



**AIEZ BOARD RETREAT**  
**June 21-22, 2001**

Prepared by:  
Diane Lupke, Lupke & Associates  
with  
Keith Cheney, CIC Enterprises  
STEPS Group

---

## **Introduction**

The Association of Indiana Enterprise Zones (AIEZ) is the collective organization of State-designated enterprise zones within Indiana. Membership is open to all State-designated zones and is voluntary.

On June 21-22, 2001, the Board of Directors of the Association of Indiana Enterprise Zones held a retreat in Indianapolis in order to discuss issues facing the organization and to create a strategic plan. This retreat included a review of the organization's mission, i.e., what elements are essential to the purpose of AIEZ; a discussion of issues relevant to the organization, including public policy, communication, funding, relationships with other organizations, and marketing/public relations; and a focus on the AIEZ's future, during which board members discussed the distribution of roles and responsibilities within the organization.

Prior to the retreat, an extensive survey was distributed to the zones. This survey included questions regarding the zones' environment, income, work, and participation in AIEZ. Specific results of this survey are included in discussions, as appropriate, throughout the document. The entire results are included as an appendix to this document.

## **Mission**

A mission statement is a public declaration of an organization's essential purpose for being. It should be clear, concise, and unambiguous. It should provide direction to the organization and its followers for the form and function of its work. It helps the organization express why it exists, who it serves, and what are its guiding principles.

The current mission statement of the AIEZ is as follows:

**Mission Statement**

*The Association of Indiana Enterprise Zones encourages and supports Indiana's Enterprise Zones and the professional development of Board members, zone directors, and staff.*

In discussing its mission, the AIEZ Board of Directors regarded the following as essential elements of the organization's purpose:

**Sharing knowledge/awareness  
Networking  
Communication**

---

<p><b>Empowerment</b> <b>Advocate</b> <b>Education for positive change</b> <b>Information</b> <b>Lemonade</b> <b>Enterprise</b> <b>Professional development</b> <b>Distressed</b> <b>Blighted</b> <b>Disadvantaged</b> <b>Underserved</b> <b>Underutilized</b> <b>Best practices</b></p>
--

When these words are reviewed, several themes emerge regarding the group's view of its essential reason for being. First, "distressed," "blighted," "disadvantaged," "underserved," and "underutilized" represent the common types of communities the constituent organizations represent. Other terms, such as "sharing knowledge/awareness," "networking," "communication," "information," and "best practices," speak to the "professional development" portion of the mission. Finally, "empowerment," "advocate," "education for positive change," "lemonade," and "enterprise" reflect AIEZ's dedication to assist its member organizations in their work to improve their communities – to work for positive change. As a whole, these terms reflect who AIEZ is, summarize the relationship that binds the members together, and expresses the purpose of AIEZ's work. These elements should be carefully considered should AIEZ decide to amend its current mission statement.

**Issue 1:           Communication**

Enterprise zones are faced with a complex array of policies and situations that require counsel from other zones with similar experiences. During the retreat, the Board of directors discussed ways they might formalize their inter-zone communication to optimize the benefits of this information sharing. Among the ways discussed were regional meetings, online list serves or bulletin boards, and committee reports.

*Sub-Issue:                   Regional Meetings*

In the past, regional meetings had been proposed as a possible means of communication between zones, and zones in the northern part of the state had already held such meetings. Proponents of the idea perceived two main benefits to regional meetings. First, zones located near each other could meet more frequently with a smaller time and travel cost. Second, it was assumed that zones located near each other might share certain, geographically specific concerns. While it was noted that neighboring zones might have different environments (e.g.

---

urban vs. rural), most board members in attendance, as well as in the survey, agreed that some benefit could be gained from regional meetings.

*Actions for 2001-2002:*

1. Review current regions and adjust as necessary.
2. Meetings remain informal, attendance is voluntary.
3. A report from each meeting will be added to the monthly Board agenda.

*Sub-Issue: List Serve/Bulletin Board*

A list serve or bulletin board system would provide an opportunity for board members to post questions to the group at large. Ideally, this type of system would catalogue questions and answers for future reference. In addition, the system could serve as a central location for the dissemination of legislative updates, once again retaining and cataloguing the information. Twelve of thirteen survey respondents stated that they would benefit from a web-based bulletin board.

*Actions for 2001-2002:*

1. Staff at the Terre Haute Urban Enterprise Association will work with Rose Hulman Institute to research the feasibility of establishing a list serve or bulletin board system.
2. Tara Lane will provide a report of findings for the October Board meeting.

**Issue 2: Funding**

AIEZ reviewed its funding, and the process by which it receives that funding, with its board member survey and again during the retreat. General funding for the organization is raised from flat rate membership fees and graduated assessments for special projects. Every zone is given the opportunity to participate. Twenty-one of the twenty-two zones participate in this system, and twelve of the thirteen zones that completed the survey favored this format.

