

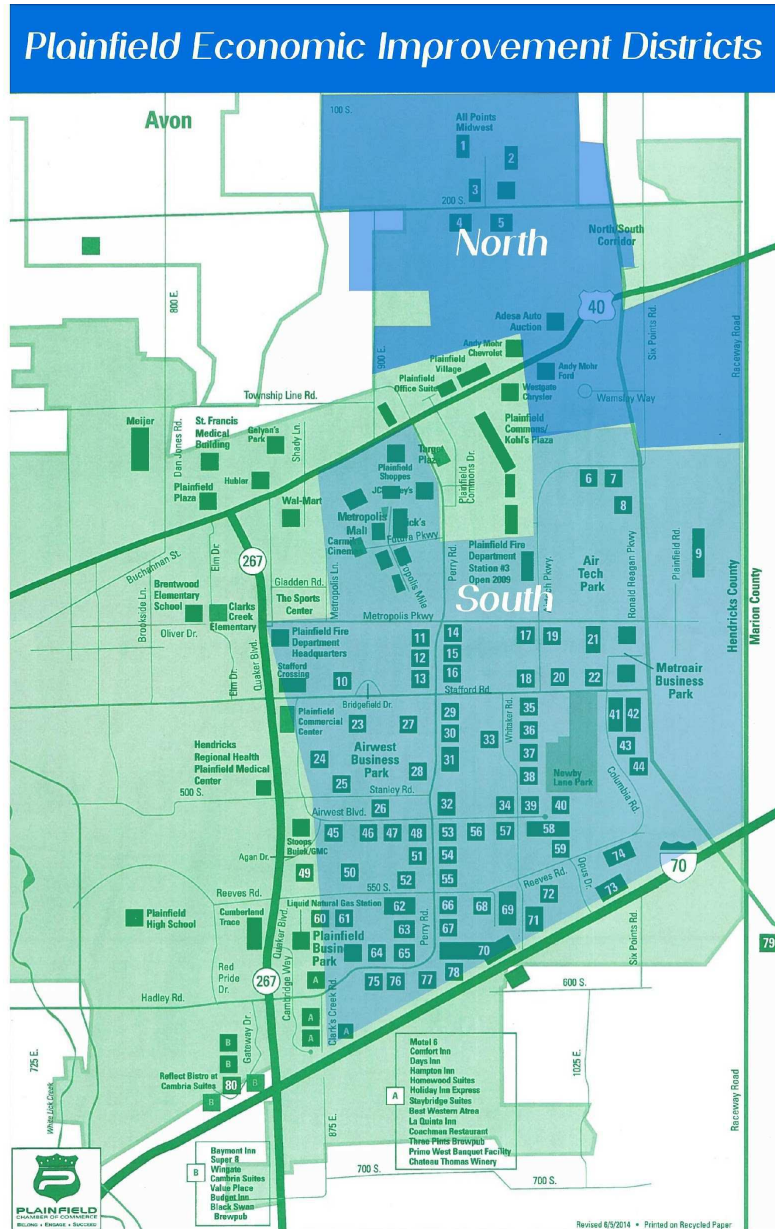
PLAINFIELD SOUTH ECONOMIC IMPROVEMENT DISTRICT

2019 PLAN OF ACTION

Known for embracing the transportation, distribution, and logistics (TDL) industries, and creating strategies that benefit companies, schools, and community residents, Plainfield stands out among other communities. The community touts over 40 million square feet under roof committed to the TDL and Manufacturing industries.

Plainfield leaders remain steadfast in their support of existing local companies even as new business locate into the community. In 2016, Plainfield worked with local landowners to establish the first Plainfield South Economic Improvement District.

Since 2017, this District continues working with local officials, landowners, companies, and service providers to strategize, fund, and support innovative means addressing talent needs: 'The last mile' Transportation, Business Retention and Attraction, and the Attraction of and Marketing to new talent.



Overview

In the last decade, Plainfield businesses have consistently been in a job creation mode. Job opportunities abound in the Economic Improvement District providing employment for a variety of skill sets and training levels. The demand for qualified labor continues to grow and stress local companies. It is estimated that today there are nearly 6,000 open positions to be filled within the industrial parks of Plainfield. Furthermore, with new project announcements, it has been estimated that up to 15,000 new jobs will be created in the greater Plainfield area over the next few years.

