



PUBLIC POLICY INSTITUTE

ANNUAL REPORT 2019–2020

INDIANA UNIVERSITY

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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.

WORK WITH US

PPI offers policy analysis, program evaluation, dialogue facilitation, and long-term planning to clients from the public, private, civic, academic, and nonprofit sectors. We combine academic resources and marketplace experience to identify challenges and opportunities, gather data, and uncover best practices to walk our clients through the decision-making process—all without bias or agenda.

A Message from the Director



I am pleased to present this third annual report of the Indiana University Public Policy Institute (PPI), covering notable activities, accomplishments and organizational improvements for the 2019-2020 fiscal year (July 1, 2019, to June 30, 2020). As with many other not-for-profit institutions, PPI has been challenged by the effects of the current COVID-19 pandemic. Work routines in the last quarter of our fiscal year were unexpectedly disrupted, along with expected contract work. Nevertheless, PPI was

able to make significant contributions to better decision-making for several organizations in the past year. Notable clients included the Indianapolis City-County Council, which hired PPI and O'Neill School researchers to evaluate its effectiveness; the City of Indianapolis; the Marion County Election Board; the state of Indiana, and many nonprofit organizations.

In addition, we welcomed Dr. Eric Grommon as Director of our Center for Health and Criminal Justice. Dr. Grommon's work focuses particularly on violence reduction and reforms that may reduce recidivism through better programming in preparing offenders for release and post-release policies and programs.

We also began planning for our third gubernatorial candidates forum, featuring the major party candidates for governor in the 2020 election, and hosted, once again, by retired Indiana Supreme Court Justice Randall Shepard. This year's event will be different than the prior two events due to university precautions for COVID-19 precluding large gatherings. Instead, this year's event will be taped and broadcast on public television in September 2020.

Finally, PPI began the process of bringing an important O'Neill School national initiative into its family of research centers. The Manufacturing Policy Initiative was established nearly four years ago as the only university-based initiative focused on U.S. manufacturing competitiveness and growth policies. We look forward to leveraging the national presence of MPI with PPI's existing economic development and policy improvement focus.

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

Sincerely,

A handwritten signature in black ink that reads "Tom Guevara". The signature is fluid and cursive, with a long horizontal stroke at the end.

Tom Guevara
Director, Indiana University Public Policy Institute

History of the Institute

For more than 28 years, the Indiana University Public Policy Institute (PPI) has provided data-driven applied research, analysis, and guidance that is objective, insightful and nonpartisan. PPI was established in 1992 as the Center for Urban Policy and the Environment (CUPE) and was created to lead applied research efforts through the Paul H. O'Neill School of Public and Environmental Affairs. In 2008, Indiana university converted CUPE into PPI, a new umbrella organization that would house research centers affiliated with the O'Neill School.

Among those centers was the Center for Criminal Justice Research (CCJR). CCJR was established in 2008 to reflect PPI's growing expertise in public safety issues. Ten years later, CCJR was renamed the Center for Health and Justice Research (CHJR). CHJR continues to work with public safety agencies and social services organizations to conduct impartial applied research on criminal justice and public health and safety issues.

The Center for Research on Inclusion and Social Policy (CRISP) was created in 2018 to examine systemic issues at the intersection of social policy and equity. CRISP analyzes and disseminates community-relevant research about social disparities and complex policy issues, helping leaders and residents make informed decisions about those topics.

PPI also houses the Center for Civic Literacy, which examines the causes and effects of Americans' low levels of civic knowledge. It also promotes tools to help educators and others improve civic understanding, such as the Indiana Gubernatorial Candidates Forum, which is held every four years.

Finally, the Indiana Advisory Commission on Intergovernmental Relations facilitates communication and cooperation between federal, state, and local units of government to improve services for Indiana residents.