Members also suggested additional ways to fund AIEZ's activities. For example, AIEZ could pursue grant funds from a variety of sources. Although only one-third of survey respondents believed that AIEZ itself should pursue foundation grants to pay for its programming. It would be possible to work through a partner organization to pursue funding. One suggestion was that the AIEZ request that the Indiana Association for Community Economic Development (IACED) seek grant dollars for AIEZ use. Another possible source of funding intended for the exclusive use of the enterprise zone program is the one percent fund. The one percent fund is the result of administrative fees charged to each zone business saving more than \$1,000. The purpose of the fund is to pay for the administrative costs of the State of Indiana, marketing, and special projects. The statute is somewhat unclear on how individual zones may access this fund.

---

Finally, many of the member UEAs have fiscal years that do not coincide with that of AIEZ. For example, some use a calendar year for budgeting while others use July 1 – June 30. This presents a problem for budgeting the graduated assessments and is an issue that may require further attention.

*Actions for 2001-2002::*

1. Keep the current system of funding but confirm it annually with each zone.
2. Make a formal request to the EZB for an accounting of the 1% Fund and request a more open accounting and use of the fund.
3. Outcomes of these conversations will determine the need for additional legislation to clarify the purposes and uses of the fund.

**Issue 3:           Marketing and Public Relations**

Board members agreed that although the Enterprise Zone Program has been in place for almost twenty years, it requires a higher profile in order to achieve greater results. Among the groups that need to be made aware and/or consistently reminded of the enterprise zones and their work are the Indiana legislature, other state and local elected officials, the state Chamber of Commerce, other state agencies, and businesses which are already located or would benefit from locating in an enterprise zone. AIEZ members believe all zones would be served by “telling the enterprise zone story” and better advertising the effectiveness of the program. Actions that could achieve these ends include a collective brochure that includes testimonials from existing zone businesses, a legislative reception, and a campaign of targeted personal communication. Board members were pleased with the most recent brochure that advertised the program but agreed that it needed to be updated.

While recognizing the need for a concerted marketing effort, Board members identified two potential barriers. First, AIEZ has no internal marketing and public relations expertise and therefore must contract out this type of work. Second, AIEZ lacks the financial resources to contract this expertise on its own. Board members discussed using the 1% Fund for marketing the Enterprise Zone Program. The group confirmed that marketing was not a prohibited use of the Fund according to the statute and believed it should approach the State Enterprise Zone Board and request the use of these funds for marketing.

*Actions for 2002-2002:*

1. Set up a Marketing Committee to determine and make recommendations for specific actions for marketing.
  - create an annual marketing agenda
  - create a legislative agenda (working in partnership with the Legislative Committee)
  - recommend appropriate sources of funding.

- 
2. Pursue funding through the Indiana Association for Community Economic Development (IACED) and use of the 1% Fund.

#### **Issue 4: Public Policy**

The Board's review of public policy issues included four primary areas. These were AIEZ and its member organizations' relationship with the state Enterprise Zone Board, the need for new incentives, partnerships with other groups striving for community and economic development goals, and new program ideas.

##### *Sub-Issue: Relationship with the State Enterprise Zone Board and Other State Agencies*

AIEZ Board members are concerned about the relationship between their own organization and the State Enterprise Zone Board and various State agencies, such as the Indiana Department of Workforce Development, and the Department of Environmental Management. Particularly, they are concerned about the absence of local Urban Enterprise Association representation on the State Board and the lack of experience and contact with local Enterprise Zones currently found on the appointed State Board. The original State Board had a chair from the business community and staff that reported to that chairman. This allowed the Board some independence and thus the ability to work as a partner with the Department of Commerce. This independence increased the power and visibility of the State Board and its issues. Without an outside chairman, the Board is invisible within the Department of Commerce. Moreover, the staff to an independent Board has much more access within the state system and with the Governor's Office. From the Board's current position, staff has no flexibility or authority in decision-making. Thus the concerns of zone businesses and the UEAs themselves are often unanswered.

In addition, the results of the pre-retreat survey indicate a lack of consensus among AIEZ members regarding the most important functions of the State Board. When AIEZ Board members were asked to identify the three most important functions of the Enterprise Zone Board (excluding designation and renewal), "technical assistance and training for zone directors, staff, and boards" was the only choice identified by more than one-third of the respondents (See Appendix, Survey Page 9).

##### *Actions for 2001-2002:*

1. Develop consensus regarding the most important functions of the State Board.
2. Approach the State Board with recommendations for an improved relationship. Request formally that State Board members attend local board meetings in order to familiarize themselves with the functioning of the program at a local level.

- 
3. Propose that an AIEZ representative be appointed to the State Board in order to improve the relationship.
  4. Based on the response of the EZB on survey elements, propose statutory revisions to clarify the role of the State Board with regard to the enterprise zone program.

*Sub-Issue: Relationships with Other ED Organizations*

AIEZ Board members recognize the need to build relationships with other organizations dedicated to community and economic development. AIEZ perceives long-term benefits in building relationships with organizations such as Indiana Main Street, Indiana Economic Development Association, IACED, the Indiana Chamber of Commerce, the International Economic Development Council, and local community development corporations. These relationships may also yield a more powerful voice in the public policy arena, particularly if these organizations share resources and combine forces in their pursuit of similar legislative goals.