The Plainfield Economic Improvement District Board of Directors (EID BOD) is pleased to submit the 2019 Plan of Action identifying challenges, and proposed measurable strategies for addressing the workforce concerns of the industries within the boundaries of the EID.

The Challenge

Plainfield, Indiana has developed strong partnerships with local developers and industries; however, local high-demand, high-wage sectors are facing a growing workforce crisis.

The area unemployment rate remains under 3%, creating additional challenges for local companies seeking to expand their investments, and jobs. Additionally, in the attempt to attract talent from outside of the area, companies have expressed concern around unsustainable wage demands, commuting flexibility, attainable housing and training costs.

The Solution

The Economic Improvement District, via Indiana Code, is supported by the owners within the district. The EID BOD is focused on addressing the combined needs of the local companies and seeking solutions that benefit the EID District. This EID, governed by owners and representatives, continues to support the common workforce concerns within the industry through the following strategies:

1. Retention of local industry and employee base within the EID.
 1. One-on-one conversations with landowners, companies, staffing providers, and service providers continue providing a stronger understanding of the common workforce concerns. Aggregate summaries are attached to this Plan.
2. Identification of, marketing to, and attraction of a new skilled/transferable skilled workforce pipeline.
 1. 2017 and 2018 supported the implementation of TalentLynk (TL). This company continues to work to address existing employee training and 'upskilling' efforts.
 1. New leadership of TL by a local training organization provides an opportunity for access for internships and placement of new talent into the EID market including work with regional high schools.

1. The EID continues to work with leaders at TL and other organizations to seek labor solutions for the companies within the EID.
2. At the request of community leaders, the EID has engaged in conversations and efforts alongside the Plainfield High School and the Indiana Department of Workforce Development to convene conversations between local industries and local school corporations. Summary of findings follow this document.
3. At the request of the Plainfield High School the EID will extend support of school efforts towards establishing TDL/Manufacturing pathway(s) that encourage and educate local students about career opportunities within the Plainfield EIDs.
4. In 2017 and 2018 the EID has financially supported marketing of the Plainfield Connector. CIRTAs continue to provide updates on ridership and other opportunities for increasing the awareness of Plainfield job opening and Plainfield Connector.

3. Retention and Enhancement of the Plainfield Connector.

1. Local companies vary on their understanding on the usage and value benefited from the numerous public transportation opportunities to local workers.
 1. A better understanding of use of the Plainfield Connector is needed. The EID BOD will engage more closely with CIRTAs to gain deeper details on ridership opportunities, additional opportunities available through CIRTAs: van-pooling, carpooling and other.
 1. In 2018, Enterprise offered a presentation of their services, as supported by CIRTAs, to the EID BOD.
 2. Local Plainfield officials connected Kelley & Associates with Royal Transportation as an entity interested in pursuing contracts with CIRTAs. Royal Transportation has moved their HQ to Plainfield and would like to present to the EID BOD and CIRTAs to discuss opportunities.
 2. The EID BOD and CIRTAs will work more closely to identify service providers. The EID BOD would also like to learn more about timelines of the bidding process to ensure opportunities for potential providers.

Our Proposal

Plainfield has a well-deserved reputation for quality customer service and best practice models for community and economic development. The Plainfield EID provides opportunities and partnerships with local landowners to further address the greatest common needs: retaining and expanding access to new talent, and attracting new talent to local companies.

Our proposal integrates with a wide range of measurable solutions and will empower the Plainfield EID to fully realize the benefits. Most importantly, the Board of Directors owns the plan direction and supports solutions that ensure concrete improvements.

Rational

The overriding outcome of this EID is to retain our local companies by providing the needed support that addresses the common concerns of our existing industrial base: a workforce pipeline. In order to fully understand EID company concerns around workforce, conversations have occurred to identify common areas of stress. This Plan of Action brings to light what has been shared, and proposes strategies, and funding, to address the needs.

Further efforts are needed to identify pipelines of potential employees that fill the existing and future needs of companies within the district. Additionally, we seek to identify strategies for marketing to and attraction of a quality and skilled workforce.

