

# enfocus



10 Years.  The Vision is Clear.



# 10 Years. Attracting Talent. Driving Innovation.

More than 150 organizations in the South Bend-Elkhart area have experienced improved productivity, cost savings and other benefits, as talented young professionals are developing skills and leadership abilities while finding their niche through partnerships with enFocus.

A leading resource for attracting and retaining talent in the South Bend-Elkhart region, enFocus (short for entrepreneurial focus) is celebrating its 10-year anniversary. enFocus matches recent graduates to high-impact projects with regional organizations. This results in tremendous value for participating organizations and meaningful professional experiences for the graduates.



Over the last decade, enFocus has grown from a concept to a successful economic engine — using innovation and technology to build better communities in the South Bend-Elkhart region. enFocus is charting a successful future for partners in the region by opening doors for innovation, the creation of new enterprises and opportunities to grow communities.

What’s more, enFocus is creating future leaders through attracting, developing and retaining top talent, thereby helping to reduce the area’s brain drain. In fact, since the inception of enFocus, more than 70 percent of its Fellows have chosen to call Indiana their home!

Central to the success of enFocus are its Fellowship and Internship programs. enFocus Fellows are a diverse and interdisciplinary group of young professionals who represent a wide array of academic credentials, ranging from baccalaureate to graduate degrees. Intellectually curious and mission-driven, enFocus Fellows bring fresh thinking and entrepreneurial solutions to help solve our community’s toughest challenges.

enFocus collaborates heavily with community partners in city government, education, healthcare, for-profit and non-profit sectors helping them solve problems and implement novel initiatives.

Many of enFocus’ collaborative projects concentrate on strategic business planning, technology implementation, community engagement and providing services to residents in need.

enFocus employs Fellows in full-time, salaried positions, and Fellows commit two years to working on problem-solving teams. For the Fellows, it is an opportunity to discover, design and implement innovative solutions to problems that have a real-world impact across our communities.

Interns are hired as students to support Fellow teams. As such, they support enFocus’ ongoing portfolio of innovation, research and entrepreneurship projects. The combination of the Fellow and Intern programs serves as a regional feeder system of qualified talent looking to make an impact.

Over the past 10 years, enFocus has successfully completed more than 450 projects for over 150 regional partners. These engagements have generated millions of dollars in business value for partner organizations. Indeed, many of these organizations have engaged in multiple projects and hired Fellows at the completion of their Fellowship.

Today, enFocus is increasing its footprint in St. Joseph, Elkhart and Marshall counties, and is planning growth into communities beyond the South Bend-Elkhart region. Taking notice of the organization’s successes, leaders in other areas of Indiana, Michigan and across the country are reaching out to enFocus.

At its launch 10 years ago, enFocus coalesced around **the core values of impact, ownership, dependability, collaboration, learning, courage and relationships**. Today, 10 years later, these values have proven to be just as spot-on as they were when the organization was just getting started.

As a non-profit organization, enFocus is supported by fee income from projects and is sustained through philanthropic support, primarily in the form of grants. Community organizations are encouraged to explore working with enFocus and to sponsor innovation projects. Also, recent graduates can explore the possibilities of a career in this region through the program. enFocus’ unique model leaves it poised to continue to deliver on attracting talent and driving innovation well into the future.



## Impact. Growth. Stronger Communities.

*Working with partnering organizations in the community, enFocus has made a significant impact in the lives of young professionals and in local communities in the South Bend-Elkhart region.*

Examples of enFocus impact are:

- Developing the next generation of community leaders through talent attraction and retention
- Utilizing technology to create more connected communities and improve the quality of life for residents
- Charting the future for regional organizations through strategic planning and innovative solutions
- Supporting regional strategies that spur economic development, accelerate job creation and enhance economic prosperity





# Talent. Focus. Getting Things Done!

Reflections from Executive Director, Andrew Wiand

"As I reflect on the past 10 years of enFocus, I am energized by the fact that we have made — and are making — a huge impact on hundreds of thousands of lives. I am humbled and challenged by the level of community support we have received, by the growth of so many people and by the progress that has been made in such a short time."



Andrew Wiand  
enFocus Executive Director

## Community Support

The enFocus model provides many avenues for impact. It has to appeal to talent, provide value to organizations and meet the long-term economic goals of the community.

From the onset, the idea was well-received by the community. Many leaders helped create space and trust for young talent to be a part of the ecosystem and to have access to organizations, leaders and influence. Our early adopting sponsors took a leap of faith and gave enFocus a try. Founding Fellows took a chance in launching their careers with us. The University of Notre Dame and Lilly Endowment were in from the beginning. Over time, the Judd Leighton Foundation, local community foundations and other influential organizations supported our mission.

