

EDC of Wayne County, Indiana

# Annual REPORT

2020





# Overview



**Randy Templin, Chairperson**

What a year 2020 was for our community, state, and country! In the first two and half months of 2020, business was booming, unemployment was at record lows, business expansion was prevalent, and the stock market was at an all-time high! In March, the world may not have stopped but it sure came to a slow crawl.

Looking back, we should be proud of the team efforts within the EDC! That includes our fellow board members, and also spotlights the talent we have within the EDC team, which is led by Valerie Shaffer, and includes Sarah Mitchell, Renee Doty, and Theresa Lindsey. We accomplished a lot in 2020. I'm especially proud of the work the EDC accomplished with timely support to the local businesses that needed the help. Some of the activities in 2020 were as follows:

**Pandemic support** - The EDC was a leader in the development of several relief programs for local businesses including the PPE Marketplace, Wayne County COVID-19 Small Business Loan Program, and the Richmond/Wayne County Covid-19 Subsidy Program for locally owned restaurants. Additionally, the EDC continues to lead today by providing support in the application to the OCRA Phase III COVID-19 Response Program. At the beginning of the pandemic, the EDC swiftly created the COVID-19 resource page on the EDC's website to catalog local, state, and federal programs for employers to use and communicated changes to our employers regularly. All of this activity was done to help our local businesses.

**New Business Attraction** - During 2020, the EDC was able to successfully guide Phillips Tube Group and Element 13 into establishing new manufacturing plants in Wayne County. Collectively, those projects will result in a total capital investment of \$30.2 million and a creation of 60 new jobs paying an average wage of \$23.28/hr. excluding benefits.

**New 5 Year Strategic Plan** - Valerie and her team were able to work with Ady Advantage to successfully guide the EDC board and staff, elected officials, and our community partners through the creation of a new five-year economic development strategic plan for Wayne County. Keeping a focus on the future was a challenge due to the state of our local economy and dire business needs. But, we were able to accomplish our goal of having the new plan finalized by the end of 2020. This is a great road map moving forward. We are already implementing parts of the plan by working on new housing opportunities, broadband expansion, talent recruitment strategies, including an audit of Home in Wayne, and industrial park development.

**21st Century Talent Region** - The EDC was part of a local coalition that worked towards the creation of a regional workforce development plan. This work helped the East Central Indiana region develop a plan to obtain state status as a 21st Century Talent Region. A lot of work lies ahead for implementation, but the EDC through its involvement with Forward Wayne County, will help guide and collaborate with counterparts in neighboring counties to play a strong role in this effort.

I'm sure there will be plenty of challenges in the years ahead. But I'm very proud that the EDC did such a great job of getting us through 2020 while also planning for future activities through our strategic planning process. We are all excited about our community's future! (Randy Templin is serving his 2nd year as EDC Board Chair.)

# Business Development

In 2020 the EDC facilitated two new investment projects that ultimately led to the decision by these companies to choose to locate new production facilities in Wayne County. These projects led to a pledge of combined new investment of \$30.2 million and the eventual creation of 60 full-time jobs. We're pleased to welcome these new companies to our community.

## Element 13, LLC

**Jobs Committed – 30 full-time**

**Average Hourly Wage: \$20.55/hour  
excluding benefits**

**New Investment - \$22 million**

**EDIT Grant Awarded - \$146,000**

The aluminum billet manufacturer plans to construct a new 60,000 square foot facility on 15 ½ acres in the Midwest Industrial Park located at the corner of North Round Barn and Gaar Jackson roads in 2022. The company projects creating 30 full-time jobs and investing \$22 million in a new state-of-the-art production facility. Aluminum will be sourced from recycling centers reducing the waste stream and bringing scrap aluminum back into use. Element 13's products will be used in the construction, aerospace, recreation, and automotive industries, among others. President and CEO, Chris Rasmussen said Element 13 is very excited and looking forward to becoming part of the Richmond community. While the pandemic has caused progress on the project to be slower than anticipated, plans continue to move forward. The EDC will provide an Economic Development Income Tax (EDIT) Grant in the amount of \$146,000 to assist with construction, purchase of equipment, and training of employees. In addition, the company received incentives from the State of Indiana and tax abatements from Richmond Common Council.



