



INDIANA UNIVERSITY

ANNUAL REPORT 2017–2018

PUBLIC POLICY INSTITUTE

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PPI OVERVIEW

Tom Guevara,
Director

Brad Ray,
Director of the
Center for Criminal
Justice Research

MISSION STATEMENT

To produce unbiased, high-quality research, analyses, and policy guidance to promote positive change and improve the quality of life in communities across Indiana and the nation.

VALUE PROPOSITION

With no agenda other than helping leaders, citizens, businesses, and organizations solve problems, seize opportunities, and effect positive change, our expert team can address a wide range of issues and deliver data and insights needed to make informed decisions.

A Message from the Director



I am pleased to present this annual report of the Indiana University Public Policy Institute (PPI), covering notable activities, accomplishments, and organizational improvements for the 2017–2018 fiscal year (July 1, 2017 to June 30, 2018).

I joined PPI as its fifth director in April of 2017. What impressed me most in my first days was seeing the impact PPI staff, analysts, and researchers had on communities through their detailed, insightful work. Since its founding in 1992 by faculty from the IU School of Public and Environmental Affairs, PPI has connected with government at all levels, community organizations, and the occasional business client, to develop the best information for leaders to make better decisions and improve the quality of life in their communities and across our state.

As you read through this report you will see the many accomplishments that build on PPI's strong legacy, including our commitment to voluntary community service and education. In addition to our contract- and grant-funded work, which increased by nearly 80 percent over FY 2017, PPI strengthened ties to SPEA faculty through its Faculty Fellows program, and increased collaborative work with many of IU's other research centers. We also set the stage for future success by completing an organizational assessment and strategy for growth and staff development.

I hope you find this report informative and enjoyable to read. If you have any questions, however, please do not hesitate to contact me at tguevara@iu.edu or by phone at 812-855-2627.

A handwritten signature in black ink that reads "Tom Guevara". The signature is fluid and cursive.

Tom Guevara
Director, IU Public Policy Institute

History of the Institute

The foundation for PPI was laid on May 8, 1992, when IUPUI announced the establishment of the Center for Urban Policy and the Environment (CUPE) in the School of Public and Environmental Affairs. Created with support from Lilly Endowment Inc. and the university, the center grew from a two-year planning effort that included an Indianapolis conference attended by more than 80 urban leaders and researchers from the United States and Western Europe.

In 2008, the administration and researchers of CUPE became the staff of the IU Public Policy Institute, established by Indiana University as an umbrella organization for research centers affiliated with SPEA.

For more than 25 years, the state of Indiana and its communities, as well as partners in other states and countries, have enjoyed access to a non-ideological research organization and neutral voice that serves political and community leaders who need to understand the long-term effects of policy decisions. Providing services to nearly 200 organizations and agencies in government, the nonprofit sector, and the private sector, PPI and its centers have demonstrated that academic research can significantly improve state and local policy, and have become a crucial statewide resource for community service, research, and analysis.

PPI team

Katie Bailey, Policy Analyst
Drew Klacik, Senior Policy Analyst
Joti Kaur Martin, Policy Analyst
Breanca Merritt, Senior Research Analyst
Jamie Palmer, Senior Policy Analyst
Dona Sapp, Senior Policy Analyst
Rachel Thelin, Senior Policy Analyst
Carlie Turner, Project Coordinator
Kendra Woodgett, Business Manager

Board of Advisors

The PPI Board of Advisors composition reflects the strategic needs of PPI. The Board advises the director on strategic direction, including initiatives and focus areas. Board members serve as advocates and ambassadors for PPI and utilize their community connections to enhance and promote PPI's public image. The Board also identifies opportunities to secure the financial resources and partnerships necessary for PPI to advance its mission. The current Board of Advisors met last on November 13, 2017.

