



Dear Selection Committee:

We are thrilled to submit this proposal for the Phase 2 Community Leadership Grant program of GIFT VIII. We request a grant of \$7,500,000 to establish a groundbreaking initiative: Indiana's first county land bank in Madison County. This land bank, along with a dedicated vacant site acquisition fund, will address critical housing challenges identified through extensive community engagement.



A Community in Need of Strategic Housing Solutions

While Madison County's overall population growth may be modest, certain areas are experiencing significant development due to a rise in residents and regional business activity. To ensure this localized growth fosters a thriving community, a comprehensive housing strategy is essential. This strategy should align with the community's vision to determine the type and amount of housing needed in these specific areas.



Extensive Community Engagement Shapes Our Plan

We conducted an in-depth analysis of the county's housing climate through data and stakeholder engagement. It builds on the past two years of citizen-led revitalization efforts spearheaded by a community development working group formed through GIFT VII and aligns with the Forward Madison County 2035 comprehensive plan. The analysis identified three key challenges: shifting demographics, vacancy and housing quality, and housing diversity and affordability.



The Solution: A County Land Bank for Revitalization

Our innovative solution is to establish a county land bank to directly address these challenges. The land bank will acquire vacant, abandoned, and underutilized properties, revitalize them, and increase property values, promoting a mix of housing options to meet diverse community needs.



The Impact: A Thriving Community for All

This project will have a significant and lasting impact on Madison County by expanding the availability of affordable housing, revitalizing neighborhoods, and attracting new residents and businesses.



Strong Partnerships Ensure Success

We are confident in our ability to manage this project effectively due to the strong partnerships between the Madison County Community Foundation, South Madison Community Foundation, and the engaged community stakeholders. This collaborative approach ensures the land bank's success and reflects our commitment to a thriving Madison County.

We welcome the opportunity to discuss this proposal further. Thank you for your time and consideration.

Sincerely,

A handwritten signature in black ink that reads "Ben Davis".

Ben Davis
President
Madison County Community Foundation

A handwritten signature in black ink that reads "TK Bowman".

Tammy Bowman
Executive Director,
South Madison Community Foundation

Executive Summary

This concept paper outlines a plan to establish Indiana's first county land bank, along with a dedicated vacant site acquisition fund, to address key housing challenges identified through extensive community engagement.



Concept Rationale

To capitalize on regional growth and improve residents' quality of life, the county requires strategic housing development. A comprehensive analysis identified key housing challenges:

- **Shifting Demographics:** An aging population needs affordable, accessible housing options. A younger workforce requires similar options to attract and retain talent.
- **Vacancy and Housing Quality:** A high percentage of long-vacant and aging housing stock contributes to blight and reduces property values.
- **Housing Diversity and Affordability:** Rising housing costs strain affordability for various resident groups. Limited housing options do not reflect changing demographics.



Projects, Programs, and Strategies

We propose establishing Indiana's first county land bank to address these challenges. The land bank will:

- Acquire vacant, blighted, or underutilized properties.
- Revitalize these properties and return them to productive use.
- Increase the availability of affordable and diverse housing options.
- Partner with communities to eliminate blight and improve neighborhoods.



Key Collaborators and Roles

- **Madison County:** Lead partner, providing initial funding and policy direction.
- **Municipalities:** Participate in land bank governance, contribute properties, and collaborate on revitalization efforts.
- **Advisory Committee:** Represent residents and community organizations, providing input on priorities and ensuring the land bank serves community needs.
- **Non-Profit Partners:** Assist with property acquisition, rehabilitation, and management.



Funding

We seek \$7,500,000 to establish Indiana's first countywide land bank. Funding will provide for salaries, administrative expenses, professional fees, and property expenses. Sustainable funding will be from various sources, including:

- Madison County, City of Anderson, and other municipalities within the county
- Revenue from property sales and property tax recapture on successfully revitalized properties
- Philanthropic, private, and in-kind contributions



Implementation Timeline

- | | |
|----------------------------|--|
| Year 1 | Establish a land bank as a non-profit organization, form an advisory committee, and develop data collection and analysis protocols. |
| Year 2 | Secure initial funding, acquire properties through tax sales and transfers, and begin property rehabilitation. |
| Year 3
(Ongoing) | Continue acquiring properties, partner with developers and non-profits for revitalization projects, monitor program effectiveness, and adapt based on community input. |

This initiative will create a sustainable land bank model for Madison County, fostering community development and ensuring all residents have access to safe, affordable housing.

Purpose and Rationale

As any community experiences growth, the importance of strategic housing development quickly becomes apparent. Many counties in the Central Indiana region are realizing substantial population growth and large-scale business development, both of which can strengthen the economy and ultimately improve the residents' quality of life. Madison County is well positioned to capitalize on regional growth, and a county-wide analysis has revealed that a focus on strategic housing development will help the county realize the growth it envisions.

Guided by the Madison County Community Foundation (MCCF) and the South Madison Community Foundation (SMCF), Thomas P. Miller & Associates conducted a comprehensive analysis of the housing climate in Madison County. Public documents, including the Forward Madison County 2035 comprehensive plan, and recent development plans were reviewed for community context; an extensive review of public and privately modeled data was undertaken to understand recent trends; and stakeholders were engaged through 11 focus groups and individual interviews to incorporate local perspectives. Through the analysis, three key themes distinguished themselves as defining issues within the county.