We have grown across markets and have seen our communities grow over the years. South Bend has experienced population growth for the first time in over 30 years. Elkhart has persevered throughout the pandemic, and many Fellows have assumed leadership positions throughout the region.

enFocus has worked alongside more and more community partners to secure hundreds of millions of dollars from external grants to now take the region to the next level. Maybe some of these activities occurred before, but now it feels different. We're more collaborative, and our work together can allow our community to continue to sustain its growth for years to come.

## People

In 10 years, we have worked across all sectors and communities. We have inspired more than 1,000 students and recent graduates to come here and forgo work elsewhere to be a part of the enFocus movement. Whether it is when I see a recent graduate confidently present a complex solution to a leader in the community or when a mayor offers praise to a team of nervous staff, I see people grow every day. It is the same when a solution is implemented that makes someone's job easier or when a business leader finds value in a new technology. Change, enabled by trust, is at the heart of the transformation of individuals.

## Progress

We have seen significant progress throughout the region as a result of many individuals and organizations — from the revitalization of South Bend's downtown to digital transformation in local schools to stronger business plans for our non-profits to new products developed for our manufacturers. Things are getting done. This growth mindset and commitment to innovation have inspired Fellows to come to enFocus and enable the success of hundreds of impactful projects.

So, as I reflect on our journey together, I am proud of what we have achieved collaboratively. While there is still much to do, so much to learn and problems to be fixed, I know that the work we lead is having a positive impact on our talent and the community at large.



2012

### enFocus Launches

- 7 Fellowships
- 1 Internship
- 10 Innovation Projects

Programs launched to attract, develop and retain Science Technology, Engineering and Math (STEM) talent.

2013

### Funding Establishes Model

Awarded Lilly Endowment Round III Call to Action grant for \$3M through the University of Notre Dame to reduce the brain drain in the region. Aim was to create 550 talent Fellowships and Internships.

2014

### Civic Leaders Retained

- 11 Fellowships
- 61 Internships
- 32 Innovation Projects

Fellows began taking on leadership roles after their Fellowships.

2016

### Programs Grow

- 15 Fellowships
- 126 Internships
- 37 Innovation Projects

2018

### Exceeds Talent Attraction Goals

Lilly Endowment five-year Round III Call to Action resulted in more than 660 talent attractions to the South Bend-Elkhart region — 20 percent above the goal!





## 10 Years In. Just Getting Started!

*Future projections by Executive Director, Andrew Wiand*

Thinking about the future of enFocus brought me back to the beginning. After graduating, my hope was to be part of an organization that would become influential in the region and make a long-term effect in people’s lives and the well-being of our community. That vision has become reality, and we’re just getting started.

The past 10 years have taught us that we can excel across project disciplines, industries and geographies. Our vision is to become a national model while building an ever-improving central headquarters for enFocus in the South Bend-Elkhart region. We will build depth in Indiana and expand our Fellowships, projects and industries that we serve. We will also seek to build breadth — adapting to other communities that can adopt enFocus’ model, hiring Fellows and creating innovation projects tailored to meet the needs of those communities.

Towards these aims, we would like to see enFocus grow in the depth of specialties our Fellows bring to participating organizations. enFocus began with a focus on civic organizations and has added an Industry Innovation Fellowship. This has happened with support from community and economic leaders who are seeking to spark new initiatives in the region. I believe we’re just scratching the surface to address key community challenges. We’re starting to see opportunities to address climate change and sustainability, leading to depth in our portfolio. We’re well-poised to expand our services in the startup ecosystem to help drive commercialization of new technologies, products and services.

## Planning Growth Geographically

I am confident that enFocus’ success can be replicated in other communities with careful planning and tailoring to the unique aspects of each community we serve. We will approach each new location with our core ingredients: anchor colleges and universities for talent supply, foundations or other benefactors for funding, and civic and business leaders to adopt the program early and hire Fellows to work on impactful projects.

## Guided Expansion is Already Underway

In 2022, enFocus will be expanding into Southwest Michigan. We’re also planning to set up an office in Marshall County. From seven Fellows to over 50 employees, we have demonstrated the ability to grow sustainably while making a huge impact. We believe the next years present the opportunity to at least double or quadruple our size.

*And we’re just getting started!*



**2018**

**Expansion into Elkhart County**

Expansion into neighboring Elkhart County makes enFocus a regional talent attraction, development and retention organization.

**2019**

**Funding Establishes Industry Innovation**

Lilly Endowment LIFT Grant of \$42.4M awarded to the region, of which about \$3M was awarded to enFocus to support Industry Innovation.

**Executive Director Recognized**

Andrew Wiand named outstanding young business leader by the South Bend Regional Chamber of Commerce.

**2020**

**Expansion into Marshall County**

- 26 Fellowships
- 114 Internships
- 38 Projects

enFocus expands services into Marshall County and envisions further growth.

**2021**

**Growth Continues**

Staff expanded to provide teams of talented graduates to build response and impact for organizations across technology, data and grant programs.