## Phillips Tube Group

**Jobs Committed – 30 full-time**

**Average Hourly Wage: \$26/hour excluding benefits**

**New Investment - \$8.2 million**

**EDIT Grant Awarded - \$98,500**

Governor Eric Holcomb attended the ribbon cutting for Phillips Tube Group's newest facility, located in Richmond's Eastern Indiana Industrial Park. The project brings back in to use a vacant building at 401 Industrial Parkway. Phillips Tube Group is an industry leader offering fabrication-ready tubing for customers including Chrysler, Ford, General Motors, Honda, Nissan, Toyota, Nortek, and Lennox. CEO and owner, Angela Phillips said Richmond, Wayne County, and Indiana did a fantastic job of creating an environment of success for the new plant. She said the business-friendly environment, skilled workforce, and interstate location make the new facility primed for success. The company is investing \$8.2 million and anticipates hiring 30 new full-time employees. The EDC provided an EDIT Grant of \$98,500 to offset the cost of building renovations, purchase and installation of equipment, and employee training. In addition, the company received incentives from the State of Indiana and tax abatements from Richmond Common Council.

# Workforce Development

Attracting, developing and retaining talent continues to be a focus of economic development efforts not only in Wayne County, but the East Central Indiana region. How can we upskill the talent we already have? How can we recruit new people to live and work in our communities? How can we prepare our workforce for employer needs of the future? The EDC is involved in several initiatives to address these pressing challenges.

## 21st Century Talent Region

The EDC joined stakeholders and leaders from counties representing the East Central Indiana (ECI) Region spending much of 2020 developing a workforce development plan with the goal of being designated a 21st Century Talent Region by Indiana's Office of Career Connections and Talent. The designation was developed to encourage local governments, businesses, educational institutions, nonprofits, and economic development partners to create and implement plans to increase educational attainment, raise household income, and grow the population in the region. Regions receiving the designation will take a comprehensive approach to identify strategic priorities and projects to address identified issues. Members of the ECI Region worked with the George and Francis Ball Foundation and the Ball State University Office of Community Engagement to develop four priorities:

1. Increase integration of East Central Indiana's Forge Your Path lifestyle marketing initiative across stakeholder marketing and talent attraction efforts by December 2021. This will compliment Wayne County's Home in Wayne talent recruitment initiative which is already underway.
2. Establish regional coalitions to develop plans to increase achievement in early childhood, K-8, high school, and adult/higher education by December 2021. Wayne County is fortunate to already have an Early Childhood Coalition and Employability Coalition working under the direction of Forward Wayne County.
3. Lay the groundwork for industry-specific networks to participate in regional implementation plans and develop talent pipelines in manufacturing, trades, education, healthcare, and technology by early 2022.
4. Define and prioritize diversity, equity, and inclusion in all talent attraction, development, and connection efforts through and beyond 2022.

The EDC, through its involvement with Forward Wayne County, will help guide and collaborate with counterparts in the region to be a partner in this effort. A new organization, the East Central Indiana Talent Collaborative, will be anchored by Ball State's Office of Community Engagement to oversee the regional progress. Seven counties make up the ECI Region including Delaware, Grant, Henry, Jay, Randolph, and Rush, along with Wayne.

**H O M E I N  
W A Y N E**

and work continue through the EDC's Home in Wayne initiative. This effort is especially important to local employers as they continue to recruit new talent to join their team from both near and far. The EDC receives valuable feedback from employers about ways in which we can enhance our talent recruitment toolbox. Much of 2020 was spent creating and designing a new marketing piece comprised of

Recently the EDC began a collection of Wayne County photos from local amateur and professional photographers. The result is a view book showcasing the positive aspects of living in Wayne County. Many of the photos were sourced from Instagram using the #homeinwayne hashtag and a photo contest held late in 2019 where first through third places and a people's choice award were chosen, all of which appear in the view book. The new marketing piece will be provided to local employers and other organizations involved in promoting Wayne County in both print and digital formats. For more information about our talent retention and recruitment initiative visit [homeinwayne.com](http://homeinwayne.com).