PPI Team

Center Directors

- Dr. Breanca Merritt, Center for Research on Inclusion and Social Policy, Clinical Assistant Professor, O'Neill

- School of Public and Environmental Affairs at IUPUI
- Dr. Eric Grommon, Interim Director, Center for Health and Justice Research, Associate Professor, O'Neill School of Public and Environmental Affairs at IUPUI

Staff

- Karla Camacho-Reyes, Special Projects Coordinator
- Sri Frazee, Business Manager
- Drew Klacik, Senior Policy Analyst
- Joti Martin, Policy Analyst
- Jamie Palmer, Senior Policy Analyst
- Staci Rising, Program Analyst
- Katie Rukes, Program Analyst
- Dona Sapp, Senior Policy Analyst
- Kelsie Stringham-Marquis, Research Coordinator
- Rachel Thelin, Senior Policy Analyst
- Carlie Turner, Project Coordinator
- Elle Yang, Program Analyst

Board of Advisors

PPI's Board of Advisors provides advice to the director on strategic direction, including initiatives and focus areas. Board members serve as advocates and ambassadors for PPI, utilizing their community connections to enhance and promote PPI's public image. Board members also identify opportunities to secure financial resources and partnerships necessary for PPI to advance its mission. The current board of advisors last met on June 12, 2020.

- Claudia Cummings, President and CEO, Indiana Philanthropy Alliance
- John Fernandez, Global Chief Innovation Officer, Dentons
- Greg Lindsay, Professor, Humphrey School of Public Affairs, University of Minnesota
- Marissa Manlove, The 24 Group, Inc.
- Joana Taft, Executive Director, Harrison Center for the Arts

Ex-Officio Members

- Siân Mooney, Dean, O'Neill School of Public and Environmental Affairs, Indiana University
- Brad Heim, Executive Associate Dean, Bloomington, O'Neill School of Public and Environmental Affairs, Indiana University
- Tom Stucky, Executive Associate Dean, IUPUI, O'Neill School of Public and Environmental Affairs, Indiana University

PPI completes dozens of projects each year that impact organizations in and around the city of Indianapolis, the state of Indiana, and at the federal level. Many of these projects are notable for the unique challenges we help our clients address, as well as for helping to improve policy for programs serving the public interest. Below are some examples of the impactful work of PPI and its research centers.

The Indianapolis-Marion County City-County Council

In March 2020, PPI released the results of a unique five-month study designed to measure and assess the effectiveness of the Indianapolis-Marion County City-County Council.



From June to October 2019, professors Amanda Rutherford and Cullen Merritt from the Paul H. O'Neill School of Public and Environmental Affairs collected information through an online survey of city and county residents, citizen focus groups, and interviews with city and county leaders.

Four key areas of improvement emerged:

- Better utilize technology to connect with constituents.
- Increase strategic outreach and public communication.
- Maximize operating efficiency by considering staffing and compensation levels.
- Review strategies to engage and collaborate with local agencies and organizations.

Evaluate Indy Chamber's Accelerate Indy

The Indy Chamber reached out to PPI to help evaluate its economic development efforts and prepare for an updated five-year strategic economic development planning process known as the Accelerate Indy initiative. The Indy Chamber asked PPI to assist in two project phases:

Phase 1: Assess Accelerate Indy

- Update fundamental regional metrics, comparing Central Indiana to the state, the nation, and to the

regions of Columbus, Ohio; Denver, Colorado; and Nashville, Tennessee.

- Assess the progress and effectiveness of the Accelerate Indy Initiative—specifically successes, necessary adjustments, and the identification of issues/opportunities—and other Indy Chamber initiatives that have arisen since the prior CEDS and the implementation of Accelerate Indy.

Phase 2: Accelerate Indy Adjustment during the next five years

Based on assessment learnings, adjust and update the Accelerate Indy strategic framework with a focus on both the long-term trends prior to the COVID-19 epidemic and the challenges that the epidemic has created for Central Indiana. Key questions include:

- What should Indy Chamber continue?
- What should Indy Chamber stop?
- What adjustments are required?
- Are there efforts that should be added or included?
- How does Indy Chamber address the short-term and long-term impacts of COVID-19 on the Central Indiana economy?

PPI will provide the final report to Indy Chamber stakeholders for their review and serve as the foundation for a series of interviews and facilitated discussions for gain the information they need to develop an updated strategic framework and set of recommendations that will guide the economic development of Indianapolis and the surrounding region for the next several years.

