grønbjerg, Kerry S. Brock, and Patricia Bortrager Tennen. Online report. Community Report #7. November 2006 (www.indiana.edu/~nonprof/results/npsurvey/inscomsouthbend.pdf).
- Fort Wayne Nonprofits: Scope and Dimensions, by Kirsten A. Grønbjerg, Abigail Powell, Andrea Lewis, and Patricia Bortrager Tennen. Online report. Community Report #6. November 2006 (www.indiana.edu/~nonprof/results/npsurvey/inscomfortwayne.pdf).

- Indianapolis Nonprofits: Scope and Dimensions, by Kirsten A. Grønbjerg and Patricia Bortrager Tennen. Online report. Community Report #5. November 2006 (www.indiana.edu/~nonprof/results/npsurvey/inscomindianapolis.pdf).
- Evansville Nonprofits: Scope and Dimensions, by Kirsten A. Grønbjerg, Curtis Child, and Patricia Bortrager Tennen. Online report. Community Report #4. June 2006, revised November 2006 (www.indiana.edu/~nonprof/results/npsurvey/inscomevansville.pdf).
- Muncie Nonprofits: Scope and Dimensions, by Kirsten A. Grønbjerg and Patricia Bortrager Tennen. Online report. Community Report #3. June 2006 (www.indiana.edu/~nonprof/results/npsurvey/inscommuncie.pdf).
- Northwest Region Nonprofits: Scope and Dimensions, by Kirsten A. Grønbjerg and Patricia Bortrager Tennen. Online report. Community Report #2. February 2006 (www.indiana.edu/~nonprof/results/npsurvey/inscomnorthwest.pdf).
- Bloomington Nonprofits: Scope and Dimensions, by Kirsten A. Grønbjerg and Patricia Bortrager Tennen. Online report. Community Report #1. September 2005 (revised, December 2005) (www.indiana.edu/~nonprof/results/npsurvey/inscombloomington.pdf).

Journal Articles and Conference Presentations

- Nonprofit Advocacy Organizations: Their Characteristics and Activities, by Curtis Child and Kirsten A. Grønbjerg. Social Science Quarterly, forthcoming.
- Infrastructure and Activities: Relating IT to the Work of Nonprofit Organizations, by Richard Clerkin and Kirsten A. Grønbjerg. In Nonprofits and Technology, edited by Michael Cortés and Kevin Rafter. Chicago: Lyceum Press (forthcoming).
- The Capacities and Challenges of Faith-Based Human Service Organizations, by Richard Clerkin and Kirsten A. Grønbjerg. Public Administration Review (forthcoming, January-February 2007).
- Nonprofit Networks and Collaborations: Incidence, Scope and Outcomes, by Kirsten Grønbjerg and Curtis Child. Paper prepared for presentation at the annual meetings of ARNOVA, Washington, D.C., November 17-19, 2005.
- A Portrait of Membership Associations: The Case of Indiana, by Kirsten Grønbjerg and Patricia Bortrager Tennen. Paper prepared for presentation at the annual meetings of ARNOVA, Washington, D.C., November 17-19, 2005.
- Examining the Landscape of Indiana's Nonprofit Sector: Does What You See Depend on Where You Look? By Kirsten A. Grønbjerg and Richard Clerkin. Nonprofit & Voluntary Sector Quarterly 34 (No. 2, June): 232-59. 2005.

Indiana Nonprofit Employment Analysis

An analysis, comparing ES202 employment reports with IRS registered nonprofits under all sub-sections of 501(c), using a methodology developed by the Center for Civil Society Studies at The Johns Hopkins University, to examine nonprofit employment in the state of Indiana for 2001 with comparisons to 2000 and 1995. The analysis includes detailed information by county, region, and type of nonprofit as well as industry and sector comparisons.

Online Statewide Reports

- Indiana Nonprofit Employment, 2005 Report. Nonprofit Employment Report No. 2 by Kirsten Grønbjerg and Erich T. Eschmann. May 2005 (www.indiana.edu/~nonprof/results/innonprofitemploy.htm).
- Indiana Nonprofit Employment, 2001. Nonprofit Employment Report No. 1 by Kirsten Grønbjerg and Hun Myoung Park. July 2003 (www.indiana.edu/~nonprof/results/innonprofitemploy.htm).