*Actions for 2001-2002:*

1. Identify existing relationships of individual zones with related organizations.
2. Identify organizations to pursue for partnership or membership, prioritize.
3. Represent AIEZ to partner / member organizations.
4. Report partner / member activities to Board.

*Sub-Issue: New Program Ideas and Incentives*

From the beginning of the program, the Indiana Enterprise Zone Program recognized the inventory tax as a disincentive to businesses locating and/or remaining in the state. In response, inventory tax abatements were introduced as one of the primary business retention and attraction tools in the zones. Almost twenty years later, the inventory tax abatement remains the centerpiece of the program, and it has become clear to AIEZ that reliance on this abatement warrants scrutiny. Three primary problems surround the zones' reliance on inventory tax abatement. First, the inventory tax has been the source of political wrangling in the legislature, and there is some support for its repeal. The program, as it currently functions, would be damaged by an inventory tax repeal because abatement of that tax is the chief incentive for businesses to locate and/or remain in the enterprise zones. Zones that rely heavily on the inventory tax would be unable to replace that income without another appropriate abatement within the zones. Second, abatement of the inventory tax has caused large businesses to remain in Indiana's enterprise zones, but as the centerpiece of the incentive package, it does little to serve non-industrial zones. Finally, as Indiana proposes to be the high-tech business leader in the Midwest, its zone incentives do little to aid the conversion of its cities to a 21<sup>st</sup> Century economy. The New Economy, which is made up of small, entrepreneurial businesses, is not well served by the application of the current zone incentives.

---

Board members also discussed new avenues by which the Enterprise Zone Program could improve its effectiveness. These avenues included improving the program's service to zone businesses and supporting the efforts of zone staff.

There were many suggestions regarding how to make enterprise zones more attractive and useful to businesses. These included recommending adjustments to existing policies, such as lowering thresholds for the dinosaur statute and historic tax credits, as well as making the historical tax credits eligible to businesses. One proposal included tax abatement on business equipment, and another recommended abatement of sales tax within the zones. Others included increasing the income exemption currently afforded by the zones, abatement of moving expenses for businesses relocating into the zone, and assistance with business start-up and expansion costs.

AIEZ also feels the program could be improved if efforts were made to increase financial support for zone staff and increase the awareness of the UEA as an appropriate grantee for use of training funds.

*Actions for 2001-2002:*

1. The Legislative Committee reviews the Crowe-Chizek study and makes specific incentive recommendations.
2. Encourage the implementation of selected elements.
3. Express the willingness to work in partnership with the State.
4. Draft legislation and have a sponsor ready to make such changes if the IDOC chooses not to pursue particular elements within its legislative package.

**Issue 5: Organizational Matters**

Among the last topics of discussion during the retreat was the function of AIEZ itself. The Board reviewed its committee structure, meetings, and the division of responsibilities for conducting AIEZ business.

*Sub-Issue: Committees*

Programming Committee

The first committee discussed was the Programming Committee. Pam King of the Indianapolis UEA had been functioning alone as the Programming Committee and was entirely responsible for making programming arrangements for the AIEZ meetings. This included providing meals and inviting expert speakers on pertinent issues. While the group agreed that programming had been successful, they also understood that the committee should have broader membership to support Pam in this work.



---

*Actions for 2001-2002:*

1. Tara Lane of the Terre Haute UEA will join the committee and handle hotel arrangements.
2. Provide issue oriented programming for the meetings.
  - best practices in a variety of program areas
  - how to set up a for-profit subsidiary
  - transitioning the UEA to benefit the community after the zone expires
  - privatization

Marketing Committee

The Marketing Committee, comprised of Pam King, Nick Cortolillio, and Tina Miller of the Marion UEA, was also discussed. Marketing is considered a priority of the organization, but AIEZ faces barriers to its marketing efforts, such as lack of in-house expertise and funding, as noted above.

*Actions for 2001-2002:*

(see Marketing page 4)

Legislative Committee

The Legislative Committee will be made up of the President, Officers, and any volunteers interested in participating. Those nearest to Indianapolis were encouraged to participate because time, and therefore distance, are of critical importance during the legislative session.

*Actions for 2001-2002:*

(see Public Policy page 8)

*Sub-Issue: Meetings*

A core of 12-13 zones regularly attends AIEZ meetings, and approximately 10 zones attend irregularly or do not participate at all. Board members speculated on the constraints that might prevent non-participating members from attending. Possible reasons included distance from the meeting site (Indianapolis), disconnect between municipally run zones and the AIEZ, and length of the AIEZ meetings. Board members proposed conducting AIEZ business on the afternoon before or evening after the State Board meeting and holding training and topical programming on the Friday morning following the meeting.

Regarding AIEZ meeting content, more than three quarters of survey respondents indicated that legislative updates, tax rulings/interpretations from the State Tax Board and Department of Revenue, and enterprise zone compliance information and other DOC announcements are essential to every AIEZ meeting. More than half suggested that program examples, problem-solving ideas from other zones, and information regarding complementary programs should be part of every meeting.

---

*Actions for 2001-2002:*

1. DOC announcements and technical program issues involving other state agencies follow immediately after the close of the EZB meetings.
2. General program sessions will be held on the morning following the EZB meetings.