Terre Haute casino market analysis for the Indiana Gaming Commission

The Indiana Gaming Commission (IGC) requested proposals for analytical assistance in selecting a candidate to develop a casino in Terre Haute, Indiana. PPI has a long history of providing unbiased research and analysis to the IGC, beginning with the first gaming license application and most recently working on a disparity study for the organization. Throughout its work with the IGC, PPI has steadfastly remained independent, serving only the IGC with its independent and unbiased analyses of various aspects of the gaming industry; thus, PPI remains a gaming industry outsider with long-term historical insider knowledge of Indiana's gaming industry.



In May 2020, the Indiana Gaming Commission awarded a casino operator's license to Terre Haute-based Spectacle Jack LLC.

While there was only a single applicant for the Terre Haute gaming license, PPI called upon its prior experience and expertise to estimate the local gaming market and performance metrics. These performance metrics enabled the IGC to evaluate the financial performance and community impact while setting performance expectations for the Terre Haute casino.

Using data from demographically similar Indiana gaming markets, PPI projected the gaming-related spending of casino patrons, total capital investment in the facility, operations spending, and the number of jobs at the casino. These projections allowed the PPI team to then estimate the total local economic impact the casino would have, including the expected number of indirect and induced or spinoff jobs. This data allowed the IGC to compare and contrast casino applicant claims against those projections and ask insightful questions during its applicant review process. Most importantly, IGC could ask applicants to explain how and why they believe the Terre Haute casino's performance and impact will vary from what we've learned from previous casinos in similar Indiana markets.

Economic, fiscal, and social impacts of Indiana's electricity generation resource transition

In 2019, the Indiana General Assembly directed the Indiana Utility Regulatory Commission (IURC) to conduct a comprehensive study of the short- and long-term statewide impacts of the transition from coal-fired power

generation to new and emerging technologies. IURC was responsible for delivering the report to the governor, the Legislative Council, and the 21st Century Energy Policy Development Task Force. As part of this charge, IURC engaged teams from multiple Indiana University organizations, including the IU Public Policy Institute, the Indiana Business Research Center, and the Paul H. O'Neill School of Public and Environmental Affairs. This group prepared an analysis of the local economic, fiscal, and social impacts of the transition in generation resources. The analysis provides state and local policymakers with information about the potential impact of retiring coal-fired generation and how building replacement generation will affect local communities and regions.



PPI worked with multiple Indiana University organizations to study the short- and long-term impacts of the transition from coal-fired power generation to new and emerging technologies.

Analysis of rural transportation needs

In 2019, the Indiana Soybean Alliance commissioned PPI and Purdue University to collect information about progress in addressing local needs using new state funding and the circumstances county governments face in building and maintaining road and bridge infrastructure. The study covered six counties. The research team interviewed county officials and analyzed data on road and bridge inventory and conditions, revenue, and spending.

Indiana traffic safety analysis and reporting

For the 14th year, PPI analyzed state vehicle crash data from the Indiana State Police's Automated Reporting Information Exchange System. Research findings are published in a series of fact sheets and the final publication is the annual Indiana Crash Fact Book. The Indiana Criminal Justice Institute sponsors the project.

Marion County vote center study

PPI assisted the Marion County Election Board in determining the number of vote centers in the county, the best potential locations, and the amount of voting machines vote centers would need for the 2020 elections.

In 2019, Marion County, Indiana, moved from a traditional precinct-based voting system to a vote center model, which allows citizens to vote at any polling place in the county. At the same time, the Marion County Election Board adopted new voting technology. In preparation for future elections, PPI assisted with determining ideal locations for vote centers and the right amount of voting equipment needed given the vote system changes.

Center for Health & Justice Research

Process evaluation of the Indiana Prison Writers Workshop

The Center for Health and Justice Research partnered with the Indiana Prison Writers Workshop (IPWW) and the Indiana Department of Correction (IDOC) to conduct a study of IPWW's 12-week creative writing workshop for those behind bars. This data will allow IPWW to strengthen its program, collect new and better data, and explore the program's future goals and needs. Key findings:



- Participants opt-in to IPWW for a variety of reasons. They believe writing is an important and unique form of communication that brings joy, and that IPWW provides a break from their daily routines and offers an outlet for expression.
- Overall, participants agree that the IPWW program's content, structure, and delivery provide immediate or future benefits for writing and communication.