KEY THEME:
 **SHIFTING DEMOGRAPHICS**

There are several ways in which the demographic makeup of Madison County is expected to change, and stakeholders believe the housing market should be prepared to support the next wave of growth. Communities across the country are working to accommodate an aging population, and Madison County is no exception. Between 2017 and 2022, the number of residents over the age of 65 years increased by more than 2,250 people. The impacts of a growing senior population are far-reaching; as older households retire and make lifestyle changes, their housing preferences and needs change, too. Access to affordable, appropriately sized housing is critical for supporting this segment of the population.

While the older segment of the population ages out of the workforce, a younger, skilled population will be needed to support continued business growth in the county. As of 2022, the educational attainment rates in Madison County lagged the state rates, as well as those of neighboring counties. Many stakeholders involved in local economic development emphasized the need to build the county's workforce in order to attract new businesses. To attract an educated, working population, suitable housing options must be available. Interestingly, the housing preferences of young professionals often resemble those of the senior population: low-to-medium-cost housing units are desirable, and higher-density units with access to nearby amenities can be attractive options.

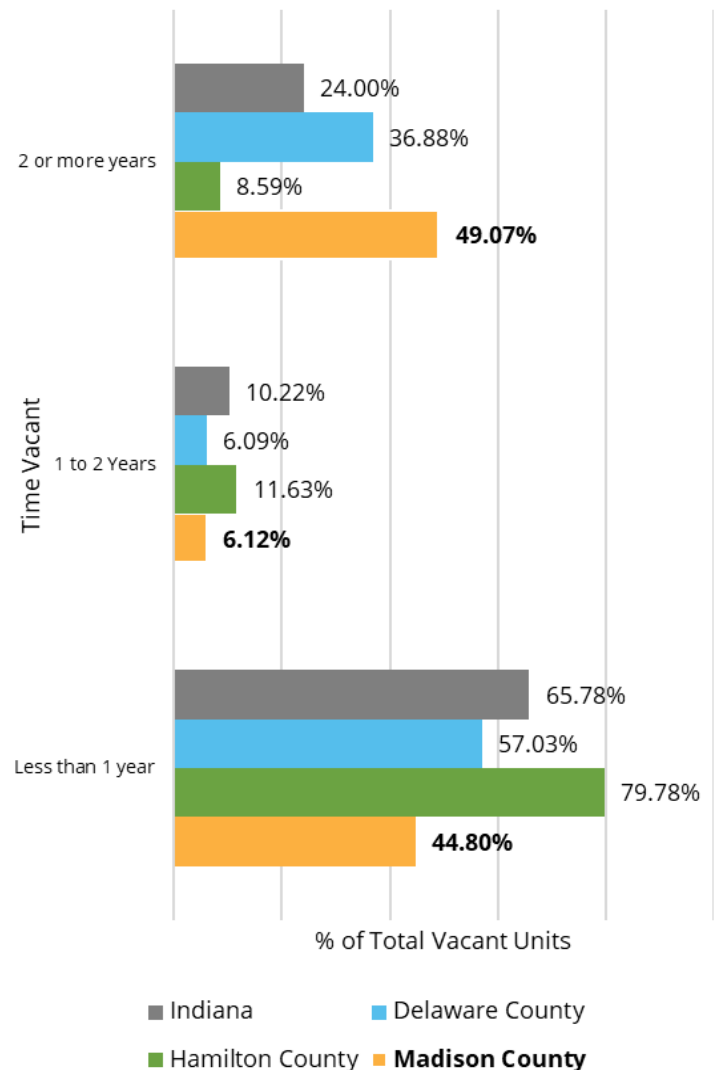
In addition, it should be noted that much of Madison County's resident population travels out of the county for work. In nearby counties, housing prices have increased at faster rates than in Madison County. To capitalize on regional economic growth and ensure that Madison County remains an attractive residential location for workers in nearby counties, housing development should be targeted to serve the specific population segments that are expected to grow. In some cases, these needs are likely to diverge from the unit types preferred by developers.

KEY THEME:
 **VACANCY AND HOUSING QUALITY**

There exist several housing-related barriers to growth in the county which stand to be addressed. One challenge is the age of the existing housing stock. As the county passed through various economic booms in the 19th and 20th centuries, many homes were built which remain today. More than 70% of Madison County housing units were built before 1980; more than 20% were built before 1940. Older homes are typically more costly to maintain, and expenses related to upkeep and preservation can affect overall housing affordability.

A substantial number of Madison County houses are vacant. In 2022, there were nearly 6,000 vacant units within the county. Perhaps more importantly, approximately 50% of those units have been vacant for more than 2 years, more than doubling the state average percentage. This means that several thousand units within the county are not being used in any capacity and cannot be expected to contribute to future housing supply without any remedial action.