Another platform to assist local employers with talent recruitment efforts is our regional Hoosier Opportunity website. The website continues to be free to use by both employers and job seekers. The use of this tool became an even better value during the pandemic as employers struggled to find personnel and displaced workers looked for employment. To assist employers who were already facing challenges from the pandemic the wage requirement of \$10/hour was temporarily removed in order to assist our service industry with promoting open positions. Advertising efforts continued using radio, newspaper, and social media. Over 200 companies have created profiles and posted jobs. New jobs are posted almost daily. We are proud to play a role in helping to connect local companies to the workforce they need. If you haven't checked out Hoosier Opportunity yet, go to [hoosieropportunity.com](http://hoosieropportunity.com) and take a look.



**Manufacturing Day** is the first Friday in October. It's a day that showcases the importance, diversity, and career potential of the manufacturing sector. This year high school students experienced manufacturing virtually, but still got a first-hand look at local manufacturers and learned about career opportunities. Belden, DAK Americas, SmithFoods, Hills Pet Nutrition, and Primex Plastics provided virtual tours of their facilities and company representatives were able to interact and engage with students from Lincoln, Richmond, Hagerstown and Northeastern. This year's event was a big ask of local companies and they rose to the challenge presented by the pandemic. We're fortunate to have such dedicated employers in our community who are willing to share their knowledge with students who are interested in careers with their companies.

# Economic Development Partnership Award

The EDC recognizes individuals or organizations who have gone above and beyond to strengthen Wayne County's economic development efforts. This year the EDC is recognizing two organizations that continue to make significant contributions to the future of our community.



The **Economic Growth Group (EGG)** typically provides funding for economic and workforce development programs not typically funded by federal, state or local programs. When local government officials were working to fund COVID relief programs to assist struggling small businesses EGG was the only private sector group to participate by making a \$100,000 donation to the pool of funds created by Wayne County Government, City of Richmond and the EDC through the Consolidated EDIT Fund. The funding contributed to two rounds of 0% loans which assisted 32 small businesses for a program total of \$746,000 and later 17 restaurants with subsidy payments for a program total of \$50,180. Without the contribution of EGG, the programs would not have been able to assist as many businesses struggling due to the pandemic. (For more information on COVID-19 assistance programs visit page 5.)



**Forward Wayne County (FWC)** is a county-wide effort to align community resources to foster a vibrant economy and promote prosperity. The organization was developed to highlight the roles of human capital development and quality of place in attracting, developing, and retaining a highly competitive workforce. FWC plays a key role in the county's economic development efforts supporting several areas of focus in the newly created five-year economic development strategic plan. Through FWC's Employability Coalition, Wayne County played a strong role in the East Central Indiana Region's efforts to be designated a 21st Century Talent Region by the State of Indiana. The designation allows alignment of local goals with the region that work together to accomplish those goals through shared visions and resources. FWC's leadership with forming this coalition and working with our regional partners is the key to Wayne County moving this work forward. FWC is a true partner and asset in strengthening Wayne County's economy and workforce for the future.

# EDC COVID-19 Response

When we ushered in 2020 none of us expected by March to be wearing masks, working or going to school remotely, and quarantining in our homes, but that was our reality. The pandemic caused disruptions in virtually every facet of our lives. Non-essential businesses, restaurants and bars closed. Travel and tourism virtually halted. Employers were forced to make substantial changes to everything from schedules to floor layout to safety procedures. In those early days of the pandemic, amid shortages of food, cleaning supplies, and toilet paper we didn't know what to expect. But it's not the Wayne County way to sit by and do nothing. Individuals and organizations alike pulled together and asked where can we help? People volunteered, nonprofits pivoted their mission to meet the changing needs of their clients, and businesses found ways to adapt and some even to innovate to meet the demand for additional PPE.

It was no different at the EDC. Fast paced changes led to a demand for information. Whether it was financial assistance, safety or unemployment the EDC gathered, organized and posted it on our website via the newly created COVID-19 Resource page. We backed the resource page up with social media and eblasts. Additionally, we reached out to employers to find out how they were being impacted and if there was anything we could do to help. As a staff we kept up-to-date on information we knew our stakeholders and clients would need.

But as the pandemic drug on, it was obvious more was needed. Even with federal and state funding assistance, businesses were still suffering with the threat of losing many of them a frightening reality. The EDC, along with several partners, was heavily involved in the development of the Wayne County COVID-19 Small Business Loan Program, the PPE Marketplace, and the Richmond/Wayne County COVID-19 Subsidy Program.