Execution Strategy

Our execution strategy incorporates methodologies, qualified personnel, and a highly responsive approach to managing deliverables without duplicating existing services. Therefore, we recommend where possible to utilize contracting for functional and measurable strategies with existing services per:

IC 36-7-22-19 Lease or contractual agreements Sec. 19. The board may enter into lease or contractual agreements, or both, with governmental, not-for-profit, or other private entities for the purpose of carrying out economic improvement projects. As added by P.L.195-1988, SEC.1.

Following is a description of our project methods and recommendations, including how the project will be developed, a proposed timeline of events, and reasons for why we suggest developing the project as described. We would anticipate this plan will, and should, be a

working document that responds to the needs of the companies and property owners within the PS EID.

Project Deliverables

The Plainfield Economic Improvement District (Plainfield EID) is proposed to address 2 of the 7 required Indiana Code defined areas:

IC 36-7-22-3 "Economic improvement project" defined Sec. 3. As used in this chapter, "economic improvement project" means the following:

- 1. (1) Planning or managing development or improvement activities.*
- 2. (3) Promoting commercial activity or public events.*

And per the Code, the PS EID will benefit the existing commercial development and improvement activities as defined:

IC 36-7-22-5 Apportionment of benefits

Apportioned accordingly. (c) In order to encourage the retention or development of various land uses within the district, assessments may be adjusted according to the zoning classification of the property. As added by P.L.195-1988, SEC.1.

In addition, we recommend the Plainfield EID, not duplicate services or replace existing funding, but serve to convene and coordinate communication between the entities addressing each strategy.

Strategies

Retain local industry and employee base within the EID:

The purpose of the Economic Improvement District is to encourage the retention or development of various land uses within the EID. In order to achieve that purpose, we must identify the common concerns and needs of the companies located within the Plainfield Economic Development District.

1.1 Understand and Address the needs of the companies within the EID.

The Plainfield EID BOD has requested Kelley and Associates (K&A) to meet with and gain specific details around the EID companies workforce concerns, turnover and common needs to assist in developing strategies for the Plainfield EID Plan of Action. Aggregate concerns are attached.

The Plainfield EID BOD requested K&A to meet with local staffing agencies and other service providers to identify opportunities to partner. The aggregate information, along with a summary of those in temp employment are attached.

1.2 Reduce duplication of efforts.

K&A recommends further utilizing the Plainfield Chamber of Commerce (PCoC) and the Hendricks County Economic Development Partnership (HCEDP) Business Retention and Expansion (BRE) reports as a means to engage companies, service providers, and reduce duplication of efforts within the EID.

These meetings and information will remain key in addressing the common needs of the local companies benefitting from the EID.

Identify, Market to, and Attract a new skilled/transferable skilled workforce pipeline.

Our continuing discussions with service providers, staffing agencies and companies indicates a number of strategies are in play to identify, locate and recruit a new pipeline; however, these efforts are currently not fully responding to the need.

2.1: Support efforts to identify, market to and attract talent.

The Plainfield EID will continue to support the efforts that benefit the industries within the EID, identify desirable applicant skill sets and develop new employee pipelines through partnering with local service providers, training facilities, and area high schools in efforts to create awareness and pathways to employment.

2.2: Market Plainfield Connector and transportation options.

The Plainfield EID will draft a RFP(s), receive and enter into agreements for a measurable marketing campaign that supports local companies, markets the industry and identifies local and regional opportunities to attract a new workforce.

In 2018, the Plainfield EID voted to expend funding to allow for a bus shelter to be added to the EID. CIRTA has agreed to manage the process for the EID. The EID will continue to communicate on the need for additional shelters.

Retain and enhance transportation initiatives serving the Plainfield industrial parks.

With the area unemployment rate, it is necessary to provide the greater Plainfield area residents with the opportunity to apply for and get to a job in Plainfield. It is vital the Plainfield EID continues to provide, and support, transportation opportunities.

3.1 Plainfield Connector.

The Plainfield EID will continue to build upon the existing efforts of CIRTA to provide “the last mile” transportation options. These options include the Connector, car and van-pooling, ride-sharing, and other opportunities.

3.2 Engagement with CIRTA.

Kelley and Associates is participating in CIRTA Board meetings, Guilford Township pursuit of a transportation referendum and other discussions to address transportation options that could result in addressing common concerns.