*Sub-Issue Division of Responsibilities*

In AIEZ, where no staff exists, the conduct of business is the responsibility of the Board members. This has largely been achieved through the efforts of individual zones, particularly the Lafayette Urban Enterprise Association, the home zone of AIEZ President Dennis Carson. The division of responsibilities required review for two primary reasons. The group felt that the conduct of AIEZ's official business was falling too heavily on a single zone, and Dennis did not intend to serve again as president of the organization, requiring that these procedures be reviewed.

*Actions for 2001-2002:*

1. Lobbying work, testifying before the legislature, and other matters that require interaction with the public remain the responsibility of the president.
2. Mass-mailings, agendas, and other such business are the responsibility of the secretary (now Pam Meyer, South Bend UEA).
3. The treasurer should have assistance from another Board member.
4. Nominal costs (e.g., postage, etc.) currently absorbed by the responsible zone, should be a budget line item.

**Issues for Future Consideration**

Finally, several issues were raised that were to be given future consideration. These include the development of a marketing plan; additional association management issues, including the need for an executive director; and collective fund development.

---

# Appendix

**Appendix A: Fully Scored AIEZ Survey**

**Appendix B: Answers to AIEZ Survey Free Response Questions**

**Appendix C: AIEZ Survey Charts**

---

## **Appendix A: Fully Scored AIEZ Survey**

**ASSOCIATION OF INDIANA ENTERPRISE ZONES  
QUESTIONNAIRE**

The AIEZ has engaged Diane Lupke and Keith Cheney to assist them in creating a strategic plan. Your responses to this questionnaire will be used as a base of information to be discussed during a facilitated retreat on June 21 and 22, 2001. The outcome of the retreat will be a limited strategic plan. No response will be attributed to a specific individual or zone but please indicate your name and zone on a FAX cover sheet so that we are aware who / which zones have completed questionnaires. The list of participants will be kept separate from the responses.

**SECTION A - ABOUT YOUR ZONE:**

*Please circle the answers that best represent your zone.*

**1 Year of Designation**

1984      1985      1989      1990      1992                      1992-1996                      1997-2000  
 4                      1              2              1                                      3                                      2

**2 City population**

<50,000                      50,000-100,000                      >100,000  
 7                                      3                                      3

**3 Zone population**

<4000                      >4000  
 2                                      10

**4 Zone Composition**

*To the right of each land use category, please circle the percentage of your zone's total area in that land use category. See Chart*

Industrial	<30%	30%-50%	>50%
Downtown/Commercial	<30%	30%-50%	>50%
Residential	<30%	30%-50%	>50%

**5 Total Average Annual Zone Income**

<\$300,000                      \$300,000-\$750,000                      >\$750,000  
 6                                      2                                      3

*To the right of each category, please circle the percentage of your zone's average annual income that comes from that category. See Chart*

Zone Business Payments	<25%	25%-50%	50%-75%	>75%
Government Grants	<25%	25%-50%	50%-75%	>75%
Foundation/Individual Grants	<25%	25%-50%	50%-75%	>75%
Program Income	<25%	25%-50%	50%-75%	>75%

---

**6 Primary Focus of your Financial Resources**

*To the right of each category, please circle the percentage of your zone's total expenditures in that category. See Chart*

Industrial	<30%	30%-50%	>50%
Downtown / commercial	<30%	30%-50%	>50%
Residential	<30%	30%-50%	>50%
Employment services	<30%	30%-50%	>50%
Other programming	<30%	30%-50%	>50%
Administrative	<30%	30%-50%	>50%

**7 Primary Focus of your and your staff's time**

*To the right of each category, please circle the percentage of your and your staff's total work time spent in that category. See Chart*

Industrial	<30%	30%-50%	>50%
Downtown / commercial	<30%	30%-50%	>50%
Residential	<30%	30%-50%	>50%
Employment services	<30%	30%-50%	>50%
Other programming	<30%	30%-50%	>50%
Administrative	<30%	30%-50%	>50%

**8 What do you consider to be the focus of your work (i.e., your mission)**

*To the right of each category, please circle the percentage which best reflects the weight of each category in your mission. See Chart*

Industrial	<30%	30%-50%	>50%
Downtown / commercial	<30%	30%-50%	>50%
Residential	<30%	30%-50%	>50%
Employment services	<30%	30%-50%	>50%
Other programming	<30%	30%-50%	>50%
Administrative	<30%	30%-50%	>50%

**9 Does your office have e-mail?**

13 yes                      \_\_\_no

---

## SECTION B - ABOUT YOUR WORK

### 1. Job Creation

#### a. New Jobs Created

What has been your average annual job creation? Circle One

<50	50-100	100-150	>150
5	3		3

Has the ez program contributed to your success in job creation? Circle One.

Yes, absolutely 2      Yes, with qualifications 5      No, with qualifications 4      No, definitely not

#### b. Linking residents to jobs created in the zone.

Which ONE of the following BEST describes your role in employment linkage? Check one.

   I have sole responsibility for linking unemployed zone residents with the jobs created.

