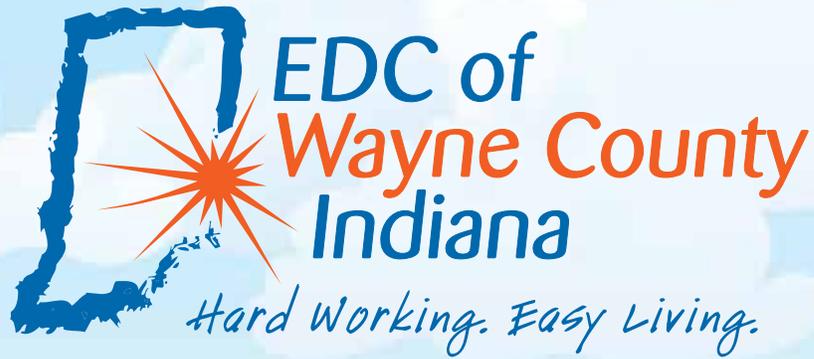


2015 Annual Report



Wayne County...
Where your possibilities
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OVERVIEW - Lee Elzemeyer 2015 Chair



It has been my pleasure to serve as Board Chair of the Economic Development Corporation of Wayne County for 2015. Being a part of the Richmond/Wayne County community for over 50 years makes serving even more special. As a community we are lucky to have such a great staff and board serving the Economic Development Corporation

of Wayne County. Our staff is small but mighty – in 2015 they saw a record number of requests from companies and they seamlessly completed the requests along with their other tasks. Our volunteer board takes very serious the job of working to improve the economic condition in our area. All take the work very seriously and have a common goal to assist our existing businesses to become better and show new businesses what our communities can offer them.

As you read through our Annual Report you will see all the activities that have occurred during the year. Several projects have been years in the making and have come to a successful conclusion. But the work of the EDC

and our community is not really completed when the project is concluded. In many ways our work has just begun. Your EDC continues to work with companies as they ingrain themselves into our community. The EDC becomes a resource to companies as they have small questions to larger issues. The solution may take a quick phone call to solve or a long period of time of behind the scenes work with a company. The winning of projects are the items that are written about, but what sets the EDC of Wayne County apart from other communities are these unheralded tasks provided with little fanfare on behalf of both new companies and existing companies. It is the art of service after the sale.

One area the EDC has spent a great deal of time over the last several years has been working behind the scenes to improve our workforce. A major project has been to make Wayne County a Work Ready Community and we are very near the finish line with this project. By being a Work Ready Community employees in our community will have a much greater ability to market themselves to employers. As our economy continues to steadily improve more and more employers are seeking quality employees. As new and existing businesses continue to expand having a quality work force becomes a bigger issue for our community. The role of the EDC is to help make sure we attract quality workers into our work force. The EDC will continue work with employers and all of our partners in the education field. It has to be our community goal to not only provide the location for a business, but a great workforce which will result in an even greater community.

The job of economic development is not just the job of the EDC but it involves all of us in the community from business owners, educators, government officials, members of the workforce and every member of our communities. Whether it is talking with a new employee moving into Wayne County or an employee who lives out of the area but commutes to Wayne County to work, we need to show all we have to offer. Invite them to Civic Theater, Richmond Symphony Orchestra or the Cardinal Greenway. Make them aware of what makes Wayne County a great place to live, to raise a family and make it, as I have, a hometown.

Again, thank you to the staff, board and community for making 2015 a very successful and enjoyable year for me as Board Chair.

2015 PROJECT SUMMARY

12 (includes 11 local expansions and 1 new company location)

New Job Commitments	232.5
Jobs Retained *	98
Total Annual Payroll	\$13,893,564
Average Wage per Hour	\$20.21/hr <small>excluding benefits</small>
New Private Investment	\$27,592,054
Total EDIT Incentives Awarded	\$668,500
Incentives Awarded per Job	\$2,023
Public/Private Leverage	\$1/\$41.27
Total Expenditures (Incentives and Administration)	\$1,121,914
Public/Private Leverage with Administration	\$1/\$24.59

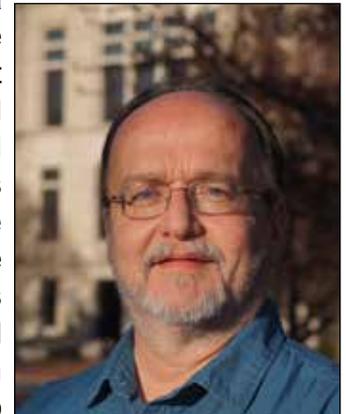
Graph shows data collected on projects, incentives and investment for 2015.

