

The background of the entire page is a close-up photograph of architectural blueprints. A wooden ruler is placed diagonally across the center, and a black and yellow pen lies on the right side. The blueprints show various lines, curves, and text labels such as 'SC20WC', '77820', and '3000'.

Economic Development Corporation of Wayne County

2013 Annual Report

500 South A Street, Suite 2 • Richmond, Indiana 47374 • 765-983-4769

2013 OVERVIEW



It was my pleasure to serve as chair of the EDC Board of Directors in 2013. I was excited to be able to work with Valerie Shaffer as she began her new role with the EDC as president. Valerie brings to the organization a level of knowledge about economic development, along with a passion and dedication for the community that means much more than just her personal success or the success of the

organization. It means the success of the community she loves and calls home.

But Valerie can't do it alone. She has a dedicated and fantastic staff with Renee Doty as Manager of Community Affairs and Alaina Geres as Development Coordinator. Both work alongside Valerie to make sure the EDC is well represented to both community members and site selectors. In support of staff we also have a great board of directors that represents the business community. These volunteers have given of their time and talent to help make decisions and develop a strategic plan that will guide the EDC into the future.

During 2013 we worked with elected officials to determine a plan of action and scope of work for the strategic plan. After a thorough selection process, the EDC engaged

the strategic planning firm, Ady Voltedge. Much of the year was spent working on the various sections of the plan, including conversations and interviews with many community and business leaders in the process. In January of 2014 we shared the strategic plan with the entire community. The refining process continues as we develop a plan that will take us into the future.

While we were working on the strategic plan business development activity did not stop. Feeling a need from elected officials and from the business community, the EDC worked to put guidelines into place regarding the types of projects that would be considered for Economic Development Income Tax (EDIT) grants. The guidelines still allow us to maneuver with flexibility, but also help guide those who are interested in pursuing EDIT grants to know ahead of time what is involved and required.

The EDC partnered with six companies in 2013. Details about these projects are included in the annual report so I encourage you to read about them to learn what was involved with each company. As a whole, these projects represent our commitment to not only market Wayne County to new companies, but to take care of the companies who have already decided to call Wayne County home.

We had a very productive 2013 and look forward to an even more successful 2014.

Sincerely,
Tracie Upchurch

2013 PROJECT SUMMARY

Projects Completed	6
New Job Commitments	251
Jobs Retained *	203
Related Payroll	\$14,262,943
New Private Investment	\$16,350,666
EDIT Incentives Awarded	\$550,000
EDIT Incentives Awarded per Job	\$1,211
Public/Private Leverage	\$1.00/\$29.73
Total EDIT Expenditures (Incentives and Administration)	\$857,494
Public/Private Leverage with Administration	\$1.00/\$19.07

Graph shows data collected on projects, incentives and investment for 2013.

*Claimed only if there was a threat of losing the company.



Janet Ady of Ady Voltedge shares the strategic plan at a community event.

BUSINESS DEVELOPMENT

The EDC wrapped up 2013 closing six projects involving local companies. Those projects were driven by expansions at local facilities or retention of companies in Wayne County. Projects were diverse and included such industry sectors as food processing, casket manufacturing, agri-business and professional services.

Purina Animal Nutrition, an animal feed and supplement manufacturer, needed to expand their test diet operation and found a site to accommodate their needs in the former Coca-Cola distribution center in Richmond. The company also upgraded lines at their other Richmond location. Both of these projects are part of a multi-year capital improvement effort expected to result in an investment of \$7.95 million. Eight new jobs are expected to be created. The EDC provided the company with an \$85,000 Economic Development Income Tax (EDIT) grant. The grant will be used for costs related to the purchase and installation of new manufacturing equipment, the relocation of existing equipment, and construction costs associated with renovations at the new location.