  8   I work in partnership with others to link unemployed zone residents with the jobs created.

  3   I do not participate in linking unemployed zone residents with the jobs created.

During the life of your zone, what percentage of all new zone jobs have been filled by zone residents? Circle One.

<5%	5-10%	11-15%	16-20%	>25%
1	9		1	

#### c. Education and Training

Which of the following programs do you operate:

Please **check ALL** of the programs that you operate and **circle** the method of delivery that follows..

<u>  6  </u> GED and adult education		
in house provider	contract with others for services	program referral only
	1	5
<u>  8  </u> generic job training		
in house provider	contract with others for services	program referral only
	3	5
<u>  7  </u> job specific training		
in house provider	contract with others for services	program referral only
	4	3
<u>  5  </u> self employment training		
in house provider	contract with others for services	program referral only
	3	2

#### d. Important to your Success

What has been MOST important to your success in job creation? Check one.

  3   Your work in linking jobs to zone residents

  2   Building the capacity of zone residents through education and training

  5   The incentives

### 2. Business Development

#### a. New Business Attraction

What is your role in attracting business to your zone? Check one.

   I have sole responsibility for business attraction.

 12   I work in partnership with others to attract business.

   I do not participate in business attraction activities.

On average, how many new businesses have entered your zone annually? Circle one.

<5	5-10	11-15	>15
2	7	1	1

---

**b. Business retention and expansion**

**What is your role in business retention and expansion in your zone? Check one.**

- I have sole responsibility for business retention and expansion.  
 I work in partnership with others for business retention and expansion.  
 I do not participate in business retention or expansion activities.

**On average, how many existing businesses have you helped to retain or to expand annually?**

<5	5-10	11-15	>15
5	4	1	1

**c. New Enterprise Creation**

**What is your role in new enterprise creation in your zone? Check all that apply.**

- I run a business incubator.  
 I provide or arrange for loans for start up businesses.  
 I provide self employment and entrepreneurship training or counseling.  
 I have no role in new enterprise creation.

**On average, how many new businesses have you helped to create or sustain?(do not include businesses that have relocated or expanded into your zone) Circle one.**

<5	5-10	11-15	>15
4	3	2	1

**3. Housing**

**a. New Housing Development**

**What is your role in new housing development in your zone? Check one.**

- I have sole responsibility for new housing development.  
 I work in partnership with others to develop new housing.  
 I do not participate in housing development activities.

**On average, how many new housing units have been built in your zone annually?**

<5	5-10	11-15	>15
6	2	1	1

**b. Housing rehabilitation (Repairing houses to code, usually with federal pass-through funds)**

**What is your role in housing rehabilitation in your zone? Check one.**

- I have sole responsibility for housing rehabilitation.  
 I work in partnership with others to rehabilitate housing.  
 I do not participate in housing rehabilitation activities.

**On average, how many houses have been rehabilitated in your zone annually?**

<5	5-10	11-15	>15
5	3	1	1

**c. Housing paint-up/fix-up (Cosmetic treatment, possibly through volunteer/youth effort; e.g., Christmas in April, Caulk of the Town, Octoberfix, etc.)**

**What is your role in housing paint-up/fix-up in your zone? Check one.**

- I have sole responsibility for housing paint up fix up.  
 I work in partnership with others to paint up and fix up housing.  
 I do not participate in housing paint up fix up activities.

**On average, how many houses have been painted or fixed-up in your zone annually?**

<5	5-10	11-15	>15
3	5	1	2



---

**4. Other Programming**

**Please check ALL of the following other programs that you operate in your zone.**

- 6 Sidewalks repair and replacement or grants
- 3 Curbs & gutters repair and replacement or grants
- 8 Landscape subsidies, contests, or grants
- 4 Parks development and upkeep or grants
- 6 youth education / latchkey / tutoring or grants
- 7 youth recreation or grants
- 5 college or post secondary scholarships
- 7 child care / adult care or grants
- 7 façade improvement programs
- 8 grants or loans for housing repair
- 4 grants or loans for mortgage assistance
- 5 grants or loans for any business purpose
- 5 grants or loans for business property improvement
- 5 grants or loans to purchase business equipment
- 5 grants or loans to hire or train enterprise zone residents
- 5 grants or loans for job readiness, i.e. clothing, transportation, tools needed for job
- 7 grants or loans to other non-profits for any purpose
- 7 grants or loans to other non-profits for partnership programming
- 7 brownfield remediation

Please write in other programs that you operate or fund not listed above

---

---

---

---

**SECTION C ABOUT THE SUCCESS OF YOUR ZONE**

**a. What has been the MOST successful element of your enterprise zone?**

**Please CHECK ONLY ONE item from the list below.**

- 3 attracting or retaining industrial businesses
- 1 attracting or retaining commercial businesses
- 1 improving or building housing and homeownership
- 1 linking residents to jobs and training
- 4 overall capital investment
- 1 other programming (write in) Neighborhood Alive Program

**b. Using your own measure of accomplishment, how successful have you been?**

- 7 very successful     4 moderately successful     not very successful

*Please explain your answer.*

---

---

**c. What is the hardest work that you do?**

**Please CHECK ONLY ONE item from the list below.**

- 2 attracting or retaining industrial businesses
- 1 attracting or retaining commercial businesses
- 1 improving or building housing and homeownership
- 6 linking residents to jobs and training
- overall capital investment
- 1 other programming (write in) Developing Colaborations

---

**d. If you could have THREE things to help the zone be more successful, what would they be?**

Please **CHECK THREE** items from the list below.