## **Wayne County COVID-19 Small Business Loan Program**

This program offered 0% interest loans of up to \$25,000 to businesses with a six-month payment deferral period. The \$900,000 of pooled funding was made possible by contributions from the City of Richmond, Wayne County Government, the EDC

through the Consolidated EDIT fund, and private sector investors in the Economic Growth Group. Two funding rounds saw 32 businesses receive loans totaling \$726,000.

## **Richmond/Wayne County COVID-19 Subsidy Program**

With roughly \$130,000 of available funds remaining after two rounds of funding from the Wayne County COVID-19 Small Business Loan Program, the EDC recommended shifting funds to a new program aimed at helping locally owned restaurants experiencing a loss of 20% or more in sales compared to 2019 due to the pandemic. The goal was to keep locally owned restaurants from closing because of COVID-19. Qualified restaurants could receive up to \$1,000 a month for three months to cover lease/mortgage or utility payments. The program assisted 17 local restaurants providing a total payout of \$50,180.

## **PPE Marketplace**

The City of Richmond and Wayne County Government, along with the EDC, worked together to launch a local Personal Protection Equipment (PPE) Marketplace to distribute free PPE to businesses and nonprofits around the county so they could safely remain open, or re-open. PPE included gloves, face masks, antibacterial cleaner, hand sanitizer, and social distancing floor decals. Over 150 businesses and organizations took advantage of the program.



# Strategic Planning

Back in 2014 the EDC completed its first-ever strategic plan for the organization. Through a lot of collaboration with our community partner organizations and elected leadership, we were able to successfully implement the strategies set forth in the plan. At the beginning of 2020 we knew that it was time to embark on a new planning process that would go a step further this time and create

an economic development strategic plan for Wayne County, not just the EDC. The new plan required even greater input from our partners across the county. This virtual six-month planning process has resulted in a new economic development strategic plan that serve as our roadmap for the next five years. Here are the goals developed for the plan.

## Economic Development Goals

**Alignment:** Continue collaboration and alignment among stakeholders to create innovative solutions to economic and community development.

**Targeted Growth:** Retain, expand and attract businesses that align with the priorities of the county and promote synergies with existing clusters.

**Quality of Place:** Enhance quality of place assets and remove barriers to talent attraction/retention and economic equity.

**Talent:** Ensure businesses in Wayne County have the talent they need to continue to grow and provide living wage jobs.

## Location Decision Process



Each of the goals listed above have specific strategies outlined in the plan that identify project partners and tactics that will help us accomplish these goals. We call this our Implementation Map. This plan broadens our economic development priorities to now include housing, broadband, transportation, childcare, and downtown development, all identified as priorities to support Wayne County's efforts to attract and retain talent that ultimately improves the quality of life for all citizens, new and existing. The diagram

above shows how compaines are now making location decisions. This expansion of priorities does not diminish our continued efforts for the EDC to lead business development activities for existing business retention and expansion and new attraction efforts. This means that the EDC must spearhead county-wide collaboration to accomplish the goals set forth in the plan. For a copy of the entire economic development strategic plan, please contact the EDC office.





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## Partnering Communities

Cambridge City  
Centerville  
Economy  
Hagerstown  
Milton  
Mt. Auburn  
Richmond  
Wayne County

# EDC Officers and Board Members

## 2020 Officers

Chair – Randy Templin (Wayne County Area Chamber of Commerce)  
Vice Chair – Chad Bolser (Wayne County Area Chamber of Commerce)  
Treasurer – Peter Zaleski (Wayne County Council)  
Secretary – Larry Parker (Richmond Common Council)

## 2020 Board of Directors

Roger Golden (Wayne County Commissioners)  
Sayward Salazar (Mayor of the City of Richmond)  
Jim Tanner (Mayor of the City of Richmond)  
Jim King (Cambridge City Town Council)  
Kyle Turner (Centerville Town Council)  
Brad Robinson (Hagerstown Town Council)  
Tim Frame (Wayne County Area Chamber of Commerce)

(Appointing Body)

## Board Member Recognition

We would like to thank outgoing board member Roger Golden for his time and expertise. Roger was appointed by the Wayne County Commissioners and served a three-year term on the board.

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