- Susan Brooks, U.S. Representative for Indiana's 5th Congressional District
- Kathy Davis, Principal, Davis Design Group
- David P. Lewis, Vice President—Global Taxes, Chief Tax Executive, and Assistant Treasurer, Eli Lilly and Co.
- Greg Lindsey, Professor, Humphrey School of Public Affairs, University of Minnesota
- Mark T. Maassel, President, Indiana Energy Association
- Marissa Manlove, President and CEO, Indiana Philanthropy Alliance
- Jamie P. Merisotis, President and CEO, Lumina Foundation for Education

Ex-officio members

- John Graham, Dean, School of Public and Environmental Affairs, Indiana University
- Michael McGuire, Executive Associate Dean—Bloomington, School of Public and Environmental Affairs, Indiana University
- Tom Stucky, Executive Associate Dean—IUPUI, School of Public and Environmental Affairs, Indiana University

Faculty Advisory Council

The Faculty Advisory Council (FAC) was created to engage faculty from SPEA's two campuses. The FAC provides advice and recommendations to the director on issues affecting PPI research directions, research centers, increasing SPEA faculty engagement, and ways to improve staff research and analytical skills. Current FAC members:

- Brad Ray, Assistant Professor, SPEA IUPUI
- Doug Noonan, Professor, SPEA IUPUI
- Jill Nicholson-Crotty, Associate Professor, SPEA Bloomington
- Breanca Merritt, Research Scientist, SPEA IUPUI

Fellows

The Institute’s Faculty Fellow and Affiliate Faculty programs aim to engage SPEA faculty to leverage their academic expertise toward applied/translational research goals while supporting PPI’s mission of providing high-quality research and analyses.

Through the Faculty Fellows program, PPI supports faculty research goals and interests, and in return faculty support the Institute’s community engagement needs. The program provides faculty with financial and administrative support, while they work collaboratively with PPI analysts and staff to develop applied/translational research products that may lead to development and application for more substantial grants from agencies and foundations in the Fellows’ chosen research area.

The Affiliate Faculty program recognizes faculty who work with PPI staff on research and community service projects and administer grant-funded projects through PPI. The level of affiliation is based on the type of collaborative work the faculty member is conducting with PPI staff and support, as well as the level of funded grants administered by PPI on behalf of the faculty member.

In 2017–2018 PPI Faculty Fellows each received a \$25,000 research grant for the following projects:

Public Perception of Arts Organizations



Jamie Levine Daniel
Assistant Professor
SPEA IUPUI

Dr. Levine Daniel explored public perceptions of arts organizations by conducting focus groups with community stakeholders and a statewide online survey. As part of her fellowship activities, Levine Daniel worked with PPI staff to develop a policy brief.

Impact of Higher Education on State Economies



Amanda Rutherford
Assistant Professor
SPEA Bloomington

Dr. Rutherford focused on studying the politics of higher education institutions and explored whether the types of degrees they produce have an impact on state economics. As part of her fellowship, Rutherford developed a proposal for funding from the National Science Foundation and a policy brief.

“Do You Want to Stay” – Towards Understanding of Volunteer Retention



Marlene Walk
Assistant Professor
SPEA IUPUI

Dr. Walk investigated the causes of volunteer turnover and potential strategies to increase volunteer retention rates. Walk conducted her research in close collaboration with the Boy Scouts of America’s Indianapolis-based Crossroads of America Council.

Spatial and Temporal Evolution of the Clean Water Act in Indiana



Adam Ward
Assistant Professor
SPEA Bloomington

Dr. Ward informed policymakers through an assessment of federal water regulations on Indiana’s waterways. He collaborated with PPI staff to eventually develop an agro-ecosystem model for future research.



Fellows (continued)

Health Care Utilization and Health Outcomes



Coady Wing
*Assistant Professor
SPEA Bloomington*

Dr. Wing identified the extent to which individuals' healthcare needs increase their contacts with the health care system, which should lead to better long-term health. Wing plans to apply for a National Institutes of Health grant proposal that explores the effects of Medicaid provider fraud on patient outcomes.

Impact of Higher Education Investments on Arts Infrastructure



Joanna Woronkovicz
*Assistant Professor
SPEA Bloomington*

Dr. Woronkovicz examined the impact of higher education investments in arts infrastructure, as well as employment outcomes among artists. Woronkovicz is working on a manuscript with Professor Doug Noonan on these topics and is actively pursuing federal funding opportunities.

Affiliate Faculty



Eric Grommon
*Associate Professor
SPEA IUPUI*

Dr. Grommon is currently working on evaluation of the Marion County Re-entry and Housing program, which includes identification and cataloging national best and promising practices, complete with case studies. The project will also include taking stock of existing housing options for residents released from prison and jail in Marion County.



“Studying how water, energy, and contaminants are exchanged within river systems will hopefully enable better management of our water resources.”