Maxwell Milling of Indiana, a division of Goldsboro Milling Company, expanded their grain storage capacity by adding two new storage bins at their facility on State Road 1 near Hagerstown. The company plans to invest \$1.7 million in the project that includes the construction of a 24 by 70 foot receiving building with two 125,000 bushel grain storage bins. The company also plans to create five new jobs. Maxwell Milling processes grains and minerals for production of swine feed. The expansion will increase production from 3,200 tons of finished feed per week to 5,000 tons per week. The expansion will also allow the company to increase the amount of grain purchased from Indiana farmers. The EDC provided an EDIT grant of \$35,000 to assist with capital improvement costs.

Paragon Caskets, Inc., a locally owned national distributor for several casket companies purchased Romark Industries Inc., a manufacturer of custom steel caskets located in Richmond. The purchase of Romark allows Paragon Caskets to become a manufacturer of custom caskets targeting customers within a 100 mile radius of Richmond while still maintaining their nationwide distributorship. This purchase also ensured that Romark remained local. The project will create 11 new jobs and retain 29 existing jobs between the two companies. The EDC assisted with the project by providing an EDIT grant of \$30,000 to purchase new equipment needed to improve the manufacturing operation and provide training for employees.

Matthews International Corporation, manufacturer of cremation products, needed to relocate from their facility located at 1010 Industries Parkway. The company could have moved the wood manufacturing operation to a plant in a different state, but through renovations and streamlined operations the wood division was able to locate in the same building as the metal division and remain in Wayne County. This project resulted in an investment of \$940,666 by the company and the retention of 44 jobs. An EDIT grant of \$75,000 was provided by the EDC to assist with the project. The grant will be used for renovations, installation of equipment, and extensive training for employees to upgrade skills, increase operational efficiency and to learn new manufacturing strategies as a result of the consolidation.

Finance Systems of Richmond is a family-owned accounts receivable management firm that's been located in Richmond since 1955. The company was growing and needed a new location to allow for the increase in operations and staff. They were able to find more space in a former restaurant building. The EDC provided an EDIT grant of \$25,000 to be used toward training for employees, renovations of the new location, and the purchase and installation of new IT equipment and furniture. Finance Systems of Richmond has pledged to invest \$1.55 million and create 43 new jobs by the end of 2016. The new, larger building will allow the company to experience significant growth and more than triple the size of its workforce.

The Stride Rite Corporation, a division of Wolverine Worldwide, is in the process of relocating and expanding their Customer Service and Shared Services operations into a single state-of-the-art facility to support the company's strong growth in both its wholesale channel and direct-to-consumer sectors. Competition between Richmond and locations outside of Indiana was intense. The company ultimately made the decision to remain in Richmond leasing space at 1400 Industries Road. The company plans to invest over \$3 million and will include the retention of 130 full-time jobs and the creation of up to 184 new, full-time jobs by the end of 2017. In order to bring the project to fruition it took the collaboration of the City of Richmond, the EDC, and the Indiana Economic Development Corporation. The new Stride Rite location is currently owned by the City of Richmond. The property will be leased to the company. In order to accommodate the company's needs, the City will be investing \$2.5 million in Certified Technology Park Funds to retrofit the building and expand parking on site. The EDC also provided a \$300,000 EDIT grant to assist with renovations, training for new employees, and the purchase of new IT equipment.

EDC STRATEGIC PLAN

Work on a new strategic plan for the EDC was done throughout much of 2013. Stakeholders from a broad cross section of Wayne County demonstrated their interest in the success of the initiative by participating in the strategic plan process. Over 375 responses were received from people who participated in one-on-one interviews with the consulting team or in an online survey. In addition, numerous EDC board and committee members, as well as other civic leaders and elected officials, shared their input each step of the way.

Ady Voltedge was the planning and economic development firm chosen to assist with the development of the plan. Their prime directive was to help develop a strategic plan that creates a vision for the future, as well as a game plan for establishing a more efficient and resourceful organization leading to a more revitalized economy.

Definition of Economic Development for the EDC

The purpose of this discussion was to gain a greater understanding of the roles played by various economic development organizations in our county and to define where the EDC was equipped to be the lead organization and where the EDC should play a supporting role.