Figure 1: Vacancy Duration Comparison. Source: ACS 2022 1-Year Estimates



Since a large part of the housing stock is quite old and many units within the county have been vacant for a long time, blight has become an issue. Many stakeholders expressed that there is a disproportionate number of dilapidated and uninhabitable housing structures in the county. The negative effects of these units on the surrounding community are twofold. Firstly, they reduce neighborhood appeal and can diminish nearby property values; secondly, they occupy land that could otherwise be used to support the growth the community wants to realize. To maximize the efficiency of land use in the county, blighted properties must be addressed.



KEY THEME:

**HOUSING DIVERSITY
AND AFFORDABILITY**

As the region has grown and demand for housing has increased, so have the prices of renter-occupied and owner-occupied units alike. Between February 2019 and August 2023, the median sale price of single-family homes in Madison County increased by 107%. This extreme increase in housing costs greatly affects the market's accessibility for first-time homebuyers, seniors on fixed incomes, and many other households. Renters, too, have experienced elevated housing costs in recent years; between 2017 and 2024, the average market asking rent per unit increased from \$760 to \$982.

An additional indicator of the need for affordable housing of various types can be found in housing cost burden data. The Department of Housing and Urban Development (HUD) defines a cost-burdened household as any household that spends more than 30% of its income on housing costs. An extremely cost-burdened household spends 50% or more of its income on housing costs. In 2022, approximately 17% of owner-occupied households in Madison County were cost-burdened; 6.46% were extremely cost-burdened. For renters, the cost burden is even more common. In the same year, 44.8% of renter-occupied households were cost-burdened; 19.9% were extremely cost-burdened. As long as residents are forced to spend disproportionate amounts of their income on housing-related costs, the county will be limited in its ability to realize positive growth.

As the county prepares for a new wave of growth marked by important demographic shifts and is confronted with challenges related to an aging housing stock and blighted properties, the demand for affordable and diverse housing options becomes apparent. Presently, the vast majority (roughly 80%) of homes in Madison County are single-family units. As the demographics of the county change, the demand for higher-density developments will likely increase; supply should proactively be prepared to meet this demand. At the same time, however, it is important to many residents that the small-town feel of single-family neighborhoods is preserved. Therefore, any local housing solution to be implemented must be flexible enough to accommodate the various needs of different population segments and yet targeted enough to fill in existing gaps in the available housing supply.

Activities, Strategies, & Outcomes:

Land banks can improve vacant and abandoned properties which would otherwise have a negative effect on surrounding neighborhoods. These public entities acquire unwanted properties, clear titles, and find responsible new owners. Land banks are created by state laws and can participate in tax foreclosure processes. Benefits include revitalized neighborhoods, increased property values, and more tax revenue. Successful land banks are legal, transparent, involve the community, and have steady funding. While Indiana has new tools for tax-delinquent properties, land banks remain valuable for addressing these underutilized properties.

Indiana's First County Land Bank to Address Vacant, Blighted, or Underutilized Land

The proposed activities include creating Indiana's first county land bank along with a vacant site acquisition fund for Madison County.

Land Bank Formation and Governance

The land bank will be established by Madison County through a County Council Ordinance and the geography will include the entirety of Madison County. By law (IC § 36-7-38-5) the county will need to name the land bank, define its duration, its purpose, and its Board composition. The recommended name is the **Madison County Land Reutilization Corporation** to operate in perpetuity and be responsive to address properties throughout Madison County. The board structure consists of the following: one director appointed by the county treasurer, who must be a resident of the county. One director is appointed by the county auditor. Five directors are appointed respectively by the executives of the five municipalities in the county with the five largest populations. Up to two directors are appointed, as applicable, in the manner and subject to the requirements outlined in the land bank's Bylaws. Prioritization should be given to board members with relevant expertise and who represent the communities where the land bank will operate. Additionally, an advisory committee will be formed of residents, partner organizations, and allied groups, particularly those that represent communities most impacted by vacancy, abandonment, and underutilized land. This governing structure will ensure that the entire county's needs are considered in decision-making, including less populous communities. The key performance indicators are as follows:

- Time to establish the land bank: Measure the time it takes from initiating the process to officially forming the land bank.
- Board composition: Track the diversity and expertise of the board members appointed.
- Advisory committee formation: Measure the time to establish the advisory committee and its representativeness of impacted communities.

Type of Organization

Establishing a land bank in Madison County could be most beneficial if it is set up as a non-profit organization. This structure offers several advantages. Firstly, non-profit land banks tend to attract more funding from private donors and foundations. Secondly, Indiana's existing land banks are all non-profits, allowing new ones to learn from their experiences. Most importantly, a non-profit land bank may be seen as more trustworthy by the community and could be more flexible in responding to their needs. To achieve this, the county would take the lead in establishing the non-profit. Given that the majority of the land bank's anticipated original activity will occur within the City of Anderson, the city could assist with the legal and administrative tasks involved. Additional support could be sought from Elwood, Pendleton, Alexandria, Ingalls, or other interested communities.