**2022**

**Southwest Michigan Expansion Planned**

With support from Hunter Foundation, enFocus and community leaders identify opportunities to drive economic growth and establish a hub in Southwest Michigan.



# Stakeholders Respond Positively to enFocus

A good barometer of the success of enFocus is the response of key stakeholders, community leaders who have been involved in the development and funding of enFocus and its programs.

Here is what some of them had to say:



## Impact of Serving Our Community Applauded

**David Murphy**  
Assistant Provost for the Office of Innovation/IDEA Center  
Executive Director, ESTEEM Graduate Program and Student Entrepreneurship, University of Notre Dame

*“Do I think enFocus has largely fulfilled its original mission and high expectations? Yes — Absolutely!”*

These are the words of David Murphy, one of the original small group of co-founders who has been part of enFocus from the very beginning.

In 2012, David took the entire class of about 25 graduate students who were in the University of Notre Dame’s ESTEEM program to visit the Research Triangle Park area in North Carolina. While there, David challenged the group: “Reflecting on all you’ve seen and heard, do any of you see the future of what South Bend could be? What it could look like through the power of innovation and entrepreneurship?”

Seven of the ESTEEM students — including Andrew Wiand, who would later become the enFocus Executive Director — saw and believed in the vision, the promise of what could be instrumental in ‘turning brain drain into brain gain’ in the South Bend-Elkhart region. The group decided to take a chance, and enFocus was launched just a few months later.

David noted, “We had to find a way to keep more of this exceptional, entrepreneurial talent in our own backyard. We were confident their professional contributions would lead to the kind of innovation and startup activity that would advance our entire community.”

“Hundreds of enFocus Fellows and Interns later, the impact of enFocus serving our community has been well acknowledged and applauded. The vision of what could be — is real,” David said.



## enFocus Brings a Fresh Perspective

**Levon Johnson**  
President and CEO  
Greater Elkhart Chamber of Commerce

For the past five years, enFocus Fellows and Interns have worked in partnership with the Greater Elkhart Chamber of Commerce in a number of areas including worker retention, manufacturing space, housing and downtown attractions. And Levon Johnson, President and CEO of the Greater Elkhart Chamber of Commerce, is a strong advocate of enFocus and its contribution to the success of the Region.

The Elkhart Chamber president pointed out the enFocus Fellows and Interns bring special skills and a mindset that allow them to view the complex issues facing Elkhart differently from those who have been examining the same issues every day for years.

“enFocus brings a fresh perspective,” he said. And with their fresh eyes and collective strength, enFocus Fellows are able to research, analyze and propose solutions that are substantive and helpful.

*“The number one unique strength enFocus brings is that they are not encumbered by our history or a life-long knowledge of this place. They’re bringing their talents and thoughts and experiences literally from all over the world,”* Levon said.



## Potential to Make a Positive Difference

**Ted Maple**  
Vice President for Education  
Lilly Endowment Inc.

Shortly after enFocus was founded in 2012, Lilly Endowment Inc. awarded a \$3 million grant to help expand and enhance enFocus in its early efforts to create meaningful internship and fellowship experiences for students and recent graduates in the South Bend-Elkhart region. The grant, which was made to the University of Notre Dame, was significant because it helped put enFocus on its feet and affirm its mandate to attract talent and deliver innovation.

Since then, Lilly Endowment has been following the work of enFocus. In 2019, Lilly Endowment Inc. made another grant to Notre Dame, designed to accelerate regional innovation and workforce and economic development through the creation of the Labs for Industry Futures (LIFT) Network. Funds from that grant helped enFocus further

expand its program through the creation of a dedicated Industry Innovation Fellow team.

“enFocus Fellows often work with organizations to tackle challenges in their communities and have meaningful impact on the people who live there,” said Ted.

“The Fellows learn important skills and make connections that help them grow into future leaders and professionals.”

In addition, Ted points out that enFocus Fellows often stay in Indiana after their Fellowship experiences.

*“We need more ‘brain gain’ in the state, and enFocus can help,”* he said.







## I'm Enamored with the enFocus Concept

**Pete McCown**  
President  
Community Foundation of Elkhart County

When the chief executive of a foundation gives a full-throated endorsement of one of the organizations it supports, it's worth taking note. That executive is Pete McCown, President of the Community Foundation of Elkhart County, and the organization is enFocus.

*"I'm enamored with the enFocus concept, because it creates a gateway for bright, college-educated – including post-graduate-educated – men and women to plug into this region, including Elkhart,"* he said.

Under Pete's leadership, the Community Foundation of Elkhart County began making investments in enFocus projects shortly after the organization was founded. Most of the Elkhart County organizations

which enFocus initially supported were in the civic and non-profit sectors.

Pete expressed gratitude that enFocus' work in Elkhart County has now expanded to include partnerships with manufacturers and other companies in the for-profit sector. He added that enFocus Fellows are helping manufacturing industries in the county move toward increased efficiencies and advanced manufacturing.