This project confirmed that the core of the EDC's efforts should continue to be:

- Business development, weighted toward business retention and expansion, but also including business attraction and recruitment
- Marketing and communications to multiple internal and external audiences
- Industrial park development
- Growing the skill level of the workforce

Key elements were identified that should explicitly be included in the definition of economic development for the EDC:

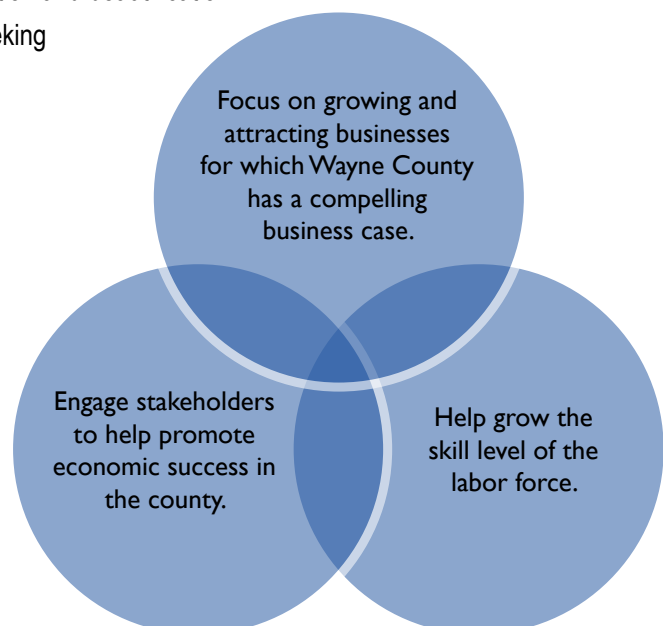
- Overseeing inclusion in regional economic development efforts for Wayne County
- Ensuring an adequate property inventory to include available buildings and sites

The following were some of the key elements that were explicitly excluded in the definition of economic development for the EDC. Note that these are still valid initiatives, but not initiatives under the leadership of the EDC. The EDC will only play a supportive role in:

- Doing adaptive re-use of old buildings and/or historic preservation and beautification
- Working with retailers on location decisions and/or actively seeking new retail development opportunities
- Tourism
- Entrepreneurialism

EDC Goals

Through the strategic planning process, we developed three goals in which the EDC is to specifically work on over the next 5 years. In order to accomplish these three goals, economic growth strategies and tactics have been identified with specific details regarding who is responsible for accomplishing these tasks and a timeline to complete them. This will provide the EDC with a work plan each year for the next five years. The three goals are interlinked to demonstrate that one is not more important than the others.



Economic Growth Strategies

Organizational Capacity

- Funding
- Leadership development
- Community engagement and support

Programs and Initiatives

- Business retention and expansion (BRE)
- Business attraction
- Labor and education

Physical Infrastructure

- Property inventory
- Infrastructure

Business Environment

- Streamlining processes
- Quality of place attributes
- Access to capital

Key Performance Indicators

Key performance indicators will be used to track efforts towards reaching the identified goals in the strategic plan. These indicators will not only track EDC activity, but also the overall outcome of our activities on the Wayne County economy that our efforts are intended to improve.