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

ECONOMIC DEVELOPMENT PARTNERSHIP AWARD

There's a reason Gunty Atkins is known as the "Map Wizard" at the EDC. Gunty has been our go-to guy for as long as anyone in our office can remember when we need maps. And we have a seemingly endless need for maps. Maps are a major component of the requests for information (RFIs) we receive from the state and from site consultants looking for locations for new investment. We usually need several maps of different properties showing utilities, zoning, and other attributes. Those maps often need revisions and nearly always on tight deadlines. Maps are also an integral component of site visits which can often occur with less than a twenty-four hour notice. And of course maps are an important part of the myriad of other projects the EDC is involved in. Gunty has never once let us down. According to office manager, Alaina Geres, who coordinates RFIs and materials for site visits, "Gunty has been on vacation and come back into the office to help us on a project with a shorter than usual deadline." Gunty has been working with mapping since 1984.

He is a Geographic Information Systems Professional (GISP) and played an integral role in helping the county receive the Excellence in GIS in 2011 for its work with aerial photography. He is a wealth of information. He is knowledgeable about Wayne County history, land use and zoning, utilities, and a whole host of other topics we've found useful in the past. We finally made the decision to add Gunty as a member of the Industrial Park Committee. Gunty is an all-around good guy, easy to work with, never complains, always willing to go the extra mile and to be helpful. We're happy to award the Economic Development Partnership Award to Gunty Atkins, Wayne County's "Map Wizard". Thanks for all you do for us.



RECOGNITION OF BOARD MEMBERS

The EDC of Wayne County is happy to recognize the contributions of three of our outgoing board members; Brett Guiley, representative for Richmond Common Council; John Meredith, representative for Wayne County Council; and Bill Quigg, representative for the Wayne County Area Chamber of Commerce.

Brett Guiley was appointed to the EDC board in 2010. He served two consecutive three-year terms representing Richmond Common Council. Brett was a member of the Marketing and Communication Committee during both terms and served as chair of that committee in 2013 and 2014. In 2015, Brett was elected secretary of the board and served on the Executive Committee.

John Meredith was appointed to the EDC by Wayne County Council. John served a three-year term

beginning in 2013. He was a member of the Marketing and Communication Committee during his term on the board. John also enthusiastically hosted the EDC's annual staff retreats.

Bill Quigg served on the EDC board from 2014 to 2015 representing the Wayne County Area Chamber of Commerce. During his time on the board Bill was a member of the Industrial Park Committee.

Each of these members of the board brought a unique perspective and a commitment to improving the economy of Wayne County. Their time, effort, and talents are appreciated not only by the EDC, but by the entities they were chosen to represent.

2015 Officers

- Chair – Lee Elzemeyer (Wayne County Commissioners)
- Vice Chair – Paul Witte (Wayne County Area Chamber of Commerce)
- Secretary – Brett Guiley (Richmond Common Council)
- Treasurer – Jeff Jackson (City of Richmond, Mayor)
- Past Chair – Jim Cohen (Cambridge City Town Council)

2015 Board

- Johnnie Barrett (Centerville Town Council)
- Kyle Clark (Wayne County Commissioners)
- Nancy Green (City of Richmond, Mayor)
- John Meredith (Wayne County Council)
- Bill Quigg (Wayne County Area Chamber of Commerce)
- Tracie Upchurch (Wayne County Area Chamber of Commerce)
- Robert Warner (Hagerstown Town Council)

BUSINESS..... DEVELOPMENT

New Investment Project

Janesville Acoustics

Janesville Acoustics, a division of Jason Industries, Inc., announced the location of a new facility in Richmond. The company leased and renovated space from Osborn International, located at 2350 Salisbury Road in Richmond's Midwest Industrial Park. David Westgate, former chief executive officer at Jason said, "Our more than 10 years in Richmond have demonstrated that Indiana offers a business-friendly climate that is supportive of growing companies like Jason."

- ◆ Investment – \$12,082,000
- ◆ Jobs – 87 new jobs
- ◆ EDIT Grant – \$290,000

What They Make: new line of fiber-based underbody systems including dash insulators, engine sides, close out panels, carpet insulation, interior insulation, wheel wells, and trunk compartments, tier 1 and 2 supplier to the automotive industry

Expansion Projects

Osborn International

Osborn International, a division of Jason Industries, Inc., relocated their North American headquarters from Cleveland, Ohio to their existing facility located at 2350 Salisbury Road in Richmond's Midwest Industrial Park. They added 7,400 square feet to accommodate the addition of new jobs in sales, customer service, finance, engineering and marketing.

- ◆ Investment – \$1,867,000
- ◆ Jobs – 37 new jobs
- ◆ EDIT Grant – \$105,000

What They Make: high-quality technical and maintenance brushes, polishing buffs, and compounds for hundreds of commercial and consumer applications

JM Hutton and Company, Inc.

New equipment provided JM Hutton and Company, located at 1501 South 8th Street in Richmond, the opportunity to not only diversify product offerings, but bring work in-house that was previously outsourced to companies outside of Wayne County.