Timeline for Execution

Per the Indiana Code, the Plainfield EID will be governed by owners, along with any designated representatives. This Board of Directors will provide no less than an Annual Plan of Action, accompanied with a budget, to the Plainfield Town Council for approval and implementation.

Q1, 2019

Prior to February 15, 2019, EID BOD will submit the 2018 Annual Report to the Town Council.

Q2 & 3, 2019

EID BOD will meet to review progress reports, and make recommendations for plan drafting.

Q4, 2019

EID Board of Directors will meet to:

1. Review Progress Reports,
2. Consider and draft the 2020 Plan of Action and Budget,
3. Approve Plan and Budget
4. Prior to November 1 2019, address the Plainfield Town Council with submission of the 2020 Plan of Action and Budget.

Plainfield EID 2019 Goal and Strategy Management

As stated by a large percentage of property owners, the Plainfield EID will need a management team to ensure:

1. Implementation proceeds as defined with existing and new services,
2. Quarterly reporting to the EID BOD,
3. Modifications and recommendations for amendments to the 2019 Plan are communicated,
4. Development of 2020 Plan of Action,
5. Development of 2020 Budget,
6. Ensure updates and presentation of the Plan of Action and Budget to Town Council is completed by November 1, 2019,
7. Ensure updates and Annual Report to Town Council is completed by February 15, 2020*.

Strategy 4.1 Q1. Continue to provide Deliverable Management Services:

- ✓ Volunteer Management Team within the EID BOD
- ✓ Contract for Management Services not to exceed to 20% of total EID funding.

* IC 36-7-22 Annual report Sec. 21

CONCLUSION

It has been our pleasure to work with Plainfield leaders, properties owners, service providers and companies within the Plainfield Economic Improvement District. It bodes well for our local commerce when community officials and company leaders work in unison to achieve common concerns and goals.

Thank you for the opportunity to serve Plainfield, the property owners and companies within this district. We look forward to continuing to support your efforts. If you have questions on this 2019 Plainfield Economic Improvement District Plan of Action, feel free to contact us at your convenience.

Thank you for using our services,

Cinda Kelley

Cinda Kelley, President and CEO
Kelley and Associates, LLC

2019 Plainfield South Economic Improvement District Budget

	Budget	Actual	Budget - Variance Under/(Over)	% of Budget
Rollover	\$38,187.38		-	
Assessment Disbursement - Spring 2018	166,771.29		0	0.0%
Assessment Disbursement - Fall 2018	166,771.29		0	0.0%
Total Assessment Collections	\$290,000.00		-	0.0%
Total Collected	\$328,187.38	-		
Management Fees	Budget	Actual	Budget - Variance Under/(Over)	% of Budget
January	4,000.00		0	0.0%
February	4,000.00		0	0.0%
March	4,000.00		0	0.0%
April	4,000.00		0	0.0%
May	4,000.00		0	0.0%
June	4,000.00		0	0.0%
July	4,000.00		0	0.0%
August	4,000.00		0	0.0%
September	4,000.00		0	0.0%
October	4,000.00		0	0.0%
November	4,000.00		0	0.0%
December	4,000.00		0	0.0%
January				
Total Management Fees	48,000.00	-	48,000.00	0.0%
Transportation Services	Budget	Actual	Budget - Variance Under/(Over)	% of Budget
January	13,367.42		0	0.0%
February	13,367.42		0	0.0%
March	13,367.42		0	0.0%
April	13,367.42		0	0.0%
May	13,367.42		0	0.0%
June	13,367.42		0	0.0%
July	13,367.42	-	0	0.0%
August	13,367.42		0	0.0%
September	13,367.42		0	0.0%
October	13,367.42		0	0.0%
November	13,367.42		0	0.0%
December	13,367.42		0	0.0%
Total Management Fees	160,409.00	-	160,409.00	0.0%
Other	Budget	Actual	Budget - Variance Under/(Over)	% of Budget
Talent Attraction	-	-	0	0% of Budget
Marketing	20,000.00	-	0	0.0%
Shelters	30,000.00		0	0.0%
			0	#DIV/0!
Total Miss. Costs	50,000.00	-	50,000.00	0.0%
Total Costs	258,409.00	-	258,409.00	0.0%
Overall Budget Surplus/(Deficit)	\$69,778.38	-		