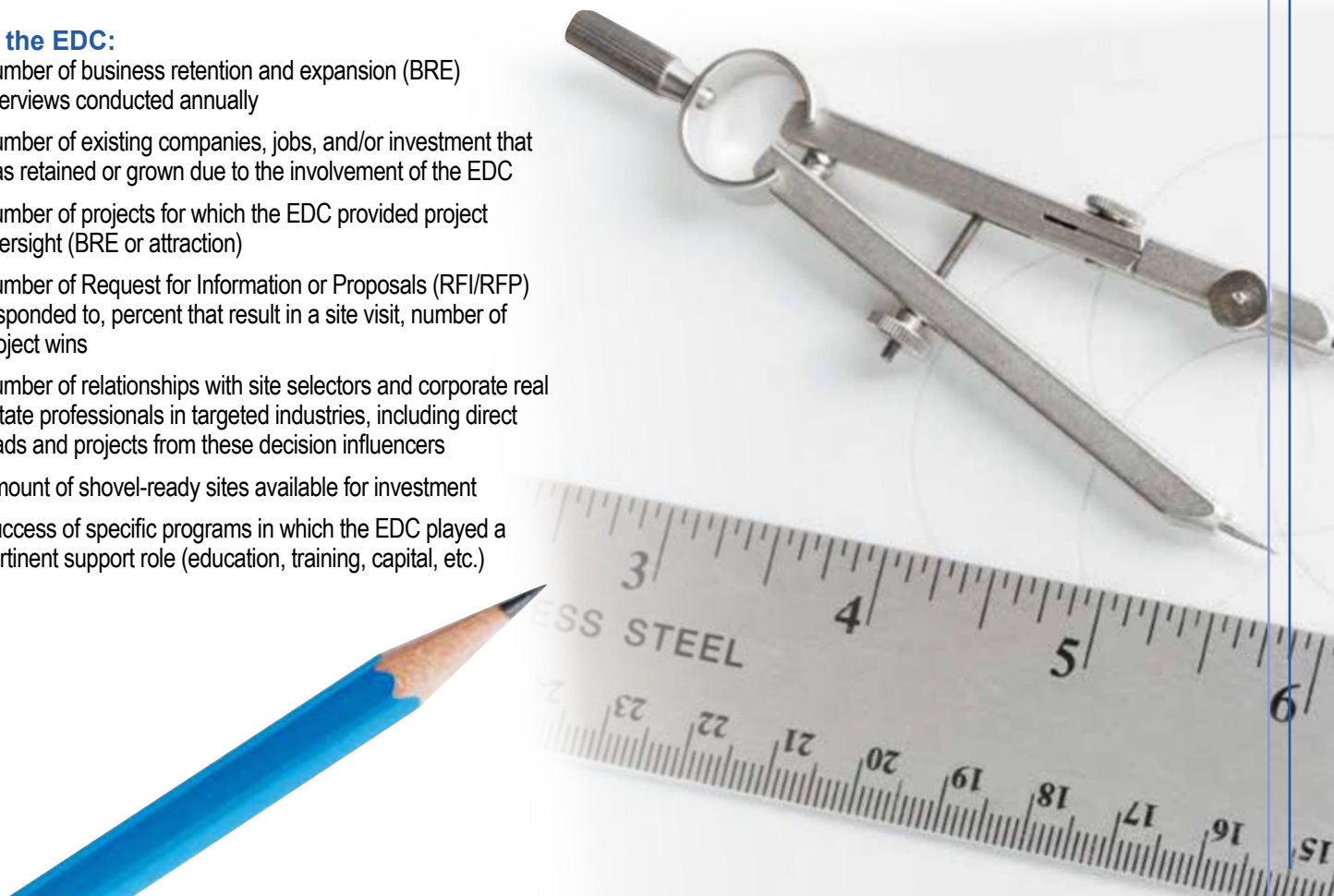
For the EDC:

- Number of business retention and expansion (BRE) interviews conducted annually
- Number of existing companies, jobs, and/or investment that was retained or grown due to the involvement of the EDC
- Number of projects for which the EDC provided project oversight (BRE or attraction)
- Number of Request for Information or Proposals (RFI/RFP) responded to, percent that result in a site visit, number of project wins
- Number of relationships with site selectors and corporate real estate professionals in targeted industries, including direct leads and projects from these decision influencers
- Amount of shovel-ready sites available for investment
- Success of specific programs in which the EDC played a pertinent support role (education, training, capital, etc.)

