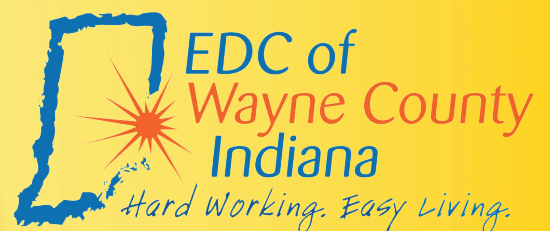


2014 Annual Report



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



www.edcwc.com

OVERVIEW - Jim Cohen, 2014 Chair



First and foremost, I would like to thank the board of directors for offering me the opportunity to serve Wayne County as the 2014 Chairman of the Board of the EDC. It is a distinction that I will cherish for a long time to come. Additionally, I would like to thank the staff and members of the board for their cooperation, diligence, and

commitment to task in their service to our community during my tenure. I am pleased to report that 2014 was a very productive year for the EDC. By following the 2014 Work Plan, which was based on the 5-year strategic plan created in 2013, the EDC was able to make significant progress.

Through outreach programs on several fronts, the EDC strengthened existing community partnerships, developed a regional alliance, and made new contacts on both national and global levels. Building on work begun in 2013, the EDC, along with WorkOne, Ivy Tech Community College, and the Wayne County Area Chamber of Commerce took Manufacturing Matters from the germ of an idea to a solid, successful, nationally credentialed program that is producing work ready employees for Wayne County's industries. A more forward thinking approach to developing an educated

and skilled labor force is the EDC's work toward earning the ACT Certified Work Ready Community designation. The Work Ready Community process uses strategies that link workforce development needs of the area's employers directly to the specific educational and skill development necessary for each job, and helps to match potential employees to jobs based on their skill levels. Another local partnership that we have nourished is the Food Business Council. This is an active group that is comprised of all seven food companies located here in Wayne County and meets quarterly to discuss topics of interest and issues that concern their industry.

The EDC reinforced its position as a regional player and extended the ability to gain wider recognition of site selectors by joining the East Central Indiana Regional Partnership, formally known as Energize-ECI. Under the new leadership of Richmond native Mindy Kenworthy, the regional partnership is providing marketing collaboration for ten counties through a new website and new marketing tools in an effort to develop project leads. Additionally, by participating in regional and national events hosted by organizations like the Indiana Economic Development Corporation, Indiana Municipal Power Agency, Hoosier Energy, Mid-American Economic Development Council, Site Selectors Guild, Industrial Asset Management Council and Indiana Economic Development Association we have effectively enhanced our visibility beyond our local region to include the state and national stages. We've begun to expand our global presence through our affiliations with the German American Chamber of Commerce and the Japan American Society of Indiana.

By the end of 2014, the EDC helped facilitate 6 projects representing \$45.8 million in new, private investment. Even though the Sugar Creek and Wolverine projects date back to 2012 and 2013 respectively, both paid significant dividends in 2014. Wolverine's move into its new shared services facility resulted in over 100 new jobs created in 2014. The Sugar Creek project started out as a \$27 million investment with an intended 70,000 square foot expansion. Instead, in 2014, Sugar Creek amplified the plan for their new Cambridge City plant into an over \$100 million, 300,000 square foot, state-of-the-art facility, slated to become operational in the summer of 2015.

Finally, as we move into a new year, following a new work plan based on our 5-year strategic initiative, I have every confidence that the EDC will continue to develop the new skills, capacities, and relationships necessary to help boost Wayne County's economy.

2014 PROJECT SUMMARY

New Job Commitments	247
Jobs Retained *	84
Total Annual Payroll	\$11,488,725
Average Wage per Hour	\$16.69
New Private Investment	\$45,843,933
Total Incentives Awarded	\$1,212,000
TIF Incentives Awarded	\$1,011,000
EDIT Incentives Awarded	\$201,000
Incentives Awarded per Job	\$3,661.63
Public/Private Leverage	\$1.00/\$37.83
Total Expenditures (Incentives and Administration)	\$1,634,273
Public/Private Leverage with Administration	\$1.00/\$28.05

Graph shows data collected on projects, incentives and investment for 2014.

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

ECONOMIC DEVELOPMENT PARTNERSHIP AWARD

The EDC often partners on projects or initiatives with other organizations throughout our county or region. Each year we like to recognize a partner who has worked with us to increase economic opportunity and potential in Wayne County.

This year the Economic Development Partnership Award goes to three entities that work closely together to strengthen the skills of East Central Indiana's workforce: the Region 6 Workforce Investment Board (WIB); the Alliance for Strategic Growth (ASG); and WorkOne in Wayne County.

Together these three entities, through their relationship with the Indiana Department of Workforce Development, provide oversight, management and delivery of services that assist employers with their hiring and training needs and help individuals strengthen their employment potential. The Region 6 WIB provides oversight and guidance to assist ASG in setting direction for programs and initiatives carried out at the local level by WorkOne.