"I know that enFocus Fellows and their engagements have improved the profitability or efficiency of our manufacturing sector by tens of millions of dollars," he said.

So what is Pete's wish for the future of enFocus in Elkhart County? "I think they should just keep doing the work they have been doing. The only addition or aspiration that I would have is that it be magnified two, three or four-fold!"



## Community Voices: Leadership. Vision. Impact.

This 10-year celebration gives enFocus an opportune time to reflect on the many stakeholders without whom the organization's mission would not have been fully realized. These stakeholders include our founding Fellows, board of directors and mentors who leverage their extensive knowledge base to assist enFocus Fellows in creating real-world solutions. Here is what some of these enFocus supporters have to say:

**"Through quality leadership, engaged business and community partners, a sustained commitment to developing talent and driving innovation — and an expanding geographic reach — enFocus will continue their key role in building a human infrastructure to strengthen our entire region."**

**Kate Lee**  
Executive Director of Education and Workforce  
South Bend Regional Chamber of Commerce

**"There is no greater satisfaction than to invest in creating the next generation of community leaders."**

**Mike Bieganski**  
Retired, SVP Information Technology, Bosch  
enFocus Board of Directors

**"At enFocus, academic preparation meets real-world application, empowering young professionals to help our community overcome our most complex challenges."**

**Gary Gilot**  
Community Volunteer and Mentor  
enFocus Board of Directors

**"enFocus has become an integral source of innovative and collaborative thinking. Our company has witnessed success after success as these young minds apply the education they have received to solving real-world problems."**

**Gary L. Neidig**  
President  
ITAMCO





# enFocus by the Numbers

The novel idea behind enFocus — matching graduates and young professionals to high-impact projects with regional organizations to bring about positive results — is one whose time has come. And the results are clearly apparent by the growth over the last decade in the number of Fellowships, Internships, projects, entrepreneurial activities — and successes!

## TALENT

Fellowships 160  
Internships 1,194

## INNOVATION PROJECTS

St. Joseph County 200  
Elkhart County 71  
Marshall County 15  
South Bend-Elkhart Region 26  
State of Indiana 2

## ENTREPRENEURSHIP

Startups 43  
Social Initiatives 65  
Grant Developments 42





Community Leaders: Next Generation. Advancement.

*Future leadership of the South Bend-Elkhart region starts with today's graduates and young professionals. That's why, for the past 10 years, enFocus has been matching a diverse group of recent graduates with high-impact innovation projects within regional organizations.*

*These professionals have been — or are — Fellows in the enFocus Fellowship program. While making impactful contributions to society, they're becoming the next generation of community leaders in the process. In so doing, the Fellows leverage and amplify the enFocus model. For example, the City of South Bend has been a partner since the inception of enFocus. Many Fellows have completed projects and accepted full-time positions with the City. Here are a few examples:*

Launching a Career in Public Service



What are the odds that a mid-size midwestern city would establish an innovation and technology department? And what are the odds that the first person to lead that department would be an enFocus Fellow? This is exactly what happened when the City of South Bend appointed Santi Garces, first as Chief Innovation Officer and later as Director of Community Investment.

Santi hails from Bogota, Colombia, and came to South Bend to attend the University of Notre Dame.

Santi graduated with bachelor's degrees in political science and electrical engineering plus a master's degree in entrepreneurship in science, engineering and technology. He and a group of classmates worked with civic and business leaders in South Bend to start enFocus. Local organizations, including the City of South Bend, funded Fellowships, which allowed recent graduates, like Santi, to work on innovation projects in South Bend.

enFocus partnered with the City of South Bend to focus on fleet optimization for the South Bend Fire Department and route optimization for the Public Works department. The results saved the city millions of dollars and led to Santi being hired as the City's first Chief Innovation Officer. In those roles, Santi implemented a city-wide performance management system. He also led projects that addressed strategic needs and improved the quality of services and the quality of the workplace in the city.

Fast forward 10 years — and an additional 10 Fellows have joined the city's team.



Bringing Planning Skills to City Hall



Meet Madi Rogers, the most recent enFocus hire at the City. When Madi Rogers was working towards a bachelor of science degree in biomedical engineering at Purdue University, she never imagined that she would be connecting students with essential resources, such as internship opportunities and internet connections, or saving a city tens of thousands of dollars.

Madi joined the staff of the City of South Bend 10 years after Santi Garces. As an enFocus Fellow in 2020, Madi worked in collaboration with Holy Cross College Career Development to administer and improve their internship program. She later led a team of Fellows and Interns to plan, process and distribute thousands of internet connections to South Bend Community School Corporation students and staff at a time when these connections were most essential.