Adam Ward (right),
2017–18 PPI Faculty Fellow

Insights That Cut Through Complexity

For more than a quarter-century, Indiana political and community leaders seeking the nonpartisan data and analysis they need to make decisions have found those resources at PPI. Through insightful and actionable research, PPI positively impacts decision-making in Central Indiana and beyond. Notable research projects in our areas of focus in 2017–2018, included the following:

“We partnered with PPI on a summer camp for refugee teenagers. PPI staff showed extreme tenacity in developing the program, and the camp was very successful.”

Terri Morris Downs, Executive Director, Immigrant Welcome Center

Criminal Justice

Partner/Client/Sponsor	Project Title	Project Description
Health and Hospital Corporation of Marion County/Substance Abuse and Mental Health Services Administration (SAMHSA)	<i>Evaluation of Indianapolis Homeless Outreach Services Team (iHOST)</i>	Evaluated data required to be collected by federal entities to assess trends among clients, as well as how participation in certain programs impacted client outcomes after six months in the program.
	<i>Project Point Evaluation</i>	Evaluated outcomes related to a collaborative approach to improving care for opiate overdose patients.

Economic Development

Partner/Client/Sponsor	Project Title	Project Description
Indiana Chamber of Commerce	<i>Data & Analysis</i>	Provided data and analysis for submission of Indianapolis Amazon HQ2 proposal.
Indiana Gaming Commission	<i>Disparity Report</i>	Estimated capacity, measured utilization, and calculated disparity (or lack thereof) resulting from the contracting with minority- and women-owned businesses and purchasing practices of privately-owned and publicly-licensed riverboat casinos in Indiana.



Economic Development (continued)

Partner/Client/Sponsor	Project Title	Project Description
Lilly Endowment Inc.	<i>Indiana Data Partnership (IDP)</i>	Created a data hub in partnership with Indiana Management Performance Hub (MPH) for assessment of state response to opioid addiction treatment and workforce development; the research was a joint project with the Indiana Business Research Center and the Polis Center.
Local Initiative Support Corporation (LISC)	<i>Economic Development Planning Facilitation for Inclusive Growth Strategy</i>	Assisted LISC with facilitating the creation of a high-level inclusive growth strategy for Indianapolis and Central Indiana. The inclusive growth strategy must help LISC and other organizations identify their contribution to successful inclusive growth.

Governance, Tax, and Finance

Partner/Client/Sponsor	Project Title	Project Description
Indiana Advisory Commission on Intergovernmental Relations	<i>State of Fire and EMS Services Survey</i>	Surveyed fire and EMS agencies in Indiana to gain baseline data for the State Fire Marshal's Office and policymakers.
	<i>Annual Survey of Local Elected Officials</i>	Administered annual survey of local elected officials.

Housing and Community Development

Partner/Client/Sponsor	Project Title	Project Description
Central Indiana Community Foundation/Martin Luther King Community Center	<i>Evaluating and Empowering Neighborhood Crime Prevention in Mid-North Indianapolis</i>	Created targeted data collection tools to analyze and assess neighborhood engagement.
Coalition for Homelessness Intervention and Prevention (CHIP)	<i>Spatial Analysis for Estimating the Supply and Location of Affordable Housing throughout Marion County</i>	Conducted spatial analysis of affordable housing in Indianapolis.



Housing and Community Development (continued)

Partner/Client/Sponsor	Project Title	Project Description
Coalition for Homelessness Intervention and Prevention (CHIP)	<i>Development of Recovery and Transitional Housing Report and Program Guide</i>	Identified trends and barriers among recovery housing providers (housing that supports individuals with substance use issues) in Indianapolis, and developed a program guide that can be used by homeless-serving organizations to find recovery housing services for homeless clients.
Community Education Coalition	<i>National Student Clearing House</i>	Assisted with creation of an outcomes dashboard for regional programs, targeting economic prosperity.
	<i>Economic Opportunities through Education</i>	Assisted with analysis of impact on students participating in various programs in high school that attempt to prepare them for postsecondary success.
Early Learning Indiana	<i>Workforce Evaluation</i>	Evaluated impact that the lack of childcare has on Indiana's workforce productivity and its economy.
John H. Boner Neighborhood Center	<i>IndyEast Promise Zone (IEPZ) Evaluation Report to HUD</i>	Assisted JBNC in composing progress report, specifically components related to data reporting on goal specific indicators and overarching measures.
United Way of Central Indiana (Partnership with The Polis Center)	<i>Evaluation of Great Families 2020</i>	Evaluated participation and implementation in the program for effectiveness. Provided technical assistance to organizations to help interpret and understand results.

