

# Plainfield

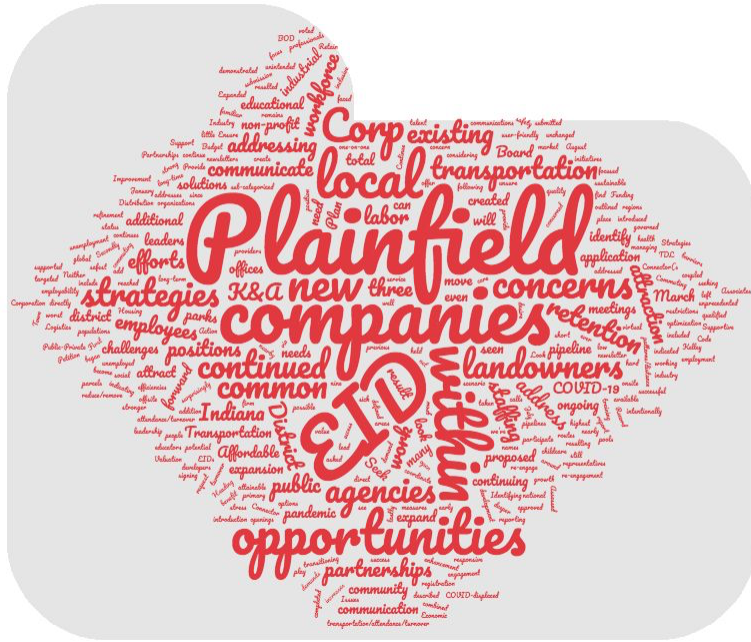
*Economic Improvement District*

## 2021 PLAN OF ACTION

Oct. 2020

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Plainfield Indiana has seen continued success working with national developers to attract global names in the Transportation, Distribution, and Logistics (TDL) Industry. As a result, demands for qualified labor and responsive public transportation continue to grow and stress local companies. 2020 began with many familiar challenges still in play. Record low unemployment coupled with continuing attraction and expansion of companies left little unchanged since the 2018 reporting of local staffing agencies indicating nearly 6,000 open positions within the industrial parks of Plainfield.

March, 2020 introduced the COVID-19 pandemic. The resulting unprecedented health measures and unintended challenges created by increases to the social safety net resulted in a scenario described by long-time staffing professionals as, “...the worst we’ve ever seen. Neither agencies nor companies can find the people they need.” Further, while agencies report continued growth in available positions, they are unsure if these are new positions, or openings created by the pandemic.

Heading into 2021, we see an even stronger need for continuing efforts to expand existing Public-Private Partnerships (P3). Support for the retention and continued expansion within the Plainfield industrial parks should focus on re-engagement with local “COVID-displaced” workforce, attraction of new labor pools from intentionally targeted regions, and the introduction and refinement of Transportation solutions that reduce/remove barriers to successful employment.

The Economic Improvement District, via Indiana Code, is supported by the landowners within the district as demonstrated by more than 60% of the total landowners signing the 2020 Petition and more than 60% of the total Assessed Valuation of the parcels within the proposed EID. The EID BOD remains focused on addressing the combined needs of the local companies and seeking solutions that benefit the EID District and the community in a strong and sustainable P3 with Plainfield leaders, educators, and offices. In January, 2020 the EID Board voted to move forward with a non-profit status and by March had completed the Corporation registration with Indiana to become the Plainfield EID Corp. In July, the

Board approved the submission of the non-profit application, and the application was submitted in August.

The new Plainfield EID Corp, governed by nine (9) landowners and representatives from the Town of Plainfield and local companies, will work in our P3 to address the common workforce needs and concerns within the industry through:

- Expanded engagement in partnerships with existing and new initiatives,
- Supportive efforts with Plainfield leadership and offices, and
- Funding for the three (3) 2021 Strategies.

At the request of the Plainfield EID Corp, Kelley and Associates (K&A) has taken a lead position in ongoing communication with local organizations, agencies and companies within the district to identify common concerns and look for short to long-term opportunities. K&A has held one-on-one meetings with companies, as well as continued calls and newsletters even when faced with the COVID-19 restrictions. In addition, K&A continued to communicate with staffing agencies, participate in virtual Plainfield meetings, and create newsletter communications that reached as many companies and service providers as possible.

The following strategies proposed in the 2021 Plan of Action have been defined as a direct result of these ongoing opportunities to coordinate efforts. Not surprisingly, the common concerns can be sub-categorized within the same three (3) strategies addressed by the previous EIDs. These strategies, as outlined below, offer a deeper look and additional opportunities to expand partnerships as we move forward. The Budget included with this Plan addresses these three strategies and the concerns.

First, the Plainfield EID Corp continues to be concerned about the retention of EID companies, and have asked the managing firm to communicate directly with landowners and local companies within the District to identify and communicate common concerns, and provide opportunities for common strategies to:

1. Retain and attract new employees
2. Provide pipeline opportunities addressing employability and onsite v offsite training
3. Seek opportunities to address the turnover concerns

Secondly, the companies within the Plainfield EID Corp have indicated their primary concern around the labor market is the **retention of existing and attraction of a new workforce pipeline**. Issues addressing existing employees and potential new employees include:

1. Identifying opportunities to re-engage unemployed, transitioning and hard to place populations
2. Commuting to and from work (transportation/attendance/turnover)
3. Affordable or attainable Housing (commuting patterns/distance to work)
4. Affordable quality early educational childcare and sick care (attendance/turnover)
- 5.