For the Wayne County Economy:

- Level and percent increase in average wages
- Level and percent increase in per capita income
- Level and percent increase in educational attainment for residents
- Level and percent increase in educational attainment for graduates of local higher education institutions
- Level and percent increase in the local tax base (total assessed value)
- Diversity of employer base
- Employment retention/growth relative to index (i.e. whether Wayne County is maintaining or growing market share in a specific target industry at a level equal or above the national average)
- Time required to go through public approvals for incentives provided to companies investing in Wayne County
- Awareness and positive perception of Wayne County among stakeholders and residents
- Awareness and positive perception of Wayne County among decision makers and influencers

The strategic plan is a blue print for our future. It won't be easy and it won't be accomplished overnight. But it is a viable way forward that, with the support of the community, will result in a brighter future for Wayne County residents. The complete strategic plan can be found at www.edcwc.com.



WORKFORCE TRAINING INITIATIVES

Manufacturing Matters

Like many communities throughout the United States, Wayne County's industry faces a skills gap challenge. In order to address the issue, the EDC partnered with Ivy Tech Corporate College, the Wayne County Area Chamber of Commerce, and WorkOne, the state's employment office, as well as several regional community and economic development organizations, to create Manufacturing Matters. Manufacturing Matters is a fast-track training program for East Central Indiana.

We started with a survey of Wayne County employers to help identify the skills that were missing to better gauge the type of training needed. Based on survey results, and additional engagement with local manufacturers, training was developed around the Certified Production Technician program. Students learn about manufacturing processes, equipment, safety, quality, and employability skills in the ten week class. Once completed the student is able to test to become a Certified Production Technician, a nationally recognized manufacturing credential issued by the Manufacturing Skills Standards Council.

Manufacturing Matters partners worked to find funding opportunities in order to provide scholarships to qualified students. Scholarships valued at \$2,600 are provided to students who are able to complete WorkKeys testing and score at the Silver level or higher, take part in an interview for consideration, commit to the training schedule, and successfully pass a drug test. The EDC worked with county elected officials to set aside \$26,000 of consolidated EDIT funds in 2013 for the scholarship fund. Many other partners in Wayne County and the East Central Indiana region committed to fund scholarships as well.

The first Manufacturing Matters class graduated in January of 2014 with a job fair and ceremony to mark the occasion. The program was awarded the Partnership in Education Award by the Wayne County Area Chamber of Commerce and also received recognition from Congressman Luke Messer in the House of Representatives. The EDC is proud of the success Manufacturing Matters has experienced.

ACT Work Ready Community Certification

Following the submission of a successful application, Wayne County was selected to participate in ACT's pilot program for county-level Certified Work Ready Communities (CWRC). This national effort, led by ACT, provides a framework for states, regions and communities to build an economic development and community based approach in certifying the current and emerging workforce for National Career Readiness Certificates (NCRC) which are designed to measure and close skills gaps among workers and job seekers. Certification is achieved through successful completion of WorkKeys assessments, a series of tests measuring foundational and soft skills. Many groups benefit when their states, regions or counties participate in the Work Ready Communities initiative:

- Business and industry learn what foundational skills are needed for a productive workforce and can easily communicate their needs to job seekers.
- Individuals can understand what skills employers require and how to prepare for career success.
- Policymakers can consistently measure skills gaps in a timely manner at national, state and local levels.
- Educators can close skills gaps via tools integrated into career pathways with stackable, industry-recognized credentials.
- Economic developers can use an on-demand reporting tool to market the quality of their workforce.

The EDC is pleased to participate in the pilot which was spearheaded by Reid Hospital and Health Care Services Economic Development Task Force. A cross-agency leadership team comprised of representatives from economic development, workforce development, K – 12 and post-secondary education, the business community, and elected officials are working on strategies that will help reach the goal of becoming a Certified Work Ready Community.



Graduates from the first class in the Manufacturing Matters program. www.manufacturingmatters.info

ECONOMIC DEVELOPMENT PARTNERSHIP AWARD

The EDC often partners on projects or initiatives with other organizations throughout our community. We will begin recognizing our partners who have worked with us to increase economic opportunity and potential in Wayne County. This new award will be called the Economic Development Partnership Award.