Madi also led a team of Interns in inventorying more than 12,000 streetlights to improve the tracking of the city's infrastructure and propose plans for improved lighting, energy reduction and preventative maintenance. The results of the inventory saved the City thousands of dollars in the cost of these services alone.

Like Santi so many years before, Madi's enFocus Fellowship prepared her for her current role as the City of South Bend's Director of Civic Innovation. And the cycle continues: Kristen Smole, enFocus Fellow who became a Project Manager, is now the Assistant Director of Economic Development in the City of Elkhart.





# Connected Communities: Equip. Educate. Empower.

It's known as the 'digital divide.' Equitable access to reliable at-home internet connection and technology tools is considered one of the greatest barriers that face low socio-economic status individuals. Through longstanding partnerships, enFocus is collaborating with key institutions to bridge the digital divide in the South Bend community.

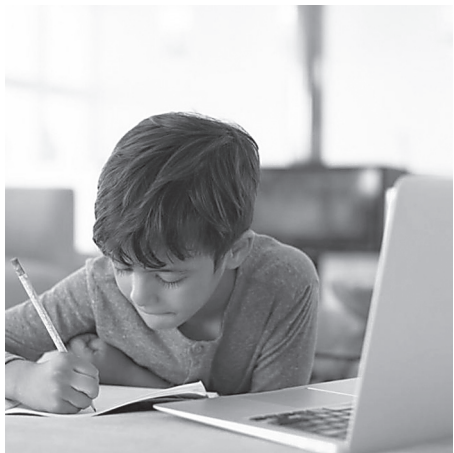
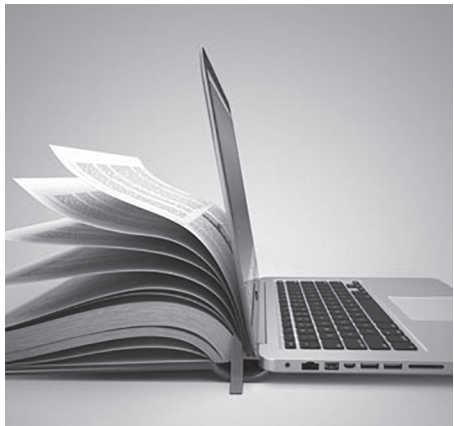
Data from the U.S. Census indicates that about 30 percent of South Bend residents do not have adequate broadband access or essential devices. This amounts to around 3,500 students who may struggle to participate in learning due to lack of access.

Together with the South Bend Community School Corporation, enFocus Fellows have been focusing on this issue for years. In 2018, Fellows collaborated with school district leaders to design and execute the distribution of more than 17,000 Chromebooks to students, bringing one-to-one learning to the district.

In 2019 and 2020, Fellows led an eLearning implementation plan, preparing the district for remote learning days in the event of bad weather. Fellows quickly adapted to meet the district's needs of extended remote learning when the pandemic changed the world in 2020.

Indeed, the pandemic exacerbated the need for internet-driven remote learning. Students couldn't attend online classes or complete online assignments. Rising to the occasion, the South Bend Community School Corporation, the City of South Bend, and enFocus banded together to build a new program, Citywide Classroom South Bend.

Launched through grant funding Citywide Classroom South Bend provides five years of free internet to qualifying students and staff. The provisions include portable hotspot devices or at-home broadband connections. Also, the ongoing partnership has created internet connections for more than 4,500 students and staff. Fellows developed, piloted and continue to manage the program and distribution from student applications to devices-in-hand. Fellows also perform data analysis on progress and impact, and oversee communications, ranging from building awareness to troubleshooting device issues.

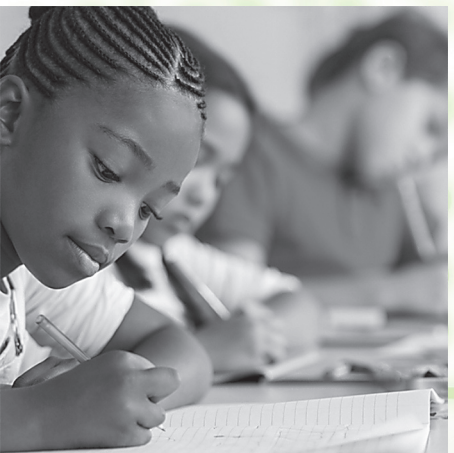


# In the Spirit of Continuous Impact, the Story Continues.

The partnership continues and is growing with South Bend Community School Corporation, the City of South Bend and the University of Notre Dame. enFocus' most recent initiative is establishing a ground-breaking private LTE network that will erect three towers in the City by fall 2022. This initiative places South Bend at the

forefront of cities working to create a connected community. Only a handful of mid-size U.S. cities have taken advantage of the lift of regulation on broadband that allows the establishment of private LTE networks for educational purposes.

Additionally, Citywide Classroom South Bend is growing and serving as a model for other school districts, including the School City of Mishawaka. All these initiatives are working to help bridge the digital divide!