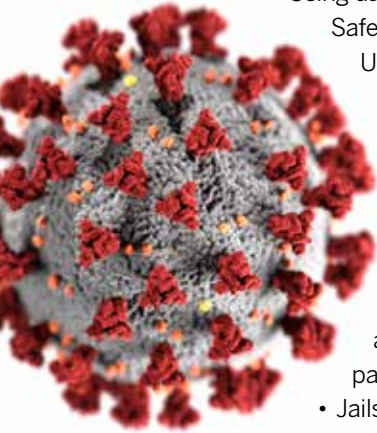
Researchers provided several recommendations, including making a commitment to robust data collection, conducting weekly classes that emphasize external publishing and guest lecturers, and standardizing the program by creating a manual.

Indianapolis Community-Based Violence Reduction Partnership evaluation

The Indianapolis Office of Public Health and Safety (OPHS) administers the Community-Based Violence Reduction Partnership (CBVRP). The partnership funds community programming aimed at reducing violence via educational or job readiness training, street-level violence interruption activities, and survivor trauma and grief support services. OPHS partnered with CHJR to study program implementation and activities of organizations that received grants from CBVRP. Key findings:

- One-third of program participants had a self-reported previous justice system contact, half were employed, and half had children under the age of 18.
- A majority of participants secured a job and some income during the study period.
- Reports from grant recipients indicated that less than 10 percent of recipients had any contact with the justice system during the grant period.
- Barriers to programs included participant trauma, basic needs like transportation and housing, participant engagement and retention, and data collection and reporting activities.

U.S. and Indiana county jail populations during the COVID-19 pandemic



Using data from New York University's Public Safety Lab, CHJR explored whether U.S. county jails reduced inmate populations in the wake of the COVID-19 pandemic and, if so, the magnitude of those reductions. The study examined trends in jails in 557 counties across the country, including a focus on 12 county jails in Indiana. Preliminary analysis suggests that during the pandemic:

- Jails across the country reduced inmate populations by about 17 percent, while only about 6 percent of counties experienced increases in jail populations.
- County jails in Indiana experienced a near-21 percent reduction in jail populations.
- Indiana counties with the largest jail population reductions included St. Joseph, Hendricks, Hamilton, and Tippecanoe counties.
- No Indiana facilities in this study experienced an increase in jail populations.

Center for Research on Inclusion & Social Policy

Black COVID-19 death rates in Marion County – Racial Disparities Policy implications

Black Hoosiers make up about 10 percent of Indiana's population. However, by mid-April, they accounted for 20 percent of the state's COVID-19 deaths. CRISP examined multiple sources to highlight potential origins of racial disparities that influence differences in COVID-19 outcomes. The report found that Black Hoosiers may be at greater risk of exposure to COVID-19 due to:

- Higher rates of employment in sectors deemed as essential services and with more human interaction
- Living in food deserts and low rates of car ownership
- Higher rates of homelessness and housing instability
- Higher proportion of the prison population
- Lower rates of health insurance and primary care providers

- Higher rates of asthma, obesity, diabetes, and high blood pressure than white Hoosiers

Community Based Crime Reduction

The Community Based Crime Reduction (CBCR) program is funded by the Department of Justice and sponsored by the John Boner Neighborhood Centers (JBNC). CRISP and CHJR worked with JBNC to identify drivers of crime in the CBCR area, a specific portion of the Near Eastside of Indianapolis. The study explored community perceptions of safety and community-police relationships and generated strategies for crime prevention and reduction.

Barbados Investment & Development Corporation

The Organization of American States and Barbados Industrial Development Corporation requested PPI perform analysis to understand the human, economic, physical, and knowledge barriers in developing industries in Barbados to increase economic output and growth.

CRISP and PPI researchers developed a logic model that organizations can use to develop a program centered around industry development. The research team:

- Identified current resources and gaps in resources needed to develop specific industries
- Created early identifiers of success based on measurable outputs and outcomes

Indiana Neighborhood Housing Partnership's Transformational Grants evaluation

The CRISP team worked with the Indianapolis Neighborhood Housing Partnership (INHP) to evaluate the organization's five-year plan to develop and implement new housing efforts, while expanding existing ones. The team evaluated INHP's overall efforts to impact its primary neighborhoods in Indianapolis. In partnership with the Polis Center and Indiana Business Research Center, CRISP evaluated 11 different programs ranging from direct service delivery to land acquisition.