Online Regional Reports

- Evansville Economic Region Nonprofit Employment: 2005 Report. Nonprofit Employment Series No. 2D by Kirsten Grønbjerg and Kerry Brock. May 2006 (www.indiana.edu/~nonprof/results/inemploy/Evansvilleempl05.pdf).
- Muncie Economic Region Nonprofit Employment: 2005 Report. Nonprofit Employment Series No. 2C by Kirsten Grønbjerg and Kerry Brock. May 2006 (www.indiana.edu/~nonprof/results/inemploy/muncieempl05.pdf).
- Northwest Economic Region Nonprofit Employment: 2005 Report. Nonprofit Employment Series No. 2B by Kirsten Grønbjerg and Kerry Brock. February 2006 (www.indiana.edu/~nonprof/results/inemploy/northwestempl05.pdf).
- Bloomington Economic Region Nonprofit Employment: 2005 Report. Nonprofit Employment Series No. 2A by Kirsten Grønbjerg and Erich T. Eschmann with Kerry Brock. January 2006 (www.indiana.edu/~nonprof/results/inemploy/bloomingtonempl05.pdf).
- Bloomington Nonprofit Employment, 2001. Nonprofit Employment Report No. 1, Supplement A, by Kirsten Grønbjerg and Sharon Kioko. August 2003 (www.indiana.edu/~nonprof/results/inemploy/Bloomingtonempl03.pdf).

Personal Affiliation Survey Analysis

We completed a survey of 526 Indiana residents in May 2001, designed to make it possible to evaluate the utility of an alternative approach to sampling Indiana nonprofits (as compared to drawing a sample from a comprehensive nonprofit database). The survey probed for the respondents' personal affiliations with Indiana nonprofits as employees, worshippers, volunteers, or participants in association meetings or events during the previous 12 months. We recorded the names and addresses of the church the respondent had attended most recently, of up to two nonprofit employers, up to five nonprofits for which the respondent had volunteered, and up to five nonprofit associations.

Journal Articles and Conference Presentations

- The Role of Religious Networks and Other Factors in Different Types of Volunteer Work, by Kirsten Grønbjerg and Brent Never. Nonprofit Management and Leadership 14 (Winter 2004, No. 3):263-90.
- Individual Engagement with Nonprofits: Explaining Participation in Association Meetings and Events, by Kirsten Grønbjerg. Paper presented at the ARNOVA Meetings, Montreal, Canada, November 14-16, 2002.
- Volunteering for Nonprofits: The Role of Religious Engagement, by Kirsten Grønbjerg and Brent Never. Paper presented at the Association for the Study of Religion. Chicago, August 14-16, 2002.

Indiana Nonprofit Database Analysis

We developed a comprehensive database of 59,400 Indiana nonprofits of all types in 2001 (congregations, other charities, advocacy nonprofits, and mutual benefit associations) using a unique methodology that combines a variety of data sources, most notably the IRS listing of tax-exempt entities, the Indiana Secretary of State's listing of incorporated nonprofits, and the yellow page listing of congregations. We supplemented these listings with a variety of local listings in eleven communities across the state and with nonprofits identified through a survey of Indiana residents about their personal affiliations with nonprofits. The database was most recently updated in 2004 and is available in a searchable format through a link at www.indiana.edu/~nonprof.

Journal Articles and Conference Presentations

- Extent and Nature of Overlap between Listings of IRS Tax-Exempt Registrations and Nonprofit Incorporation: The Case of Indiana, by Kirsten Grønbjerg and Laurie Paarlberg. Nonprofit and Voluntary Sector Quarterly 31 (No. 4, December, 2002): 565-94.

- Evaluating Nonprofit Databases. American Behavioral Scientist 45 (July, 2002, No. 10): 1741-77. Resources for Scholarship in the Nonprofit Sector: Studies in the Political Economy of Information, Part I: Data on Nonprofit Industries.
- Community Variations in the Size and Scope of the Nonprofit Sector: Theory and Preliminary Findings, by Kirsten A. Grønbjerg and Laurie Paarlberg. Nonprofit and Voluntary Sector Quarterly 30 (No. 4, December, 2001) 684-706.



The Center on Philanthropy
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