Charting the Future: Civic Strategy. Leadership.

While growing into additional sectors, enFocus maintains a strong focus on where it started: the civic arena. In fact, enFocus Fellows are immersed in bringing technological innovations, business solutions and strategic planning to municipalities, educational institutions and nonprofit organizations.

The COVID-19 pandemic intensified the need for focused, technology-advancing, business-boosting expertise that enFocus Fellows provide. Here are two examples that illustrate how enFocus partnerships with civic organizations are helping those entities better serve their communities:

Downtown South Bend (DTSB).  
Refocused. Reimagined.

The pandemic provided significant challenges for DTSB, like many other organizations. As a non-profit, DTSB offers business services, event marketing and street-level services and amenities to the local community. Events were not being hosted and restaurants and related businesses were losing money. Many companies were still working remotely, and community partnerships took a nosedive. In addition, the organization was searching for a new executive director.

DTSB began a partnership with enFocus in which Fellows led the effort to create a new strategy. enFocus completed a comprehensive review of DTSB’s organizational and financial history. enFocus hosted focus groups and feedback sessions with key stakeholders and then created a strategic business plan. Then, DTSB asked enFocus to assist in the search for a new executive director.

DTSB former Board President, Rob Declene, was delighted with the assistance of enFocus. “We were able to...hire our new director and identify a business plan that will be a great...resource for...the organization’s success and growth,” he said. Rob added that it was the right time and place for DTSB to contract with enFocus, as an outside perspective, to help the organization move forward in a more effective way. “It’s been exactly what we needed,” he said.

YMCA of Greater Michiana. Redefine. Redirect.

The forced isolation, uncertainty and economic devastation triggered by the COVID-19 pandemic nudged the YMCA of Greater Michiana to seek a course correction. And enFocus helped the organization chart a new course.

“This past year has been full of hardships and led to challenges that we have never faced before as a community,” said Mark D. Weber, CEO of YMCA of Greater Michiana.

Weber said he thought it was of the utmost importance to take the time to evaluate community needs, determine the organization’s direction and align itself to maximize outreach and impact in the coming years.

An enFocus team led the creation of the strategic plan. Creating the plan involved listening to the community through surveys, focus groups and discussions with community partners. The process also elicited extensive self-reflection concerning how the YMCA could provide even better services to the communities it serves.

The three-year (2021-2024) plan provides the direction and guiding strategies the YMCA intends to follow to build organizational strength while rebounding from COVID-19 and growing new programs and services across the community. These elements will help the YMCA of Greater Michiana continue to support healthy living, develop youth and provide equitable service to all.

Why is the creation of a strategic plan for civic partners significant? “Because a fresh perspective and the time taken to focus on the right issues will increase the impact of the organization on its constituents,” observed Andrew Wiand, enFocus Executive Director.





# Charting the Future: Industry Productivity. Solutions.

The South Bend-Elkhart region is charting a new course of economic development, productivity and entrepreneurship, and enFocus is partnering with regional businesses, entrepreneurs, state and local government plus funding agencies to help fuel the resurgence.

In recent years, enFocus has been increasingly developing partnerships with organizations in Elkhart and Marshall counties and expanding its presence beyond St. Joseph County. While St. Joseph and Elkhart counties share a border, their economies are vastly different. For example, manufacturing represents nearly 40 percent of the economy of Elkhart County, compared to 17.5 percent in St. Joseph County.

Elkhart is widely known as ‘the RV capital of the world.’ Today, the county has rebounded from the Great Recession of 2008 when it had the highest unemployment rate in the country. In fact, an April 2022 *Wall Street Journal* article said that Austin, Texas and Elkhart share top ranking as the best metro markets in the United States.

Elkhart County is continuing to grow! But differently. “Elkhart’s economy is surging even through the pandemic, and the need to implement automation and hire more workers is greater than ever,” observed Andrew Wiand, Executive Director of enFocus.

The organization has significantly grown its presence in Elkhart County and has recently established an Industry Fellowship program to support the University

of Notre Dame’s iNdustry Labs. The partnership was catalyzed by a \$42.4 million grant awarded to Notre Dame in 2019 from Lilly Endowment Inc. to establish the Labs for Industry Futures and Transformation (LIFT) Network. Through this work with iNdustry Labs, enFocus has partnered with 13 Elkhart companies on 48 projects that are forecasted to generate at least \$40 million in gains to these organizations over the next three years. enFocus Industry Innovation Fellows have also helped secure close to \$1M in federal matching grants to increase implementation of technologies for regional businesses.

Recent work with an Elkhart County manufacturer\* illustrates enFocus’ aim of empowering talent to drive innovation through business and technical improvements. The enFocus Industry Innovation team worked collaboratively with iNdustry Labs’ Engineers-in-Residence and the manufacturer to increase production efficiencies at the factory.