In 2014, both ASG and WorkOne staff were integral to efforts to develop Manufacturing Matters and to assist in organizing our efforts to pursue the Certified Work Ready Community designation. They continue to have important roles in both initiatives. WorkOne staff are also integral members of the site visit team assembled when site selectors and company representatives come to evaluate our community for new projects and expansions.

These three entities work together to assist in preparation of the region's workforce based on the demands of employer needs and worker skills. Their efforts on behalf of workforce development 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 Gary Hackman for his extended service on the EDC Board of Directors. Gary was appointed to the board in 2006 by Richmond Mayor Sally Hutton as a replacement for a previous appointee. Gary served the remainder of that term and was reappointed by Mayor Hutton for two more consecutive three-year terms. During his tenure on the board, Gary served in several capacities. In 2008 and 2009, Gary was elected to serve as Secretary. In 2010, he was elected as Vice Chair. In 2011, he served as Chair and Past Chair the following year. During his last two remaining years, 2013 and 2014, he served on the Industrial Park Committee.

Each board member brings a unique set of skills and perspectives to the board. Gary is no exception. Board member Tracie Upchurch, who was chair in 2013, worked with Gary on several issues. "Gary definitely brought a unique perspective to the table. He was specific and clear minded, but always able to give us a chuckle in an otherwise serious moment. Gary's

institutional knowledge and community experience will be missed by many. It was a pleasure to serve on the EDC board with him!"

EDC president, Valerie Shaffer appreciated Gary's willingness to be an advocate for the EDC. "Gary understood our mission and he believed in the work we were doing. I also appreciated his honesty and straightforward approach. He expressed concerns and asked tough questions about projects and initiatives he supported, as well as those he had reservations about."

The EDC was lucky to have Gary'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.



BUSINESS DEVELOPMENT

The EDC was pleased to partner with 6 companies expanding or locating in Wayne County in 2014. These projects represent a diverse number of industry sectors including manufacturing, distribution and logistics, and health care. Collectively they represent \$45.8 million in new investment and 247 new job commitments.

Vandor Corporation, Inc.

The company invested nearly \$4.9 million to develop two new product lines in their automotive injection molding division and their cremation division. As a result of the expansions, Vandor Corporation is projecting the creation of 30 new jobs. The company plans to promote from within to train existing employees on higher skilled jobs and hire new employees to replace vacancies created by promotions. To assist with the project the company received an Economic Development Income Tax (EDIT) grant in the amount of \$56,000 for expenses related to the purchase of new manufacturing and IT equipment, as well as training for new and existing employees. Gerald Davis, president of Vandor Corporation said, "We appreciate the work of the EDC and others who support companies such as Vandor. Over the next few years we hope to build even more opportunities in the future." Vandor Corporation is located at 4251 West Industries Road in the Midwest Industrial Park. Established in 1972, Vandor Corporation began production of precision die cut casket interior components. Since then the company has added numerous patented products that are sold throughout North America to non-funeral related industries.



Dot Transportation, Inc. A Division of Dot Foods, Inc.

Dot Foods, like many companies nationwide, struggle to find qualified truck drivers. To help solve that problem the company developed a pilot training program geared at removing



some of the barriers that hinders their efforts to hire qualified drivers. Company representatives believe one of the biggest barriers to finding drivers is the unpaid time spent in training to receive a commercial driver's license (CDL). In addition, Dot Foods provides new drivers an additional eight weeks of training to learn the company's processes and procedures. The pilot program will provide \$500 per week for each driver while they are working to earn their CDL and receive their Dot Foods training. The company plans to hire drivers at an annual base pay of \$50,000 and hopes to hire 35 new drivers as well as purchase 35 new semi-trucks. The company will invest \$945,000 in training and \$3.5 million in the purchase of the semi-trucks. To assist with the pilot program the EDC provided a \$75,000 EDIT grant to use toward training costs. Dot Foods, Inc. is the largest food redistributor in the United States with nine distribution centers serving all fifty states. The company offers over 100,000 products and delivers in LTL (less-than-truckload) quantities to distributors nationwide. Their Indiana distribution center is located at 14600 Gateway Road in the Gateway Industrial Park outside Cambridge City.