- \_1\_ Boundary change
- \_1\_ More residents
- \_1\_ Different residents
- \_3\_ More businesses
- Different businesses
- \_7\_ More money
- \_1\_ More flexible money
- \_5\_ More incentives
- \_5\_ Different incentives
- \_2\_ More flexibility or other adjustments to existing incentives
- \_2\_ More staff
- \_1\_ Different staff
- No Board
- Different Board
- Different Board appointment process or self-perpetuating Board
- Better partners
- More independence from the State
- More involvement by the State
- More independence from the City
- \_1\_ More involvement by the City
- Ability to disqualify non-participating businesses
- Other change (write in)\_\_\_\_\_

**e. What is the single greatest threat to the existence of the EZ program? Explain your answer.**

---

---

**f. What is the single greatest threat to the effectiveness of the EZ program? Explain your answer.**

---

---

## **SECTION D ABOUT THE WORK OF THE AIEZ**

### **1. Meeting Attendance**

**a. Do you regularly attend AIEZ meetings?**

\_10\_ yes      \_3\_ no

**b. How often are you able to attend?**

\_7\_ always   \_4\_ generally      \_1\_ sometimes       never

**c. Do you stay for the entirety of the meeting?**

\_4\_ always   \_6\_ generally      \_1\_ sometimes      \_1\_ never

**d. What influences your ability to attend and stay throughout the meeting?**

**Please check all that apply.**

\_9\_ My schedule      \_3\_ AIEZ agenda       Other zones' attendance  
\_1\_ other Length of meeting\_\_\_\_\_

**e. Does the current AIEZ meeting arrangement fit your schedule (morning of the state EZ Bd Mtg)?**

\_10\_ yes      \_1\_ no

---

**f. What arrangement best accommodates your schedule? Please check all that apply.**

- 4 morning of St. EZ Board meeting  
 8 morning after St. EZ Board meeting  
 3 evening of St. EZ Board meeting  
 2 separate meeting schedule not associated with St. Board meeting

**g. What have you learned or what has been most beneficial as a result of your attendance at AIEZ meetings? Please explain your answer.**

---

---

**2. Meeting Agenda**

**a. What subjects are essential to every AIEZ meeting?**

**Check or write in ALL that apply**

- 11 Legislative update  
 11 Tax rulings or interpretations from the State Tax Board and Department of Revenue  
 10 EZ compliance information or other announcements from the Department of Commerce  
 7 Complementary program information  
 8 Program examples or problem solving ideas from other zones  
 6 Social or networking time  
 Other \_\_\_\_\_

**b. Please list three topics/programs that would be beneficial to your professional development.**

---

---

**3. Training**

**a. Would you be likely to attend trainings sponsored by the AIEZ?**

- 13 yes  no

**If so, what types of trainings would be beneficial to you?**

---

**b. How often do you currently attend conferences and trainings over the course of a year? Please WRITE IN THE NUMBER of such conferences or trainings attended in a typical year.**

- 8 Annual meeting / conference, i.e. CUED annual conference  
 22 Topical meeting / conference, i.e. brownfields reuse  
 8 Technical training, e.g., computer software, board/staff training  
 Other \_\_\_\_\_

**c. About how much are you willing to spend for a full day conference or training session?**

- 1 <\$50  2 \$50-99  5 \$100-249  2 \$250-500  >\$500

**4. Networking**

**a. Of which of the following organizations are you a member?**

**Check ALL that apply**

- 13 AIEZ  
 AAEZ  
 5 CUED (IEDC)  
 1 AEDC (IEDC)  
 4 IACED  
 NCCED  
 MAEDC  
 4 IEDA  
 1/1/1 other Main Street/NBIA/Indiana Donors Alliance

---

**b. Outside of AIEZ meetings, how often do you communicate with fellow EZ directors/AIEZ members?**

Check the response closest to your behavior

\_2\_\_Once a week      \_5\_\_Once a Month      \_2\_\_Once in 3 Months      \_2\_\_Once in 6 Months

**c. What is the MOST COMMON reason you reach out to your peers? Check one.**

\_business deal      \_11\_\_question      \_1\_\_share information      \_complain/commiserate

**d. Do you envision a benefit to periodic regional meetings (e.g., Northeast Indiana Zones) with your peers?**

\_8\_\_yes      \_4\_\_no

Please explain your answer.