Land Use and Environment

Partner/Client/Sponsor	Project Title	Project Description
Soy Bean Alliance	<i>Agriculture, Road Conditions, and Road Funding: Making the Case II</i>	Supported the work done previously to estimate county road and bridge funding needs.

Public Safety

Partner/Client/Sponsor	Project Title	Project Description
Indiana Criminal Justice Institute	<i>Indiana Traffic Safety Analysis and Reporting</i>	Analyzed vehicle crash data from the Automated Reporting Information Exchange System (ARIES). Research findings were summarized in a series of fact sheets and publication of the annual Indiana Crash Fact Book.
Indiana Division of Mental Health & Addiction, Family and Social Services Administration	<i>21st Century CURES</i>	Assisted with expansion of residential/inpatient detox and treatment, development and implementation of I-ECHO, development of a recovery coach initiative, and deployment of mobile crisis teams.
	<i>Recovery Works</i>	Evaluated statewide voucher program for mental illness and substance use disorder treatment.
Marion County Prosecutor’s Office	<i>Marion County Felony Diversion Program</i>	Evaluated Marion County’s felony diversion program.
United Way of Central Indiana	<i>Mental Health Court Evaluation</i>	Evaluated the impacts of social networks in Marion County Behavioral Health Court.

Social Policy

Partner/Client/Sponsor	Project Title	Project Description
Indiana Coalition for Court Access (CCA)	<i>Indiana Legal Needs Assessment and Legal Aid System Scan</i>	Examined the current legal services delivery system to Indiana’s low-income, rural, and underserved communities—including specific demographic groups—to determine access to legal services; reviewed legal services programs to determine ways to improve resource allocation among and collaboration with programs.
University of Indianapolis	<i>Analysis of Pathways Data from Bartholomew County for CELL</i>	Analyzed data to determine postsecondary enrollment and workforce patterns of students who participate in high school Career & Technical Education (CTE) programs, and if they differed from students who did not participate in CTE programs.



Our Work Gets Results

Our research, analysis, and guidance address big problems, improve decision making, and lead to stronger communities and better lives. PPI's analysts have far-reaching impact through interviews and reports cited through local and national media coverage. Here's a sampling of our numerous media placements in 2017–18:

[Plan for suburbs to pay for Indy's potholes kicked to curb in Hamilton County](#)

— *Indy Star*
indy.st/2Os1dxA

[Indy lights the way toward a brighter future](#)

— *Indy Midtown Magazine*
bit.ly/2AXahbS

[Omissions on death certificates lead to undercounting of opioid overdoses](#)

— *National Public Radio*
n.pr/2KHA8EA

[Panel analyzes challenges for micropolitan areas](#)

— *WFYI*
bit.ly/2vXLDCx

[Holcomb stresses importance of collaboration in workforce development](#)

— *Tribune–Star*
bit.ly/2OrE8ep

[China trade war, second thoughts on NAFTA, affect Indiana's three largest export markets](#)

— *WIBC–FM*
bit.ly/2nrM2ZS

[1 in 5 Indianapolis residents lives in poverty; and many areas are getting worse](#)

— *Indianapolis Business Journal*
bit.ly/2Os98LD

[Traffic safety study reveals unsafe driving habits differ by region](#)

— *WFYI*
bit.ly/2Mc2hJm

A new opioid law

PPI research by SPEA Associate Professor Brad Ray showed that the way county coroners investigate and report deaths from drug overdoses undercounts opioid-related deaths.

These findings helped inform a new law that standardized how coroners handle possible overdoses. With better data, the state will be able to better fight the opioid epidemic.



[Indiana legislature passes bill to standardize overdose reporting](#)

— *Side Effects Public Media*
bit.ly/2nr6Kcn

[Downtown police now have third option for homeless people instead of jail, hospital: detox](#)

— *Indianapolis Star*
indy.st/2Oqkyil

[Fentanyl use rising across the U.S.](#)

— *The Fix.com*
bit.ly/2B064UY

[Population shrinking across rural Indiana](#)

— *AgriNews.com*
bit.ly/2MBxiT6

Enriching Community Connections

Through longevity and innovation, PPI continues to broaden its impact across Indiana and the nation. Several important milestones were achieved this past year, which increased our exposure on a national stage and enhanced educational experiences for dozens of IUPUI students.