- ◆ Investment – \$657,459
- ◆ Jobs – 5 retained jobs
- ◆ EDIT Grant – \$12,500

What They Make: metal stamping and powder coating for the casket, automotive, medical, and aerospace sectors



Wernle Youth and Family Treatment Center

The EDC assisted Wernle Youth and Family Treatment Center in their expansion to build out three nurse's stations, purchase and install new IT and computer equipment, as well as new medical equipment, and train new employees. The project at Wernle, located at 2000 Wernle Road in Richmond, saw their payroll increase to over \$1 million as a result of the expansion. Positions included program managers, nurses, a psychologist, and a training coordinator.

- ◆ Investment – \$186,521
- ◆ Jobs – 19.5 new jobs
- ◆ EDIT Grant – \$19,000

What They Do: agency providing opportunities for growth and development of troubled children and their families

Noble Order Brewing Company

Indiana's growing interest in craft beer led to the expansion of this local brewery. Noble Order, located at 3407 National Road West, is in the process of purchasing and installing new equipment, new product tracking software, and building renovations. The new equipment will allow the company to increase production of beer as well as improve distribution and logistics.

- ◆ Investment – \$571,000
- ◆ Jobs – 10 new jobs
- ◆ EDIT Grant – \$17,000

What They Make: craft beer



Woodruff Corporation

The EDC partnered with Woodruff Corporation, a subsidiary of Primex Plastics Corporation, in an expansion project at their facility located at 400 Industrial Parkway in Richmond. They purchased new equipment that will allow the company to bring work in-house that was previously sent to other companies, as well as increase efficiency and quality.

- ◆ Investment – \$411,000
- ◆ Jobs – 6 new jobs
- ◆ EDIT Grant – \$12,000

What They Make: design and fabricate corrugated and solid sheet plastic packaging used in the automotive, medical, electronic, industrial, material handling, and retail display industries

Suncall America, Inc.

Japanese manufacturer Suncall America added a 10,000 square foot addition to their existing facility located at 505 Industrial Parkway in Richmond to accommodate new machinery.

- ◆ Investment – \$3,609,324
- ◆ Jobs – 11 new jobs
- ◆ EDIT Grant – \$39,000

What They Make: valve springs, drive plates, ring gears and return springs for Toyota and Honda

Perpetual Recycling Solutions, LLC

The EDC partnered with Perpetual Recycling Solutions to assist with an expansion that included the purchase of new equipment, outdoor building improvements, and employee training. The improvements will increase efficiencies and improve the skill level of employees.

- ◆ Investment – \$5,200,000
- ◆ Jobs – retained
76 full-time employees
- ◆ EDIT Grant – \$25,000

What They Make: high-quality clean PET flake used in beverage packaging, high end textiles, and other applications



Ahaus Tool and Engineering

As business continued to increase over the years, and with continued growth projected for the future, the company decided it was time to build a 9,000 square foot addition onto their existing facility located at 200 Industrial Parkway in Richmond and purchase new equipment. The new addition will provide needed assembly space.

- ◆ Investment – \$676,750
- ◆ Jobs – 11 new jobs, 5 of which will be apprentices from area high school programs
- ◆ EDIT Grant – \$22,000

What They Make: original equipment manufacturer specializing in assembly equipment, automation equipment, and workholding solutions for the automotive, construction, mining/drilling, and medical industries



Contract Industrial Tooling, Inc.

Indiana based Contract Industrial Tooling (CIT) added 10,000 square feet of space to their existing facility at 2351 Production Court in Richmond to accommodate current and future growth.

- ◆ Investment – \$325,000
- ◆ Jobs – 10 new jobs
- ◆ EDIT Grant – \$12,000

What They Make: manufacture parts containers primarily for the automotive industry as well as cab and canopy production, industrial/construction enclosures for forklifts, medical therapy tables, and hydraulic liftgates



Innomark Communications

Locally operated Concept Imaging Group (formally Grafcor, Inc.) located at 601 NW 5th Street in Richmond consolidated operations from a facility located in Edgewood, Kentucky to the Richmond plant.

- ◆ Investment – \$1,450,000
- ◆ Jobs – 33 new jobs, 17 retained jobs
- ◆ EDIT Grant – \$105,000

What They Make: print large format, point-of-sale displays for global retail markets and work with retailers, consumer package goods companies, corrugators, integrators, and content packaging facilities



Hill's Pet Nutrition, Inc.

Hill's Pet Nutrition, located at 2325 Union Pike, constructed a brand new training facility for new and current employees that includes hands-on stations paired with online, virtual training.

The company also plans to utilize the training center to partner with local education programs for further training within those programs.