Through a series of studies at multiple stations in the plant, the team of Fellows pinpointed several areas to further optimize efficiency. Working with leadership and operators, the team performed value-stream mapping and collected operation cycle data. The analysis provided the company with data to inform adjustments to further increase throughput in the short-term. The data also showed how enhancements to line automation and improved inventory tracking could generate additional, significant return on investment.

The manufacturer has since expanded the breadth and depth of projects being completed by iNdustry Labs and enFocus. In the words of Andrew Wiand, “When you help the private sector — particularly manufacturers — you help the entire community grow at an even higher rate.”

\*Sponsor name removed for confidentiality purposes.





# Opening New Doors: Innovation. Incubation. Impact.



The South Bend-Elkhart region has a long history of innovation and entrepreneurship — from the manufacturing of Oliver plows in the 19th century to Studebaker automobiles and the burgeoning RV industry in the 20th century. Now, enFocus Fellows are partnering with area inventors to bring 21st century products and technologies to market.

Opening the doors to the development of novel products, programs and services is a key component of the enFocus mission. In fact, Fellows receive dedicated time to explore new solutions that can solve problems in local organizations and/or help companies build capacity and growth. The emergence of Frost Technologies and the advancement of R&D activities for Polar Clean exemplify the role enFocus plays in helping to bring novel solutions to market.

## Frost Technologies: Reducing Snow Clearing Costs and Enhancing Safety

How do municipalities decide when to send out salt trucks and what combination of substances to spread on the roadways during the winter? Frost Technologies Advanced Infrared Monitoring System (AIMS) gives street maintenance personnel accurate, real-time answers.

The system is the brainchild of University of Notre Dame engineering graduate, Brad Tener. Brad developed the concept in a partner internship program at the University of Notre Dame Center for Civic Innovation and worked to pilot, test and scale his solution during his time at enFocus. He then accelerated his idea through the University of Notre Dame IDEA Center.

About the size of a football, the AIMS device is mounted onto roadside posts, up to 50 feet above the pavement. The system relays road pavement temperatures, air temperatures, dew points, relative humidity and photos back to the municipality or a mobile device every 20 minutes.

As a result, maintenance officials can determine when to dispatch crews to prep roads for a pending snow or ice storm or to clear roads during or after a weather event.

The relatively low cost of AIMS — about \$2,000 versus about \$20,000 for a less accurate system — allows for more devices to be deployed. As municipalities have much more variable and dynamic road conditions than county agencies, the increased measurement density makes Brad Tener’s creation especially appealing to municipalities.

AIMS devices are currently in use in over 40 cities across the United States and Canada. Also, city leaders have given the system high marks. South Bend Public Works Director Eric Horvath said, “It’s not merely about saving staff and salt costs. It’s also about saving lives and reducing accidents.”



## Polar Clean: Providing Effective, Environmentally Friendly Cleaning

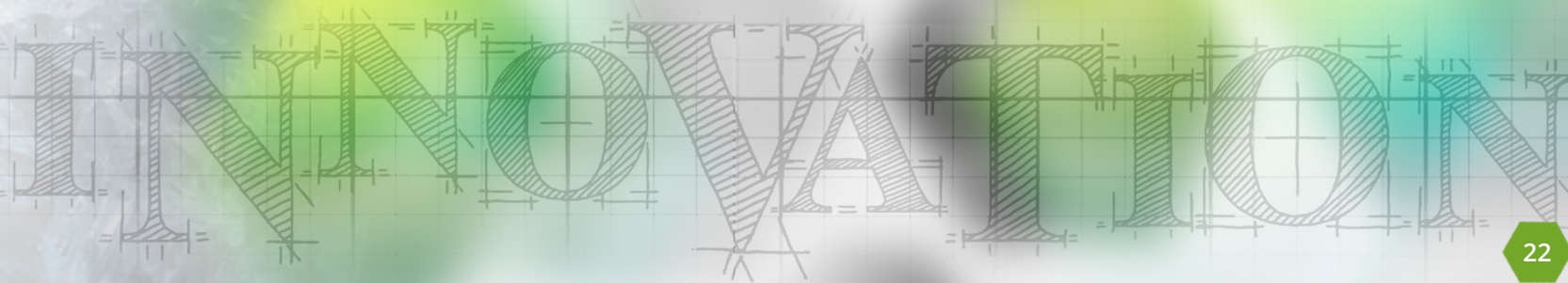
Imagine a sand blaster that cleans grimy surfaces with dry ice instead of sand. That’s the essence of Polar Clean, a local company that worked with enFocus to support its effort to expand its products to other markets, including the federal government.

Polar Clean uses particles of dry ice that are sprayed at a high velocity onto surfaces being cleaned. Unlike competing media — such as sand and chemicals — dry ice is non-abrasive. It changes from solid to gas upon impact. So, it does not damage items being cleaned or create secondary waste. This means companies that work with Polar Clean will have a lower equipment downtime as there is less secondary waste to remove following the cleaning operation. Also, unlike solvents, Polar Clean will not damage the atmosphere.