---

**e. Do you envision a benefit from a web-based bulletin board (all of your peers would, for instance, be contacted and be able to answer a question you have)?**

\_12\_\_yes      \_no

**5. AIEZ Responsibilities**

**a. In order of importance, please name the three most essential duties of the AIEZ.**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

**b. What has been most beneficial from your membership in AIEZ? Please explain your answer.**

---

**c. Should public policy be a role of the AIEZ?**      \_11\_\_yes      \_no

**d. Should lobbying be a role of the AIEZ?**      \_12\_\_yes      \_no

**e. Should marketing be a role of the AIEZ?**      \_7\_\_yes      \_no

**f. Should training be a role of the AIEZ?**      \_10\_\_yes      \_2\_\_no

**g. Should the AIEZ evaluate the State?**      \_6\_\_yes      \_2\_\_no

**h. Should AIEZ be a 501 c3 nonprofit corporation?**      \_8\_\_yes      \_4\_\_no

**i. Should the work of the AIEZ include all elements of community and economic development or should it confine its work to the ez program?** \_5\_\_ced      \_8\_\_ez only

**j. Should the AIEZ work with your local legislators to create and maintain program benefits?**      \_12\_\_yes      \_1\_\_no

**k. Should the AIEZ set the standards for program operation?** \_4\_\_yes      \_9\_\_no

I. Over the last several sessions of the Indiana legislature the AIEZ has engaged a lobbying firm to assist it in its lobbying efforts.

Do you support the lobbying efforts of the AIEZ?        \_11\_\_yes                                         \_\_\_no

Did you support the engagement of a lobbying firm?        \_10\_\_yes                                         \_\_\_no

Do you think the selected lobbying firm is doing a good job? \_9\_\_yes                                         \_\_\_no

Did you pay a portion of the cost of engaging the lobbying firm? \_9\_\_yes                                         \_\_\_no

m. Should the AIEZ hire an Executive Director?        \_1\_\_yes                                         \_9\_\_no

n. Should the AIEZ have an office?                                         \_1\_\_yes                                         \_\_\_9\_\_no

o. Should the AIEZ be co-located with one of the zones?        \_\_\_7\_\_yes                                         \_\_\_4\_\_no

6. Funding

a. How should the AIEZ pay for its programming?

\_\_\_equal assessments of all zones

\_12\_\_graduated assessments of all zones

\_\_\_general fund raising

\_6\_\_1% fund or other State money

\_4\_\_foundation grants

\_\_\_other (write in) \_\_\_\_\_

b. Would it be ok for the AIEZ to solicit funds from foundations within your cities?

\_\_\_4\_\_yes                                         \_\_\_7\_\_no

c. Should the AIEZ raise funds for the use of all zones?

\_\_\_6\_\_yes                                         \_\_\_4\_\_no

7. Supporting Organizations

a. Other than designation/renewal of your zone, what are the **THREE MOST IMPORTANT** functions of the Department of Commerce and Enterprise Zone Board? Please **CHECK UP TO THREE** answers.

\_4\_\_marketing and promotion

\_4\_\_lobbying to maintain or create new program elements

\_4\_\_creation of new program elements

\_3\_\_boundary modifications

\_\_\_disqualification

\_8\_\_technical assistance and training for zone directors, staff, and boards

\_1\_\_1% fund and other program funding

\_2\_\_communicating program vision and purpose

\_3\_\_setting and maintaining program standards

\_1\_\_explanation of program benefits

\_2\_\_influence with other State agencies for preferential funding

\_4\_\_overall program record keeping, monitoring, and evaluation

\_\_\_evaluation of individual zones

\_\_\_communication and information sharing among zones

\_\_\_other (write in) \_\_\_\_\_

---

**b. What are the THREE MOST IMPORTANT support functions of the City within which your zone is designated? Please CHECK UP TO THREE answers.**

- \_4\_ staffing and administration
- \_2\_ funding
- \_2\_ marketing and promotion
- \_1\_ lobbying to maintain or create new program elements
- \_ creation of new program elements
- \_1\_ technical assistance and training for zone directors, staff, and boards
- \_2\_ communicating program vision and purpose
- \_1\_ setting and maintaining program standards
- \_ explanation of program benefits
- \_4\_ influence with the State
- \_ overall program record keeping, monitoring, and evaluation
- \_ communication and information sharing among zones
- \_7\_ primary economic development function
- \_6\_ housing, infrastructure, and other support functions for the zone
- \_ other (write in) \_\_\_\_\_

**c. What are the THREE MOST IMPORTANT functions of your local Chamber of Commerce or Economic Development Corporation in support of the enterprise zone program? Please CHECK UP TO THREE answers.**

- \_1\_ staffing and administration
- \_1\_ funding
- \_3\_ marketing and promotion
- \_2\_ lobbying to maintain or create new program elements
- \_ creation of new program elements
- \_ technical assistance and training for zone directors, staff, and boards
- \_2\_ communicating program vision and purpose
- \_ setting and maintaining program standards
- \_ explanation of program benefits
- \_2\_ influence with the State
- \_ overall program record keeping, monitoring, and evaluation
- \_ communication and information sharing among zones
- \_5\_ primary economic development function
- \_ other (write in) \_\_\_\_\_