- ◆ Investment – \$556,000
- ◆ Jobs – 8 new jobs
- ◆ EDIT Grant – \$10,000

What They Make: pet nutrition for companion animals



MARKETING, SALES..... & PUBLIC RELATIONS

The EDC's efforts to market and promote Wayne County include a number of different activities and involve all staff members in one way or another. Activities range from the design and placement of ads, updates to the EDC's website, sales calls in major metropolitan markets, the professional completion of requests for information potentially leading to new investment, and visits with existing companies.

In 2015, EDC president Valerie Shaffer made 103 meaningful contacts with site selectors, brokers, and company representatives. These connections were made at conferences, on sales trips to major markets and at specifically targeted events. These connections led to 7 new attraction projects actively considering Wayne County for new investments with 1 project nearing their final location decision (Project Dove).

The EDC responded to 7 requests for information from companies seeking a location for new investment. The EDC also hosted 11 site visits where site consultants and company representatives toured prospective buildings and land in industrial parks.

Business retention and expansion outreach resulted in 56 visits made to local companies which lead to 11 local expansion projects underway, with 4 in planning stages.

Website Refresh Project:

- ◆ Design and production of a new motion graphics promotional video which is the focal point of the new homepage and can also be used in other marketing efforts
- ◆ Creation of 5 new interactive maps for location, ports, highways, airports and railroads
- ◆ New page featuring a Japanese translation of the Japanese Resources page
- ◆ Streamlining navigational pathways
- ◆ Creating new charts and combinations to organize data sets more concisely
- ◆ Updating photos and text to increase promotion of Wayne County's quality of life assets
- ◆ New page for placement of the full-page ad ran in Site Selection Magazine promoting Wayne County's Cost of Living and Top 25 Micropolitan rankings

Other projects:

- ◆ A proposal generator app was developed that allows us to deliver responses to RFIs in a professional and consistent manner.
- ◆ Through eblasts and social media we kept the community and stakeholders up-to-date on EDC projects and initiatives. Social media platforms include: Twitter, LinkedIn, YouTube and a new Brightside Facebook page.

Brightside

We continue to believe strongly in the need to share the positive stories from our community. Brightside is the perfect vehicle to do that from. Renee Doty, manager of community affairs, worked extensively with writer, Mike Bennett to cover 16 positive news stories from local companies, nonprofits and communities. Brightside shared stories about the people who make investments in their hometowns and show how their hometowns are better because of their efforts. We created a Facebook page for Brightside that allows us to share even more good news. We're looking forward to growing both the Facebook page "likes" and the stories we share on abrightside.org in the year to come.

Top Rankings

Cost of Living Index

Each year the EDC participates in the Cost of Living Index developed by The Council for Community and Economic Research. The index measures regional differences in the cost of consumer goods and services, excluding taxes and non-consumer expenditures, for professional and managerial households. The index is based on more than 50,000 prices covering almost 60 different items for which prices are collected three times a year by chambers of commerce, economic development organizations or other pertinent organizations in participating areas. Since the data is based on urban areas, Richmond is the collection site. During 2015, Richmond ranked 3rd on the Top 10 Least Expensive Urban Areas, the only Indiana city to make the list.

Top 10 Micropolitan

Richmond ranked among the top 25 micropolitans in Site Selection Magazine's prestigious Governor's Cup issue. Ranked at 13th, Richmond was the only community in Indiana to make the Top 25. A micropolitan includes cities with a population of 10,000 to 50,000. Ranking was based on investment, jobs, and projects that involved new construction.

... WORKFORCE DEVELOPMENT

The EDC is involved in a number of different workforce development initiatives and partnerships targeted at increasing the skills of the existing and emerging workforce. Joe Henry, manager of existing business and education, joined the staff in the newly created position in 2015. Since his arrival, Joe has been working with local high schools and companies to develop partnerships among the two and establish internship

programs. High school students who are interested in pursuing a career in manufacturing can work at local companies. Interns get paid for doing a job and get valuable experience. Companies get a dedicated employee and the ability to help students learn more about careers in manufacturing. Efforts are underway to develop additional partnerships with area high schools and our employers.

Certified Work Ready Community Initiative

Wayne County is close to achieving the Certified Work Ready Community (CWRC) designation. We continue to work to reach our goal for WorkKeys testing of our transitioning and emerging workforce. The EDC worked with the Excel Center in Richmond to become a WorkKeys testing location for their students. In addition, the Nettle Creek School Corporation is on track to test

their juniors and seniors for the third year. Other school districts are working towards implementing WorkKeys testing as well. One of the goals achieved was the support of area companies. Working with our workforce development partners, Wayne County was able to secure 77 companies to support the CWRC initiative, the highest response rate in the region. The county also far exceeded its goal for testing the current workforce.

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

Milton
Mount Auburn
Richmond
Wayne County

2015 EDC Staff



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10 years of service



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