And lastly, the community, landowners and companies all desire the retention and enhancement of **transportation: Plainfield Connector(s)**. As such, the Plainfield EID Corp will:

1. Seek the optimization of Connector routes to address the highest demand areas
2. Look for additional efficiencies and partnerships that add value
3. Ensure the safest and most user-friendly access to public transportation
4. Continue communication with local leaders considering public transportation options inclusive of nearby development, educational opportunities, and talent pipelines

## Execution Strategy

Our execution strategy incorporates methodologies, qualified personnel, and a highly responsive approach to managing deliverables without duplicating existing services. Therefore, we recommend continuing the efforts under the new non-profit status wherever possible to utilize contracting for functional and measurable strategies with existing services. We believe this not only reduces organizational funding requirements but also provides for increased flexibility overall.

*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 recommendations. 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 Plainfield 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 Plainfield EID Corp 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.*

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

## Strategies

### Retain Local Industry

1. Understand and address the current common concerns of the companies within the Plainfield EID Corp. through a variety of communication modes and 1-on-1 meetings.
  - a. K&A will host no less than 2 combined meetings with staffing agencies.
  - b. Quarterly newsletter communication on activities and opportunities will be electronically sent to all companies, providers, and partners.
  - c. K&A will meet with local officials and leaders to provide assistance with initiatives that impact the EID concerns.
  - d. K&A will attend Town, CIRTA, and other partner meetings as appropriate.
  - e. K&A will attend initiative meetings to remain up-to-date on P3 initiatives.
2. Work in a P3 model with the Town of Plainfield, Plainfield School Corporation, Indianapolis Airport Authority and the Greater Indianapolis Foreign Trade Zone, and a variety of area educational and training entities.
3. Report to Plainfield EID Corp Board, landowners, and Plainfield leaders to provide updates and concerns.

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

1. Support efforts toward creating *Awareness, Exploration and Creation of a TDL Pathway*.
  - a. Continue communication and partnerships with the Plainfield High School (PHS) to convene conversations and collaborations between local industries and local school corporations.
  - b. Work with the PHS and Indiana Department of Workforce Development in the exploration of potential Pathways that benefit the Plainfield EID Corp.
  - c. Continue to communicate and explore opportunities for training and education with entities in the industry who may or may not be interested in the Higher Education Center.
2. Adopt and begin Marketing strategies recommended in Year 1 Report
  - a. Skew FB/Instagram Ads toward Instagram as the Demographics more closely mirror the candidates' local employers require.
  - b. Consider a Linked-In Ad campaign when/if higher level (Management or C-Suite) candidate need is expressed
  - c. Develop partnership with IN-vets to connect veterans from across the US to opportunities
  - d. Target Vet-specific ads to appropriate Base areas with message developed w/ IN-vet
  - e. Create a separate page of Vet-specific resumes for employers to review
  - f. Further segment into Leadership/Management vs. Entry Level categories
3. Enlist help to further improve tracking data.
  - a. Ultimately get to reporting how many candidates went to a specific EID employer
  - b. Assuming achieved, add ALL companies in the EID to the Hiring page.
  - c. Promote as a local benefit and way to foster additional conversations and BRE
  - d. Info can be shared with appropriate entities
4. Push to identify an appropriate EID company for Enterprise Van-Pool Pilot and get it started

5. Work to develop more C-Suite/Leadership relationships as HR isn't always the best contact
6. Continue to develop relationships with groups like Enterprise, Childcare Answers, etc.
  - a. Develop "turnkey" solutions that are EASY for EID businesses to implement
7. Begin development of SHORT promo videos of hiring companies
  - a. Either individually or in groups to be used in Ads/Posts
  - b. Employee testimonial videos for Connector and/or employers
8. Entice current employees to engage with our Social Media via "free ride" contest
  - a. Produce Request for Proposal and Funding (RPF) for marketing and advertising to attract a new skilled workforce.
  - b. Produce RPF for advertising of the Plainfield Connectors with CIRTA

## Retain and enhance transportation initiatives serving the Plainfield industrial parks: Plainfield Connectors and other 'last mile' modes of transportation

1. Plainfield Connector
  - a. Continue to build upon the existing efforts of CIRTA
  - b. Explore "the last mile" transportation options that are not limited to car and van-pooling, ride-sharing
2. Engagement that optimizes commuting demand.
  - a. Continue to participate in CIRTA Board meetings and communication with staff
  - b. Work in a P3 relationship to pursue optimization of transportation opportunities that support all public transportation
  - c. Work with CIRTA and other partners to address transportation options that could result in addressing common concerns
  - d. Identify and understand ridership trending to increase efficiencies
  - e. Assist in planning and preparation to meet future and trending demands

## Timeline for Execution

Per the Indiana Code, the Plainfield EID Corp 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:

Prior to February 15, Plainfield EID Corp BOD will submit the Annual Reports.

Q2 & 3:

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

Q4:

EID Corp Board of Directors will meet to:

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

## Plainfield EID Corp Goal and Strategy Management

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

1. Implementation proceeds as defined with existing and new services,
2. Reporting to the Plainfield EID Corp BOD,
3. Modifications and recommendations for amendments to the Plan of Action are communicated,
4. Development of future Plans of Action are timely and address current common concerns,
5. Development of annual budgets,
6. Ensure updates and presentation of Plans of Action and Budgets to Town Council are completed by November 1, of each year,
7. Ensure updates and Annual Report to Town Council is completed by February 15 of each year.

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

In conclusion, it has been our pleasure to work with Plainfield leaders, properties owners, service providers and companies within the Plainfield EID Corp. It bodes well for our local commerce when community officials and company leaders work in unison to achieve common goals and address concerns.

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 Plainfield EID Corp Plan of Action or Public-Private Partnership, feel free to contact us at your convenience.

Thank you for using our services,

*Cinda Kelley*

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Kelley and Associate, LLC

*Jaime Johnson*

Jaime Johnson, VP  
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