Priorities and Policies

Establishing clear priorities and procedures is crucial for a successful land bank. These priorities, developed with input from an advisory committee, should reflect the goals and needs of Madison County's municipalities and residents. However, these priorities and procedures should not be static. The land bank should revisit them regularly, through events like retreats and community workshops, to ensure they continue to reflect both the evolving needs of the community and the land bank's capacity. The key performance indicators are as follows:

- Number of community engagement events: Track the number of workshops, meetings, or surveys conducted to gather community input on priorities.
- Frequency of policy review: Monitor how often land bank policies are reviewed and updated to reflect community needs and land bank capacity.

Tax Sale Data Management and Analysis

Better data is key to a successful land bank. By combining and analyzing information on vacant properties in the tax sale system, the county, advisory committee, and the land bank can identify which ones need intervention the most. This will allow them to prioritize their resources and target the properties causing the biggest problems in the community. One way to do this is to track tax-delinquent properties and those requiring constant enforcement action, indicating a high public cost. These properties could then be potential candidates for transfer to the land bank. The key performance indicators are as follows:

- Number of vacant properties identified: Track the number of vacant and abandoned properties identified through data analysis.
- Prioritization of properties for intervention: Measure the effectiveness of data analysis in identifying properties with the greatest potential for community revitalization and positive economic impact.

Initial Inventory

To get started, the land bank needs to identify properties it can acquire. First, they will examine tax certificates held by the county. Properties that keep getting offered at tax sales but never sell are ideal candidates for the land bank to take over. Depending on how easy it is to analyze all the data, they might request more time than the usual six months allowed by law to review these properties. The land bank will also look at public inventories. These are properties currently owned by the county that are not generating tax revenue and require upkeep. Transferring these unwanted properties to the land bank would free the county of these burdens and allow the land bank to find new responsible owners. The key performance indicators are as follows:

- Number of properties acquired through tax certificate review: Track the number of properties the land bank acquires from the county's tax sale process.
- Number of unwanted public properties transferred: Measure the number of properties the county transfers to the land bank.

Future Inventory

The land bank has several options for acquiring properties. They can strategically bid on specific properties at the tax sale, but doing this too often is expensive. A better option is to acquire properties that do not sell at the first tax sale. The county should transfer these to the land bank with a clear title. To streamline this process, an agreement between the communities and the county can be established. If there is no transfer system in place, the land bank can participate in a separate county sale, though its success depends on the purchase price. Finally, the land bank can accept unwanted properties from the county or the municipalities therein, and the communities can roll unpaid code enforcement liens onto the annual tax bill. This ensures they recoup costs if the property sells or gets transferred to the land bank with the outstanding debt attached. The key performance indicators are as follows:

- Number of properties acquired at tax sales: Track the number of properties the land bank acquires through strategic bidding at tax sales.
- Number of properties acquired from failed tax sales: Measure the effectiveness of acquiring properties that do not sell at the initial tax sale.
- Number of unwanted properties accepted from communities: Track the number of properties communities transfer to the land bank.

Capacity and Staffing

Consider entering into an agreement to receive staffing services from an existing entity in Indiana or Ohio. To foster ongoing collaboration and prevent future challenges, regular meetings between municipalities, the land bank, and the advisory committee are crucial, regardless of the land bank's staffing structure. Finally, the land bank should partner with a qualified company to maintain its properties and with local non-profits to acquire properties and transform them to meet the evolving needs of the community. The key performance indicators are as follows:

- Staffing model: Identify whether the land bank utilizes existing staff or hires dedicated personnel.
- Frequency of collaboration meetings: Track how often the land bank, communities, and advisory committee meet to ensure collaboration.

Funding and Sustainability

The Madison County Land Reutilization Corporation will need funding from multiple sources to operate effectively. The City of Anderson, which has the most vacant and abandoned properties, should provide annual funding based on the workload. Madison County should consider ongoing support like free property transfers. To minimize the financial burden on the land bank managing these properties, Madison County could also transfer tax deeds or certificates at minimal or no cost, potentially following Vanderburgh County's model of transferring properties with clear titles for a small fee. Land bank operations can also be supported by revenue generated from property sales and by capturing a share of property taxes – the standard approach is to receive 50% of taxes for five years from properties the land bank acquires and sells. Finally, the land bank should develop a fundraising strategy to attract philanthropic partners interested in community development. The key performance indicators are as follows:

- Funding sources: Monitor the amount of funding received from each source (County, communities, tax recapture, fundraising).
- Cost of property acquisition: Track the average cost of acquiring properties through different methods (tax sales, transfers).
- Property tax recapture rate: Measure the percentage of property taxes captured by the land bank after successful property sales.
- Number of philanthropic partnerships secured: Track the number of foundations or donors who contribute to the land bank's work.

Overall Performance

Indiana's first county land bank along with a vacant site acquisition fund for Madison County will be measured by its outcomes and overall performance from the following metrics:

- Number of properties revitalized: Track the number of properties the land bank acquires, improves, and returns to productive use.
- Increase in property values: Measure the change in property values in areas where the land bank intervenes.
- Decrease in blight: Track the reduction in vacant and abandoned properties over time.
- Community satisfaction: Conduct surveys to measure community perception of the land bank's effectiveness.