Organizational Development

Beginning in August of 2017, PPI partnered with IU Executive Education (run by SPEA at IUPUI) to complete an organizational development process to accomplish the following objectives:

- Development of a synthesized, clear direction for the Public Policy Institute
- Development and implementation of a structure to achieve PPI's new direction
- Establishment of a foundation that supports future development and growth

External stakeholders were interviewed and PPI staff held meaningful discourse, which resulted in a future-oriented directional framework for PPI. The process concluded in June 2018, resulting in a new set of clear, achievable goals.

Celebration of 25 Years

In 2017, PPI celebrated 25 years in existence. For more than two decades, PPI has helped clients enhance their programs, develop strategies and policies, and make objective insights that cut through complexity. With the support of countless community partners and stakeholders, PPI has continued to produce objective, policy-related research, analysis, and guidance. Our research and analysis provide expertise in several key areas, such as public safety and economic development. Our team of experts strive to maintain a long-term, big-picture outlook to gain a deep understanding of the issues and opportunities facing Indiana.

In 2015, PPI launched the Thriving Communities, Thriving State initiative. The project engaged citizens, stakeholders, thought leaders, and elected officials to define the challenges facing the state and highlight the opportunities for creating a vibrant future for Indiana. Our experts



Retired Indiana Chief Justice **Randall Shepard** was among numerous state and community leaders who participated in PPI's 25th Anniversary celebration in November.

understood that even though different communities experience changes in different ways, the futures of all Hoosiers are inextricably linked. By identifying the trajectory of Indiana counties, cities, and communities, decision makers could think strategically about how to help Indiana find its place in a globally networked world, while preserving those places and aspects that make us unique.

Thriving Communities, Thriving State analyzed urban, mid-sized, and rural communities to highlight the different sets of assets, opportunities, and needs facing those communities. Based on this analysis, PPI experts produced community-based recommendations that prioritized discussions surrounding education and workforce preparation, quality of life and place, entrepreneurship, and government innovation.

On November 14, 2017, to celebrate our 25th Anniversary, the Public Policy Institute hosted a one-day workshop and reception to generate ideas for implementing the recommendations highlighted in the Thriving Communities, Thriving State report.

We invited expert panel members to moderate sessions on education and workforce preparation, quality of life and place, entrepreneurship and business creation, and government innovation, where participants heard ideas from experts, and had the opportunity to ask questions of panelists. Panel discussions also highlighted the progress some communities have made in implementing their own Thriving strategies.

National Academies of Sciences, Engineering and Medicine Innovation Policy Forum

On April 25, 2018, PPI was honored to be selected by the National Academies' Innovation Policy Forum to be the first site in several years to host this event outside of Washington, D.C. The forum topic was, "Advancing Economic Development and Workforce Readiness in Micropolitan Areas."

The event at Hine Hall on the IUPUI campus was kicked-off with an interview of Indiana Gov. Eric Holcomb by PPI Director Tom Guevara. The conversation with the governor focused on the topic of expanding Indiana's innovation economy. The remainder of the day consisted of expert panelist presentations and discussion from academia, local, state and federal government, and nonprofit and private industry providing insight on:

- Growing Micropolitan Innovation Networks
- Innovation Partnerships for Broad-based Growth
- Growing the Micropolitan Ecosystem
- Accelerating Innovation and Manufacturing Growth
- Closing Discussion – From Theory to Practice



PPI Director **Tom Guevara** and Indiana Gov. **Eric Holcomb**

John L. Krauss Award for Public Policy Innovation

The John L. Krauss Award for Public Policy Innovation is given biennially to an individual or entity for applied research or activity that helps the state of Indiana and/or Indiana communities with "real world" solutions. There are three primary goals of the award: 1) to recognize translational public policy research and activities; 2) to



Moira Carlstedt is the winner of this year's John L. Krauss Award.

enhance the work of PPI; and 3) to honor the lifetime work of John L. Krauss. The award may be given for specific work or a body of work, as long as it contributes to improving public policy in Indiana. Recipients receive a glass sculpture by a local artist and a \$2,500 prize.

The first award was presented to its namesake, John Krauss, upon his retirement from PPI in May 2014.

The 2018 award recipient is Moira Carlstedt, President of the Indianapolis Neighborhood Housing Partnership since 1998. Moira works within a community culture grounded in public-private partnerships, utilizing superb leadership skills and work experience in the private, government, and nonprofit sectors to fulfill INHP's mission to "increase affordable and sustainable housing opportunities for individuals and families and serve as a catalyst for the development and revitalization of neighborhoods."