State of Aging in Central Indiana

The Central Indiana Senior Fund worked with CRISP to identify the unique and diverse needs of older adults (ages 55+) in a multi-county region. The research partnership

with the Polis Center and the IU Center for Aging Research will inform CISF's funding goals related to senior programming.

Best Buy Teen Tech Center

Best Buy funded the construction of a tech center at the Dr. Martin Luther King Community Center to engage teenagers and young adults in high tech extra-curriculum activities and skill learning. Coupled with a state crime prevention grant, the Central Indiana Community Foundation sponsored CRISP's evaluation of the center's goals to reduce youth crime through education. Key findings:

- Young people perceived the tech center to be a learning environment and safe haven that allowed them to separate themselves from crime and violence in the neighborhood.
- The neighborhood needs more support from the families, school system, and law enforcement to mitigate violence and crime among youth.

Indianapolis Homeless Services and Outreach Team

CRISP 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. The report found:

- Role clarity and program structure—including case planning and discharge planning—are crucial to successful program implementation.
- Building relationship and trust between clients and staff is important to success.
- Collaborative partners should discuss ideas and philosophies of client accountability and autonomy to create a shared culture and approach around these issues.

Manufacturing Policy Initiative

In late 2020, PPI will bring the O'Neill School's Manufacturing Policy Initiative (MPI) under its umbrella. MPI studies challenges facing the U.S. manufacturing sector, assesses public policies that impact the industry, and identifies policy options for enhancing this vital

component of the U.S. economy.

MPI serves as a source of objective, state-of-the-art information that is a resource for policymakers, manufacturers, the workforce, and other academics.

MPI focuses on these fundamental questions:

- How does U.S. public policy impact productivity and economic growth?
- How can the country best prepare a workforce to meet the needs of 21st-century manufacturing?
- How can we most efficiently and effectively identify and resolve disputes in international trade?
- What is the relationship between national security and manufacturing competitiveness?

2019-20 Project Sponsors

- Advancing Indiana Municipalities
- Central Indiana Community Foundation
- Central Indiana Council of Elected Officials
- City of Carmel
- Coalition for Homelessness Intervention and Prevention
- Community Education Coalition
- Dickenson Juvenile Justice Center
- Drug Free Marion County
- Health and Hospital Corporation of Marion County
- Indiana Criminal Justice Institute
- Indiana Division of Mental Health & Addiction, Family and Social Services Administration
- Indiana Finance Authority
- Indiana First Merchants Bank
- Indiana Soy bean Alliance
- Indianapolis-Marion County City-County Council
- Indianapolis Neighborhood Housing Partnership
- John H. Boner Neighborhood Centers
- Lilly Endowment
- Local Initiative Support Corporation
- Lutheran Foundation of Allen County
- State of Indiana
- Substance Abuse and Mental Health Services Administration
- The Nature Conservancy, Indiana Chapter
- United States Department of Justice
- United Way of Central Indiana

Student Research Experience

Each year, PPI employs graduate and undergraduate students to assist with research. These opportunities give students valuable applied research skills to utilize alongside their classroom experience. In the 2019–2020 academic year, PPI provided research experience to 24 students—11 undergraduate and 13 graduate students, including one Ph.D. candidate. Fifteen students were enrolled in programs at the O’Neill School of Public and Environmental Affairs, while the other nine were enrolled at other schools across IUPUI.



Madi Alton

I was fortunate to work on projects through both CHJR and CRISP. I gained invaluable experience in community-based research and met top leaders in the fields

of behavioral health, criminal justice, and social policy research. I expanded my research skills, particularly with qualitative data through leading focus groups and interviews, transcriptions, and thematic coding for report writing. My work at PPI also peaked my interest in implementation science. Most importantly, I gained confidence in myself through activities such as presenting at an international conference and leading the Behavioral Health and Diversion Advisory Group in Marion County.