Implementation Timeline



Year 1

Month 1-2: Establish Land Bank as a non-profit organization (501(c)(3))

- County Council Ordinance passage
- File Articles of Incorporation, develop Bylaws, secure EIN, and open bank account

Month 2-3: Form Advisory Committee

- Recruit members representing diverse community interests and hold the initial meeting
- Begin gathering community input on priorities and needs for land bank interventions

Month 4-6: Develop Data Collection and Analysis Protocols

- Partner with Madison County and communities to access tax sale data and property records
- Designate staff or hire a consultant to analyze vacant, blighted, and underutilized property data
- Identify properties with the highest public cost and negative community impact

Month 7-12: Secure Initial Funding

- Develop funding proposals for Madison County and the City of Anderson based on the anticipated workload
- Explore philanthropic grant opportunities from foundations interested in community development
- Identify potential corporate sponsors aligned with the land bank's mission



Year 2

Month 1-3: Acquire Properties

- Participate in tax sales to strategically bid on high-priority properties
- Negotiate transfer of unwanted public properties from Madison County and communities
- Develop an agreement with municipalities for streamlined transfer of unsold tax sale properties

Month 4-6: Secure Funding for Property Acquisition and Rehabilitation

- Finalize grant agreements with Madison County, the City of Anderson, other communities, and potential philanthropic organizations
- Establish a fundraising strategy to secure additional donations for property acquisition and rehabilitation

Month 7-12: Begin Property Rehabilitation

- Partner with qualified companies for property clean-up, demolition (if necessary), and renovations
- Issue Requests for Proposals (RFPs) for rehabilitation work based on property assessments
- Oversee the initial phase of rehabilitation projects for priority properties



Year 3

Month 1-12 (Ongoing): Continue Acquiring Properties

- Monitor tax sales and participate in bidding for high-impact properties
- Work with municipalities to acquire unsold tax-sale properties through established agreements
- Negotiate the transfer of additional unwanted public properties

Month 1-12 (Ongoing): Partner with Developers and Non-Profits for Revitalization Projects

- Issue RFPs for developers to acquire and redevelop revitalized land
- Partner with non-profit organizations to manage affordable housing options
- Collaborate with community stakeholders to ensure revitalized properties meet community needs

Month 1-12 (Ongoing): Monitor Program Effectiveness and Adapt Based on Community Input

- Track key performance indicators (number of properties revitalized, property value increase, blight reduction)
- Conduct surveys and hold community meetings to gather feedback on the land bank's impact
- Adapt priorities and strategies based on data analysis and community input



Budget Narrative

Salaries

Executive Director: According to Salary.com, the average salary listed for nonprofit Executive Director postings in Anderson, Indiana is \$111,000. The budget allows for an average salary to be paid to the Executive Director for five years.

Property Acquisition/Disposition Coordinator: According to Salary.com, the average salary listed for nonprofit Coordinators is \$62,000. The budget allows for an average salary to be paid to the Property Acquisition/Disposition Coordinator for five years.

Community Engagement Coordinator: According to Salary.com, the average salary listed for nonprofit Coordinators is \$62,000. The budget allows for an average salary to be paid to the Community Engagement Coordinator for five years.

Office Manager: According to Salary.com, the average salary listed for Office Managers is \$80,000. The budget allows for an average salary to be paid to the Office Manager for five years.

Fringe Benefits: Fringe benefits are provided to employees as compensation in addition to their annual salaries. These benefits could include health insurance, paid time off, retirement contributions, and more. The monetary value assigned to these benefits is typically 30% of the annual salary. The budget allows for each employee to receive fringe benefits equal to 30% of their annual salary for five years.

Administrative Expenses

Office Space Rent: According to LoopNet, the average commercial or office space in Anderson, Indiana is rented for \$12.57 per square foot per year. The budget allows for the organization to rent an average office space of 1,000 square feet for five years.

Payroll Services: Paylocity, a common HR and payroll provider, typically charges business per employee per month (PEPM). On average, businesses can expect to pay approximately \$30 PEPM. The budget allows for a subscription to Paylocity which will cover four full-time employees for five years.

Madison County, IN: Concept Paper Budget			
Description	One-Time	Annual	5-Year Total
Salaries			
Executive Director		\$111,000.00	\$555,000.00
Property Acquisition/Disposition Coordinator		\$62,000.00	\$310,000.00
Community Engagement Coordinator		\$62,000.00	\$310,000.00
Office Manager		\$80,000.00	\$400,000.00
Fringe Benefits (additional 30% of total salaries)		\$94,500.00	\$472,500.00
Salaries Subtotal			\$2,047,500.00
Administrative Expenses			
Office Space Rent		\$12,570.00	\$62,850.00
Payroll Services		\$1,440.00	\$7,200.00
Bank Fees	\$1,000.00		
Telephone and Internet		\$900.00	\$4,500.00
Computer Equipment and Software	\$5,000.00		\$5,000.00
Office Supplies		\$500.00	\$2,500.00
Insurance (Liability, Directors and Officers, WC)		\$3,700.00	\$18,500.00
Marketing/Promotion/Website		\$20,000.00	\$100,000.00
Furniture/Office Sundry	\$5,000.00		\$5,000.00
Mileage and Travel		\$5,000.00	\$25,000.00
Training and Education		\$1,000.00	\$5,000.00
Administrative Expenses Subtotal			\$235,550.00
Professional Fees			
Accounting Services		\$42,000.00	\$210,000.00
Financial Audit	\$20,000.00		
Title Fees		\$150,000.00	\$750,000.00
Appraisal Services		\$18,000.00	\$90,000.00
Legal Services	\$10,000.00		\$10,000.00
Professional Fees Subtotal			\$1,060,000.00
Property Expenses			
Property Acquisition Fund	\$4,000,000.00		\$4,000,000.00
Property Maintenance		\$36,000.00	\$180,000.00
Property Insurance		\$30,000.00	\$150,000.00
Property Expenses Subtotal			\$4,330,000.00
Total			\$7,673,050.00