This year we would like to recognize our partnership with Ivy Tech Community College. Ivy Tech is a great partner in community-wide economic development efforts by providing many educational and training opportunities for Wayne County's workforce to improve and strengthen their knowledge and skill base. Additionally, faculty and staff play an integral role in many economic development and community initiatives. The EDC partners with Ivy Tech on many fronts. We work closely with Corporate College at the Richmond campus on a new training initiative, Manufacturing Matters. Executive director, Kim Thurlow and her staff play a key role by providing the training for students participating in the program. Nancy Green, manager of external relations, is Richmond Mayor Sally Hutton's appointee to the EDC Board of Directors and is currently serving as vice-chair. Ron Oler, professor and program chair of the Office Administration and Paralegal Studies Department, is a Richmond Common Council member and is Common Council's liaison to the EDC. Jeff Plasterer, the executive director of Ivy Tech's Connersville Instructional Center, is a member of Wayne County Council and is their liaison to the EDC. Nancy, Jeff and Ron all played vital roles in the development of the new EDC strategic plan by serving on our strategic planning committee and devoting countless hours to the process.

Both Ivy Tech's professional and volunteer efforts of their faculty and staff are integral to the success of our community. We would like to thank them for their continued commitment in helping to improve our local and regional economy.

SPECIAL THANK YOU



The EDC would like to recognize outgoing board member Kevin Ahaus. Kevin has served a total of 9 years on the EDC Board of Directors. He was first appointed to the board in 2001 serving a three-year term as an appointee of the Mayor of Richmond. He was appointed to the EDC board for a second time in 2008 as a representative of the Wayne County Area Chamber of Commerce, and in that role has served two consecutive three-year terms which concluded in 2013. During Kevin's time on the EDC board he has served in many capacities including 2010 chair of the board; committees including Executive, Marketing, Finance, Personnel and Industrial Park; and on the Incubator Taskforce.

Kevin's contribution to the EDC has been invaluable from both his experience as the president of Ahaus Tool and Engineering, Inc. and through his many other roles in the community and the state. He is the vice chair of the Ivy Tech Community College of Indiana Foundation and a member of the Purdue College of Technology Richmond Advisory Board. Additionally he is an active member of the Wayne County Area Chamber of Commerce. He is also on the board of the Indiana Manufacturers Association and the Indiana Tooling and Machining Association. Formerly, Kevin served on the Ivy Tech Community College State Board of Trustees.

The EDC has been lucky to have had Kevin's participation during his time on the board. While he will be missed, we hope he won't be a stranger. We want to take this opportunity to say thank you for all you have done for the EDC and the Wayne County community.

OUR COMMUNITY PARTNERS IN ECONOMIC DEVELOPMENT

The EDC would like to thank our community partners who contribute a portion of their EDIT tax revenue to county-wide economic development.

Cambridge City

Centerville

Economy

Hagerstown

Milton

Mount Auburn

Richmond

Wayne County



EDC BOARD OF DIRECTORS AND THEIR APPOINTING ENTITIES

2013 Officers

Chair – Tracie Upchurch (Wayne County Area Chamber of Commerce)

Vice Chair – Jim Cohen (Cambridge City Town Council)

Treasurer – Lee Elzemeyer (Wayne County Commissioners)

Secretary – Nancy Green (City of Richmond, Mayor)

Past Chair – Mark Smith (Centerville Town Council)

2013 Board

Kyle Clark (Wayne County Commissioners)

John Meredith (Wayne County Council)

Brett Guiley (Richmond Common Council)

Gary Hackman (City of Richmond, Mayor)

Johnnie Barrett (Centerville Town Council)

Robert Warner (Hagerstown Town Council)

Kevin Ahaus (Wayne County Area Chamber of Commerce)

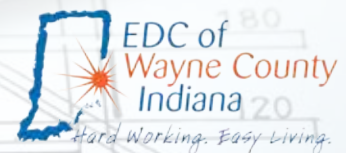
Paul Witte (Wayne County Area Chamber of Commerce)

Staff

Valerie Shaffer – President

Renee Doty – Manager of Community Affairs

Alaina Geres – Development Coordinator



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