Polar Clean partnered with enFocus to pursue federal funding opportunities through the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) award programs. enFocus worked with community partner, Third Coast Federal, to help Polar Clean identify applications of its proprietary cleaning system that solve problems for units across the U.S. Department of Defense. Joe Sergio, Founder of Polar Clean, embraced the new market opportunity and encouraged pursuit of the right federal awards. After collaborative planning and matching towards the strongest opportunity, Polar Clean was paired with two different universities to develop and test new features of their technology. The result of the partnership created \$100,000 in two successful STTR awards, which led to the opportunity to pursue a Direct to Phase II application of nearly \$1M.

Polar Clean represents one example of enFocus Fellows’ successful support of local organizations in securing funding and advancing intrapreneurial projects. In just 24 months, the collective grant development efforts of Fellows have alone secured more than \$6M in grants for partners. Recent success has been in support of covid-related grants, SBIR/STTR funding and Indiana Economic Development Corporation’s Manufacturing Readiness Grants through Conexus Indiana.

Mitch Landess, Vice President of Innovation and Digital Transformation at Conexus Indiana pointed out in a *South Bend Tribune* op-ed that enFocus is “helping businesses in the South Bend-Elkhart region identify and tap into solutions found just down the road rather than on the other side of the country or overseas.”





# It's All About Making a Difference!

At the heart and soul of enFocus, Fellows and Interns are not just helping to improve the efficiency, profitability and performance of the partner organizations in which they work — they're improving the quality of life of the region as well.

Fellows represent top-tier talent. In this regard, David Murphy, head of the ESTEEM program at the University of Notre Dame observes, "enFocus Fellows are the types of students who are looking at job offers from Google, Apple, IBM, Intel and other big tech companies where they could get paid a lot more." Yet, these top graduates choose to begin their careers with enFocus.

The Fellows are a diverse group, representing a myriad of backgrounds and experiences. While most are from

the United States, many are from overseas. What's more, the Fellows and Interns reflect a variety of specialties – from engineering to technology, medical-related training to the humanities.

Solving complex problems and effecting positive results in civic and industrial organizations in the region are a small part of the contribution enFocus Fellows are making to the region. They've also become members of the community, and as such are enhancing the region's quality of life.

As David Murphy notes, "Fellows are thriving in our region. As young professionals, they're creating their own stories, building their own brand." He also pointed out that 70 percent of Fellows are remaining in the region or within Indiana.

# What are Fellows saying about their experiences with enFocus?

// It's not just a job. We actually make a difference every day through our work."

"My experience at enFocus is energized, varied, supportive and super educational."

"I worked with one of the most booming industries in the U.S. The experience helped me develop as an engineer and at the same time help the community."

"It is tremendous working with local organizations, helping to solve problems and looking at their situation from a fresh perspective."

"There is never a day I have not learned something new."

"enFocus definitely helps you find what you love doing and what you want to do later in life."

"I never expected to be in the South Bend area, but I am really glad I am here."

"I have made friends with people from different backgrounds and experiences." //





# To All Our Stakeholders: A Big Thank You!

With 10 years in the rearview mirror, enFocus wishes to express gratitude to all past and present Fellows, Interns, mentors, organizational partners, foundations, financial supporters and well-wishers.

Since our founding, we have amassed an impressive record of success. Among our accomplishments, we have grown from seven Fellows to 50 employees and expanded our portfolio from civic organizations to industrial entities as well. We have also extended our involvement from St. Joseph County to include Elkhart and Marshall Counties.

We are thrilled to have been an integral part of the effort of driving this region's economy forward. Indeed, there is room for all involved to be proud of what has been achieved collaboratively.

The leadership of enFocus expresses a big thank you to the Fellows and Interns who have chosen to launch their careers with us and to the seasoned professionals who serve as mentors to our Fellows. Our Board of Directors also deserves a big thank you for providing the organization with excellent direction and feedback.

We also thank our civic, non-profit and industrial partners who have sponsored projects and retained our talented Fellows and Interns. Working together, we've been able to deliver innovation in those organizations and achieve results including improved efficiency, increased productivity and acquisition of funding for business startups.

In addition, we owe a debt of gratitude to the foundations and other benefactors who believe in our model and support our program.

We look forward to the next decade of attracting talent and driving innovation. And we invite your new or continued involvement — as a Fellow, Intern, mentor, board member, sponsor, partner organization, financial contributor or in other creative ways you can help advance our mission.

*Great results await you  
as part of the enFocus team!*

THANK YOU

## Board of Directors and Advisors

- |                   |                  |
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# *en*focus

Vision

Strategy

Community

Focus

Innovation

Our Vision is Clear.  
Our Future is Bright!

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