Bank Fees: Bank fees are incurred on regular transactions at many banking institutions, and additional fees can be expected to apply to larger-scale transactions, such as those involving property. The budget allocates a fixed amount for bank fees over a five-year period.

Telephone and Internet: While internet plans can vary widely, it is estimated that the organization will spend approximately \$75 per month on internet services. The budget allows for an internet service subscription for five years.

Computer Equipment and Software: Each of the four full-time employees will require computer equipment and software packages, such as Microsoft Suite. A fixed amount of \$1,250 is allocated for each employee to purchase the equipment and software required to start the organization's operations.

Office Supplies: Miscellaneous office supplies will be required in the office space, such as paper, printers, organizing materials, communications equipment, and more. A fixed amount of \$500 per year, for five years, has been allocated for office supplies.

Insurance (Liability, Directors and Officers, WC): Liability, Directors and Officers, and Workers Compensation insurance have been accounted for in the budget. According to Insureon, the average small business pays \$1,700 per year for Directors and Officers insurance, and approximately \$500 per year for Liability insurance. According to The Hartford, Workers Compensation insurance is estimated to cost approximately \$1,500 per year. Insurance costs for five years of operation are accounted for in the budget.

Marketing/Promotion/Website: According to Big Sea, nonprofits can expect to spend an additional 5-15% of their total operating costs on marketing and advertising. The budget assumes that the organization will spend \$20,000 annually on marketing and advertising for five years.

Furniture/Office Sundry: Office furniture, such as desks, chairs, lamps, and decorations are required in the rented office space. A fixed amount of \$5,000, a cost that will be incurred when the operation begins, is included in the budget.

Mileage and Travel: Employees are expected to travel within Madison County to visit properties and meet with prospective clients. Funds to reimburse mileage and other travel expenses are estimated to cost \$1,000 per year, and the budget accounts for five years of operation.

Training and Education: Training and education programs, such as conference or seminar attendance, online coursework, or certification training are important for enhancing the professional skillsets of employees. \$1,000 per year has been allocated for training and education, for five years.



Professional Fees

Accounting Services: According to GrowthForce, the average nonprofit spends \$3,500 per month to outsource its bookkeeping. Bookkeeping costs for five years are accounted for in the budget.

Financial Audit: A private financial audit can help a nonprofit ensure its funds are being properly managed. A one-time private financial audit is accounted for in the budget, which GrowthForce estimates to cost approximately \$20,000 for the average nonprofit.

Title Fees: The Regional Land and Title Company estimates that title fees in Indiana can cost up to \$5,000 per property. The budget assumes that 30 properties are managed by the organization and accounts for their title fees for five years.

Appraisal Services: Appraisal services are estimated to cost approximately \$600 per property. The budget allows for appraisals to be conducted on 30 properties per year, for five years.

Legal Services: A fixed amount of \$10,000 is allocated for legal services or consulting. These services will likely be required before and in the early stages of operation.



Property Expenses

Property Acquisition Fund: The Property Acquisition Fund will allow the organization to purchase properties in the county, which is a requirement for it to carry out its basic function as a land bank. As of the submittal of this application, the Madison County Treasurer lists 29 tax sale properties on their website, collectively worth roughly \$4 million. The budget allows for the initial purchase of a comparable portfolio of properties, which will be managed over five years.

Property Maintenance: Property maintenance fees are expected to cost \$100 per property, per month. The budget allows for 30 properties to be maintained by the organization for five years.

Property Insurance: Property insurance can vary by property, but an estimated cost of \$1,000 per property, per year, is included. The budget accounts for five years of property insurance costs for 30 properties.





Community Hospital Anderson

April 23, 2024

Administration Office
1515 North Madison Avenue
Anderson, IN 46011
O 765.298.5120
eCommunity.com

Dear Selection Committee:

As the largest employer in Madison County, Community Hospital Anderson (CHA) employees feel a deep sense of responsibility. As such, we are pleased to support the joint proposal of the Madison County and South Madison County Community Foundations for the Phase 2 Community Leadership Grant program of GIFT VIII. It fits perfectly with one of our recent initiatives.

Two years ago, CHA embarked on an initiative to increase opportunities and reduce barriers for physical activity in Madison County. The initiative has three major components:

1. Advocate for the creation of a Madison County land bank
2. Advocate for the development of trails and waterways
3. Create the Community in Motion program

For the purposes of this letter, which supports a grant to be used for the creation of a Madison County land bank, we will focus on that specific component. Why is the creation of a land bank important to the physical activity of Madison County residents? Because if a citizen doesn't feel safe walking in their neighborhood, they won't walk in their neighborhood. That is a major barrier to physical activity.