Primex Plastics Corporation

New manufacturing equipment, a new enterprise resource planning (ERP) software system, and a Human Capital Initiative were part of Primex Plastic Corporation's expansion project in 2014. The Human Capital Initiative was developed to reduce employee turnover and to provide training to all levels within the company, including supervisor training as well as quality control, Lean and inventory training, manufacturing cross-training, and professional skills enhancement. As part of the initiative, 12 existing employees were promoted to full-time trainers. The company plans to hire new employees to fill the vacancies created by the promotions. In addition, Primex Plastics purchased a new bubble guard machine that will allow the expansion of their product lines. The new ERP software system will integrate and streamline many of the company's core business operations to increase efficiencies and effectiveness. The company plans to create 19 new jobs and invest \$4.7 million in the three-phase project. The EDC provided a \$70,000 EDIT grant to assist with the

project. Darin Dubbs, Director of HR at Primex said, "As an organization we are committed to the continuous development of the skills set of all our employees. We appreciate the support of the EDC of Wayne County as well as the Wayne County Commissioners and local government. We will be celebrating our 50th anniversary in 2015 and this partnership enhances our long term growth strategy." Primex Plastics started in 1965 with three machines. It has grown into a multi-faceted plastic extrusion operation with more than 100 extruders in facilities located across the United States. The Richmond facility is located at 1235 North F Street and is the location of the new John J. Farber Innovation and Technology Center as well as the company's headquarters.

Mainstreet Richmond, LLC

Indiana-based Mainstreet is in the process of constructing a new 48,000 square foot, short-term transitional care facility at 400 Industries Road. The company develops, finances and jointly operates transitional and long-term care properties. Mainstreet plans to invest approximately \$12 million in the 70-bed facility and anticipates creating over 100 permanent jobs, 65-70% of which will be full-time positions. The EDC worked with the company to evaluate incentive programs best suited for the project. While no EDIT funds were used the company received \$246,000 from the Richmond Redevelopment Commission in Tax Increment Financing (TIF) funds. The funding will be used to extend a water line to the property. Mainstreet Richmond will attract patients within a 50-mile radius for transitional care services. The company says medical services, speech, occupational and physical therapy, and counseling will be among positions needed at the new facility, which will be managed by Trilogy Health Systems.

Johns Manville

Johns Manville produces fiberglass insulation at several plants across the U.S. including their plant in Richmond. In 2014 they began evaluating investment opportunities that would rebuild,



replace, repair and upgrade components of a plant in their system that would, in turn, make the plant viable for another 5 to 7 years. Richmond was fortunate to secure this investment in 2014 that will result in \$18.8 million in capital expenditures. The majority of the project includes refurbishing existing equipment, but there will also be new equipment purchased along with building construction to accommodate the new equipment. The project will retain 84 full-time jobs and create 13 new full-time positions. While no EDIT funding was provided for this project, the EDC did assist in evaluating the best opportunities for the community to partner in the project. Johns Manville is located in a Tax Increment Financing (TIF) district which allowed a new bond to be issued for the project. The EDC worked with the company in going through the approval process which involved action by the Richmond Redevelopment Commission, the Economic Development Commission and Richmond Common Council. The company has recently paid off a 2007 bond which assisted with a previous expansion project. The EDC appreciates Johns Manville's continued investment in Wayne County.

Berry Plastics Corporation

Berry Plastics is the leading manufacturer and marketer of plastic packaging products. With over 60 manufacturing facilities worldwide, the company serves over 13,000 customers ranging from large multinational companies to small



local businesses. When the decision was made to close Berry's manufacturing plant in Alsip, Illinois, that production was spread out among four plants in Indiana, including their location in Richmond. As a result, equipment valued at \$1 million was relocated to the Richmond manufacturing plant. It was estimated that 50 new positions would need to be filled to run the new equipment. This expansion at the Richmond operation compliments Berry's 2012 expansion project. The community is fortunate to have Berry continuing to invest in their future in Wayne County.

CERTIFIED WORK READY COMMUNITY INITIATIVE

Workforce skills continue to be a national, as well as local, focal point. The EDC, and our partners in workforce and economic development, continue to work toward earning ACT's Certified Work Ready Community (CWRC) designation. Wayne County was accepted into ACT's county-level pilot program in 2014. This program provides a framework for counties to build an economic development and community based approach to identifying, measuring and closing skills gaps among workers and job seekers. The deadline to achieve the CWRC designation is May, 2016 and to date we've achieved over 40% of our goals toward certification.

Based on county demographic data, ACT develops goals for each county to achieve the CWRC designation. Goals are targeted toward three areas: encouraging individuals to earn a National Career Readiness Certificate (NCRC) through WorkKeys testing, providing important data regarding the skill level of our workforce; building employer recognition and support; and the inclusion of area school districts in the initiative.

Nettle Creek School District has made a commitment to the initiative that will be a big step toward accomplishing our certification goals. The EDC is excited to partner with Nettle Creek by providing up to \$3,822 from our Grant Administration Fund used for community development projects to assist with the implementation of WorkKeys testing. The testing results will provide juniors and seniors with important data they can use at this critical time in career planning.

Continuing our work to reach our CWRC designation will become an important objective for the EDC's newly created manager of existing business and education position. The individual hired to fill this position will work closely with our partners to help promote the CWRC initiative and to achieve our certification goals. We look forward to working with our partners to make substantial progress toward our CWRC designation in 2015. For more information about the CWRC designation or ACT go to www.workreadycommunities.org.