---

**Appendix B: Answers to AIEZ Survey Free Response Questions**

---

## FREE ANSWER RESPONSES – AIEZ SURVEY 06/01

**Please write in other programs that you operate of fund not listed above:**

- Individual Development Accounts
- Downtown Marketing/Promotion
- Property Redevelopment
- Community Organizing
- Grants for Neighborhood Projects
- Lighting
- Roof replacement
- Demolition of buildings in disrepair
- House numbers
- Trash can enclosures
- Send 10 EZ resident youth to space camp
- Community gardens
- Pocket parks
- Residential environmental rehabilitation
- Historic preservation study
- Flood mitigation
- Business environmental assessment/demolition
- Social services directory
- Social service agencies – various needs
- Commercial/industrial database cooperative with IU
- Abandoned buildings demolition program
- UPS job training program

**What is the single greatest threat to the existence of the EZ program?**

- Indifference to urban problems and the program by nearly everyone at every level, including zone directors.
- Lack of understanding by legislators of the value of the program.
- The inventory tax incentive. We need an across the board incentive that all businesses can use.
- Incentives favor large businesses in an economy driven by small businesses.
- Funding, if we don't have it, our program ceases.
- Funding assessments from inventory tax credits.
- Inventory tax discontinuance.
- Elimination of the inventory tax. Where would 80%-90% of revenue come from.
- We have struggled in the area of linking zone residents with jobs and job-supportive programs. For example, last year, only one resident utilized any of our programs.
- Hate of the inventory tax without knowledge of what will follow in tax increases.



---

**What is the single greatest threat to the effectiveness of the EZ program?**

- Politics and staff turnover at the state level. Also the lack of involvement at the state level to support the program to be more effective.
- Elimination of the inventory tax without an appropriate replacement incentive.
- Communication. People – businesses don't know or don't get it.
- Loss of funds due to elimination of the inventory tax without replacing this EZ incentive with something that generates equivalent revenue for the UEA.
- The residents and businesses need to take ownership and partner in the development and improvement efforts.
- Complacency of Board in starting new programs.
- See above. No income = no programs.
- Jobs for zone residents. It is very difficult to get employers to hire residents.
- Greatest threat is that our primary focus has been in encouraging capital investments in the community, and we have struggled with empowerment of zone residents. Need to shift our focus to the part of our mission that brings empowerment to zone residents through partnerships, programming, and services.
- Inability to have the staff and funds to address unemployment for zone residents.

**What have you learned or what has been most beneficial as a result of your attendance at AIEZ meetings?**

- Networking among peers is very helpful. Bringing in outside presenters has been helpful as well.
- Legislative process.
- Networking with other zone directors.
- Familiarizing myself with the legislative issues has been most beneficial.
- Meeting other zone directors.
- Understanding the roles of, and how to work with, state agencies that relate to zone activities.
- Networking and learning what other zones are doing.
- Understanding program changes and changes to laws/statutes that impact zones.
- Networking with other directors, ideas for programs, training sessions.
- Networking with zone staff and state officials.

---

**Please list three topics/programs that would be beneficial to your professional development.**

- Workforce development
- Commercial real estate and finance
- Time management
- Board management and development
- Indiana redevelopment law
- Tax credits
- Tax issues
- Brownfield remediation
- High tech infrastructure
- Studying EZ incentives in other states
- Property tax assessments
- High tech infrastructure
- Touring other zones
- Other zones touring ours
- Impact on zone of legislative changes
- Tax incentive workshop
- QuickBooks training
- Workforce development
- Job development
- Business development
- Grant writing/administration
- Creating revenue sources for EZ programs
- Generational poverty/mindset
- Next legislative input
- Zone alternative funding
- UEZ billing and collection

**What types of trainings would be beneficial to you?**

- Workforce development
- Commercial real estate
- Any topic
- Tax issues
- Brownfield remediation
- High tech infrastructure
- Studying EZ incentives in other states
- Property tax assessments
- High tech infrastructure
- Grant writing
- Impact on zone of legislative changes
- Tax incentive workshop
- QuickBooks training
- Workforce development
- Administration/administration
- Business incubator development
- Fundraising and programs for revenue
- All types identified with zones

**In order of importance, please name the three most essential duties of the AIEZ.**

<b>First</b>	<b>Second</b>	<b>Third</b>
Public Policy	Member Professional Development	Program advocacy
Policy	Marketing	Support to members
State lobbying	Networking	Updates – programs
Lobbying	Keeping up with policy changes	Networking with peers
Research	Program development	Partnerships
Info on requirements of zone operations	Info on impact of legislative changes	Provide opportunity to ask questions
Communication with DOC	Update and provide info to zones	Effect legislative changes
Link with state on legislation	Offer/inform about training	Networking forum

**What has been most beneficial from you membership in AIEZ?**

- Public Policy
- Legislative changes, networking with other EZs
- Networking with other directors
- Our success with positive EZ legislation is the greatest benefit. This alone makes membership worthwhile.
- Networking
- Info on requirements of zone operations/ Info on impact of legislative changes/ Provide opportunity to ask questions
- Networking
- The AIEZ meetings I attended offered a better understanding of the legislative changes taking place that affect the EZ program. The trainings offered, while not applying to our zone at this time, were very informative. The opportunity to meet and network with other directors is also helpful.

---

## **Appendix C: AIEZ Survey Charts**