Research interviews were conducted when developing the plan. Here are two responses that highlight the community's desire for addressing blighted properties and developing a land bank:

"Sort of like missing teeth on the block, if you will in terms of infrastructure, those lots feel dangerous. You shy away from them. You know, if you're not comfortable in the space, you're not going to do something intentionally more physical in that space."

"These new owners often have no interest in restoring, using, or maintaining the properties, and have them only hoping to make a profit when someone wants to purchase the property. A lot of these bidders you know, they're coming in, they don't even know what the property is. I personally dealt with that in my capacity as an attorney, calling the company or some LLC in another state, to find out what their intentions were in regard to the property because it just remained dilapidated and unsafe and violating ordinances of the local unit. I had one tell me they didn't even know what the property really was. They got it for \$150 and weren't going to do anything. They were down in Texas or something like that."

Clearly, the current process of putting properties in a tax sale is not working. A land bank is needed to create a better path to getting abandoned properties back in good use. This will address critical housing challenges and reduce barriers to physical activity.

Good luck with your process. Thank you for all you have done for Indiana's residents!

Sincerely,

Beth Tharp
President of Hospital Services
Chief Nursing Officer

Tom Bannon
VP, Community Engagement
Chief Foundation Officer



We build strength, stability, self-reliance *and* shelter.

April 25, 2024

Dear Grants Committee:

As Executive Director of Habitat for Humanity of Madison County, I am writing to express my wholehearted support for the Madison County Community Foundation and the South Madison Community Foundation's grant application to establish a landbank in Madison County.

I was impressed with the thorough analysis of the housing landscape conducted by the foundations. Many organizations in this community are working to develop affordable housing solutions. Habitat's emphasis is homeownership, but there are so many other approaches that need to be considered. A comprehensive assessment was needed to develop a strategy to help address what is a critical need in our community.

I am very pleased with the resulting initiative to develop a county-wide land bank. Habitat specializes in building affordable homes; one key component of keeping the cost of building homes at a modest cost is land acquisition. Our County does not currently have a system to provide options for organizations such as ours.

This is especially important to our affiliate because we are looking to increase our builds outside of Anderson. Finding affordable options for land will be one of the key factors in making this move to serve more of our community.

Finally, I applaud the foundations for jointly addressing this need in Madison County. As we all know, we work best when we work together.

Kind Regards,

A handwritten signature in black ink that reads "Jan Miller".

Jan Miller
Executive Director



Anderson Housing Authority

Kimberly G. Townsend, Executive Director

528 W. 11th Street, Anderson, IN 46016

Telephone/TDD (765) 641-2620 Fax (765) 641-2629

Email: ahain@ahain.org

Thomas J. Broderick, Jr., Mayor

April 23, 2024

Ben Davis
President, Madison County Community Foundation
911 Meridian Plaza
Anderson, IN 46016

Dear Ben,

I am writing to express my enthusiastic support for the grant application submitted by Madison County Community Foundation and South Madison Community Foundation in support of the development of a community land bank. As a member of this vibrant community, I am acutely aware of the pressing need for sustainable solutions to address our area's housing and economic development challenges. Establishing a community land bank holds immense promise in revitalizing our neighborhoods, fostering economic growth, and ensuring equitable access to housing and resources for all residents.

The creation of a community land bank aligns perfectly with our community's values and aspirations. By acquiring and managing vacant, abandoned, or tax-delinquent properties, the land bank will play a pivotal role in stabilizing property values, preventing blight, and promoting responsible land use practices. Moreover, it offers a unique opportunity to engage residents in the decision-making process, empowering them to shape the future of their neighborhoods.

I firmly believe that investing in a community land bank will yield significant long-term benefits for our community. Not only will it facilitate the development of affordable housing options for low-income families and individuals, but it will also attract new investments, create jobs, and spur economic development in underserved areas. Furthermore, by repurposing vacant properties for community gardens, green spaces, or small businesses, the land bank will foster a sense of pride and ownership among residents, strengthening social cohesion and community resilience.

The proposed project demonstrates a clear commitment to collaboration, innovation, and inclusivity. Through partnerships with local government agencies, nonprofit organizations, and community stakeholders, the land bank will leverage resources and expertise to maximize its impact and effectiveness. Moreover, by adopting transparent governance structures and implementing robust accountability measures, it will ensure that its operations are conducted with integrity and efficiency.

In conclusion, I wholeheartedly endorse Madison County Community Foundation and South Madison Community Foundation's grant application for the development of a community land bank. By investing in this transformative initiative, we have the opportunity to create a more vibrant, sustainable, and equitable community for generations to come. I urge you to consider this proposal favorably and support its implementation for the benefit of all residents.