MANUFACTURING MATTERS

Manufacturing Matters, East Central Indiana's fast-track training program, celebrated its first anniversary in January of 2015. The program aims at increasing the skill level of the region's workforce by providing training based on needs identified by area manufacturers. The EDC partners with many employers, economic development agencies, workforce training organizations, and funding partners in the region which includes Fayette, Rush, Union, Franklin and Wayne Counties in Indiana, with outreach to Darke and Preble Counties in Ohio.

In 2014, Manufacturing Matters through Ivy Tech Community College, received a \$150,000 three-year grant from the Walmart Foundation in support of the Job Ready, Willing and Able initiative to provide middle-skills training and industry recognized credentials. The grant funding will be used to increase training opportunities as well as expand awareness efforts to increase participation from qualified candidates.

Among new features to be added to the program include expanded use of hands-on training tools, increased employer engagement in the classroom and paid job shadowing experiences, along with improvements to the enrollment process. Looking ahead, a Stakeholder Strategic Doing Session in 2015 will aid in mapping new goals and pathways for the program. For more information go to www.manufacturingmatters.info.

MANUFACTURING MATTERS STATS

272 People have applied to the program

50 Have entered training in four cohorts

91% Have received Certified Production Technician credential

44% Have been placed in manufacturing positions

33% Of those placed have been with employer partners

\$11.21 - Average wage of those placed in manufacturing post training

\$11.55 - Average wage of those placed with employer partners post training

BRIGHTSIDE

Let's face it. The news in the world today can be overwhelmingly bad. It's easy for us to get lost in a bleak cloud and forget that while there is a lot that is negative happening, there is still a lot happening that is positive. Brightside is dedicated to reminding us we have great people and places in our community to be proud of and to celebrate.

The focus of Brightside's stories has expanded over the course of the year. At first the initiative focused on strictly business-related topics. We came to realize that business is just one thread among many interwoven into the fabric that makes up our community. Just as business benefits nonprofits, projects and initiatives through their financial support and employee's time as volunteers, those same activities benefit business by improving the livability of our community. The EDC wanted to be able to share all the positive things happening as it presents a more complete picture of our community.

2014 helped us expand and define the direction we're taking with Brightside. Mike Bennett, author and former Palladium-Item reporter, along with professional photographer, Dave Eggen have worked hard to bring to the forefront a diverse selection of positive stories. In 2015, we hope to continue to bring a diverse and interesting mix of stories as well as to expand the number of people who read those stories.

We invite you to take a walk on the bright side by visiting the website at www.abrightside.org. If you have a story idea, feel free to email us. If you'd like to receive a monthly email notifying you when new stories are posted you can sign up on the website. You can also keep up with Brightside by following us on Twitter @EDCofWayneCo. So take a walk on the bright side and help us spread the news about the great things happening in our community!

Bright | **side**
see what **positive** can do

EDC BOARD OF DIRECTORS AND THEIR APPOINTING ENTITIES

2014 Officers

Chair – Jim Cohen (Cambridge City Town Council)
Vice Chair – Nancy Green (City of Richmond, Mayor)
Treasurer – Lee Elzemeyer (Wayne County Commissioners)
Secretary – Paul Witte (Wayne County Area Chamber of Commerce)
Past Chair – Tracie Upchurch (Wayne County Area Chamber of Commerce)

2014 Board

Kyle Clark (Wayne County Commissioners)
John Meredith (Wayne County Council)
Gary Hackman (City of Richmond, Mayor)
Brett Guiley (Richmond Common Council)
Johnnie Barrett (Centerville Town Council)
Robert Warner (Hagerstown Town Council)
Bill Quigg (Wayne County Area Chamber of Commerce)

Staff

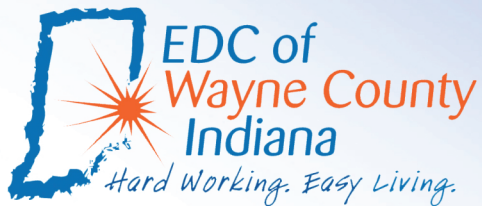
Valerie Shaffer – President
Renee Doty – Manager of Community Affairs
Alaina Geres – Development Coordinator

OUR COMMUNITY PARTNERS IN ECONOMIC DEVELOPMENT

The EDC would like to thank our community partners who support us financially. Without their continued support we would not be able to facilitate growth and investment in Wayne County.

Cambridge City
Centerville
Economy
Hagerstown

Mount Auburn
Richmond
Wayne County



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

www.edcwc.com

Follow us:

 www.linkedin.com/company/Economic-Development-Corporation-of-Wayne-County-Indiana

 twitter.com/edcofwayneco