Josslyn Kennedy

I had the privilege of contributing to the great work done at the Public Policy Institute over the past two years as a graduate research assistant while

completing my master’s degree in Public Policy. PPI offers a chance to connect with the Indianapolis community in a completely different way. I was involved in many important projects that cultivated a deeper appreciation and understanding of social issues. The work challenged me to refine my critical thinking skills, feel more comfortable with ambiguity and uncertainty, and develop more empathy.



Aunya Sutton

In a day and age when social justice issues plague our very own society, CRISP has been the place to define gaps in policy and help shape solutions. I have personally

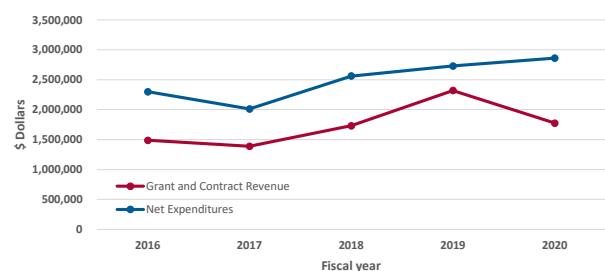
been able to sharpen my skills as a researcher through the many trainings and the opportunities provided by PPI/CRISP leadership. PPI/CRISP has also afforded me a place to practice skills from the MPA course work. Program evaluation and policy analysis practice will allow for analytical skills to work in either private or public sector. I look forward to increasing my marketability in both sectors and eventually working in my own entrepreneurial/social-entrepreneurial pursuits.

Financial Summary

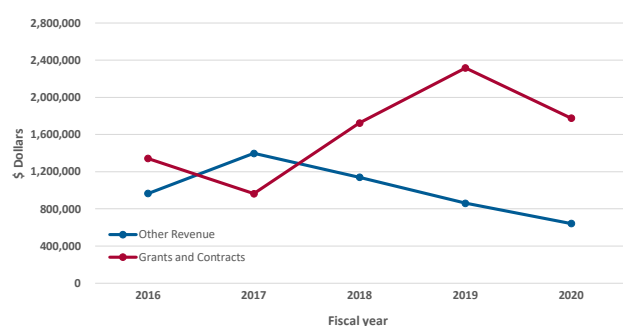
PPI’s grant and contract revenue for FY 2020 dropped by approximately 23 percent from FY 2019 yet remained slightly higher than FY 2018’s revenue. Contract revenue is generally recognized when invoiced, however, there can be delays in receiving payment based upon contract terms. In addition, under current procedures, PPI’s share of indirect cost recovery revenues is delayed until the next fiscal year.

Expenditures were largely affected by several one-time charges, including PPI’s moving expenses in August and September of 2019, plus other prior year’s charges paid in 2020. In addition, expenditures have been adjusted to remove certain estimated internal transfers of funds between various PPI accounts .

PPI new funding vs. expenses



PPI revenue





The Public Policy Institute was established in 1992, and, in its near-30-year history, has demonstrated the ability to solve complex problems around the nation and here in Indiana. That tradition continues today, under the leadership of Director Tom Guevara.

The O'Neill School encourages its constituencies to "Lead for the Greater Good" and "Major in Making a Difference," and we strive to live up to these ideals in every way we can. As a premier public affairs school nationally, we believe in working with communities to help them make a difference for their citizens. This is why institutes such as PPI are so important. PPI partners with and leverages O'Neill School faculty, staff, and students to help government, not-for-profit, and community leaders make better decisions that positively affect their communities. PPI is instrumental in helping the O'Neil School serve as an engaged community partner that serves our state and the nation through applied research and projects that solve difficult and important real world challenges.

As you've read in this report, PPI is a major contributor to the knowledge base of issues at the forefront of societal importance and interest. From projects national in scope to initiatives at the city and county levels, PPI develops research that allows policymakers to reach decisions in the best interest of their constituencies. Applying the research produced by PPI has made communities safer, organizations stronger, and the future brighter.

There could not be a better place for the PPI to conduct its work than within the O'Neill School of Public and Environmental Affairs. The mission of the PPI aligns perfectly with the values and strengths of the O'Neill School, and I could not be more proud of the work the Institute is producing.

Siân Mooney, Dean
Paul H. O'Neill School of Public and Environmental Affairs



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