Sincerely,

Kimberly G. Townsend
CEO
Anderson Housing Authority





April 24th, 2024

Dear Selection Committee,

I am writing today to express my enthusiastic support for the Gift VIII application of the Madison County Community Foundation and the South Madison Community Foundation and their efforts to collaboratively establish a land bank in Madison County. Their leadership in community improvement efforts in Madison County has been an invaluable resource for our region and the land bank establishment will help take those efforts to the next level.

Vacant, abandoned, and tax delinquent properties create public safety hazards, destabilize communities, decrease property values, and drain our local tax dollars. These properties are a perpetual burden on the county's resources and are often sold to out-of-state interests that fail to repair or improve the parcels' conditions.

A land bank can provide a vehicle to acquire, remediate and aggregate parcels as well as clean land titles and settle delinquent property taxes. In the long run, parcels processed by a land bank are more attractive for development and will help our communities with much needed infill projects.

At the Chamber, we continually strive to improve the business climate and quality of life in Madison County through advocacy, collaboration and economic development. This project, and projects like it, will continue to update our housing stock and allow for further growth in the community, which is critical to meeting the workforce needs of our area businesses.

Sincerely,

Clayton Whitson
President/CEO
Madison County Chamber of Commerce



April 24, 2024

Dear Selection Committee:

I am writing this letter of support on behalf of the Madison County Community Foundation and the South Madison Community Foundation, and their application for the Phase 2 Community Leadership Grant program of GIFT VIII.

As a non-profit professional who has served Madison County for more than 20 years, I recognize the opportunities that are present here to grow and strengthen this community for the betterment of its citizens, those that live, work, worship and play here. My professional work has afforded me the opportunity to serve Madison County through employment in a transitional shelter for women and children, community development and grant writing. I serve on Boards for Anderson Indiana Main Street (AIMS) and PathStone (housing counseling and financial coaching), which engage in community development in our community in their own unique ways.

In the past two years, I have engaged with the Community Foundations in the Community Based Action Plans (CBAP) work that has come out of the GIFT 7 cohort. The workgroup I have been active in is focusing on neighborhood revitalization, connecting to specific neighborhood block areas for clean-up, neighborhood engagement, housing stock assessment and more. My home is located in one of the areas our group has targeted, which is also where I serve as the Community Development Director on behalf of South Meridian Church.

The Avondale Neighborhood where I live and work is a prime example of an area that would be prime for the engagement of a land bank. The concept rationale outlined by the Community Foundations is reflective of what I experience in my neighborhood: shifting demographics, (increased) vacancy and (decreasing) housing quality, and the need for housing diversity and affordability. I am thrilled that a land bank is being pursued, as I see this being a viable and important step other communities have taken to help stabilize the land ownership and maintenance of properties that are in transition.

My experience has been that the Community Foundations have been working hard in the last few years to build trust, relationship and sustainability in Madison County. I believe them to be an important piece of the forward-movement in this community, and the proposal they have created is a significant step towards longer-term stabilization of this County. I am grateful for their commitment to this project, and look forward to supporting their plans in whatever way I can.

If there is any additional feedback I can provide, please contact me any time.

Sincerely,

A handwritten signature in black ink that reads "Cheryl Horning". The signature is written in a cursive, flowing style.

Cheryl Horning, MPA
Community Development Director



2402 Meridian Street
Anderson, IN 46016



765.643.6695



www.southmeridian.org



Town of Ingalls

308 North Meridian Street
Ingalls, IN 46048
(317) 485-4321
www.townofingalls.us

April 23, 2024

To Whom it May Concern:

On behalf of the Ingalls Town Council, we are writing to express our full support for the Madison County Community Foundation's (MCCF) and the South Madison Community Foundation's (SMCF) proposal for Phase 2 of the Community Leadership Grant Program of GIFT VIII. We are excited for the opportunity to be a part of their proposal to address the critical issue of affordable and attainable housing within the Town of Ingalls and Madison County as a whole.

We understand the significance of their efforts in advancing the development of affordable housing options in our community. As partners in the comprehensive analysis completed by Thomas P. Miller & Associates, we have witnessed firsthand the meticulous planning and dedication that MCCF and SMCF have invested in this initiative. The creation of a county-wide land bank, as proposed in their grant application, holds immense promise for positively impacting not only our community but the entire region.


The need for affordable and attainable housing is a pressing issue that affects individuals and families across all socio-economic backgrounds. By collaborating with MCCF and SMCF, we are confident that we can make significant strides toward addressing this need and creating more inclusive and equitable housing opportunities for our residents.

Furthermore, we believe that the establishment of a county-wide land bank will serve as a catalyst for revitalization and economic development in our community. By strategically acquiring, managing, and repurposing vacant and abandoned properties, we can unlock the potential of underutilized land and create vibrant neighborhoods that enhance the overall quality of life for our residents.

We wholeheartedly endorse MCCF's and SMCF's proposal for Phase 2 of the Community Leadership Grant Program of GIFT VIII and stand ready to offer our continued support and collaboration throughout the implementation process. Together, we can build a brighter future for the Town of Ingalls and Madison County by ensuring that everyone has access to safe, affordable, and sustainable housing options.

Thank you for your commitment to this important cause. We look forward to the opportunity to work together to make our community a better place for all.

Sincerely,


Melanie Johnson,
Town Council President