INHP is one of the most accountable nonprofit organizations operating in Central Indiana. It has developed an extensive network of nonprofit and for-profit partners to increase financial literacy and access to funds for current and future homeowners, enabling greater levels of home ownership, and improving neighborhoods by helping families become responsible home owners.

INHP has worked closely with PPI to develop information for strategic decision making, such as targeted neighborhoods for INHP investment, and to shape local policy to increase homeownership and improve housing stock.

Student Research Experiences

Each year PPI employs graduate and undergraduate students to assist with research. Through these assistantships SPEA students gain valuable applied research skills to utilize alongside their classroom experiences.



26 Total number of student research assistants

- 22 Graduate students
- 4 Undergraduate students
- 24 Students from Indianapolis campus
- 2 Students from Bloomington campus
- 23 SPEA students
- 3 Students from other IUPUI schools

25 Projects supported by student research

Financial Summary

2017–2018 income

Grants and Contracts

67.4%

Endowment Funds

26.5%

SPEA Bloomington and SPEA IUPUI Endowed Chair match

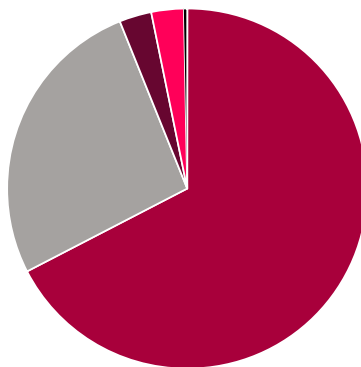
2.9%

Faculty Fellow Support

2.9%

Other IUPUI Campus Support

.3%



2017–2018 Expenses

Faculty Salary Support and Benefits

31.6%

Staff Salaries and Benefits

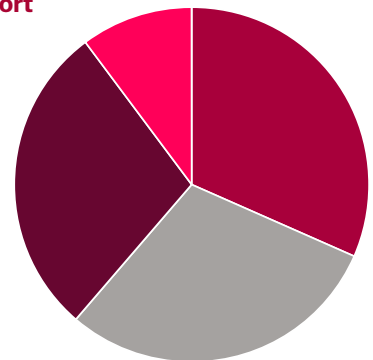
29.7%

Operational Expenses

28.5%

Student/Hourly Salaries and Benefits

10.2%



A NOTE OF THANKS TO OUR SUPPORTERS



How may we help you? Our clients in government, business, and the nonprofit sector use our work to solve problems, seize opportunities, and improve life in Indiana and beyond. Visit our website to learn more: policyinstitute.iu.edu.



John D. Graham
Dean, IU School of Public
and Environmental Affairs

Dear PPI Supporter:

Indiana University's School of Public and Environmental Affairs works to build a better world by helping people solve complex problems at the crossroads of policy, management, and science. We promote sound decisions, well-managed organizations, just and healthy societies, and a sustainable environment through education, scholarship, and civic engagement.

Recognizing that strong, healthy communities depend on well-educated, innovative and ethical leaders, and informed and engaged citizens, the Indiana University Public Policy Institute works closely with our faculty and students, whose creative, current and rigorous research informs sound decision-making to assist community leaders with both relevant information and the skills necessary to interpret and use information and data effectively.

The establishment of PPI could not have happened without the support of Lilly Endowment Inc., which has provided sustained support to PPI for more than two decades. PPI receives limited operating support from SPEA and relies primarily upon revenue from grants and contracts, as well as contributions from individual donors—such as board members, faculty, PPI staff, and the community—to serve communities.

PPI and its research centers have demonstrated that applied research and rigorous, objective analysis can significantly improve policy development and execution at all levels of government, and become a crucial resource for community service, research, and analysis.

As an institute within SPEA, PPI serves as an important link between our talented faculty and organizations seeking expert knowledge on important issues facing the public and non-profit sectors. We are grateful for the support we have received from the community throughout the years.



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A NOTE OF THANKS TO OUR SUPPORTERS



How may we help you? Our clients in government, business, and the nonprofit sector use our work to solve problems, seize opportunities, and improve life in Indiana and beyond. Visit our website to learn more: policyinstitute.iu.edu.



Dear PPI Supporter:

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Warm regards,

A handwritten signature in black ink that reads "John D. Graham". The signature is fluid and cursive.

John D. Graham,
Dean, IU School of Public and Environmental Affairs