

# Montgomery County/Crawfordsville Economic Development Plan

**2012**

---

A Comprehensive Strategy for Job Creation & Retention

---

# Contents

<b>Contents</b>	<b>2</b>
<b>Introduction</b>	<b>5</b>
MCED’s Mission Statement	5
<b>Tactics</b>	<b>6</b>
Regionalization	6
Agribusiness	6
Wabash College	7
Supply Chain or Affiliation Tactics	8
<b>Competition</b>	<b>8</b>
<b>Development Obstacles &amp; Solutions</b>	<b>9</b>
Lack of “Product”	9
Workforce Development	10
Specific Workforce Development Tactics:	10
Quality-of-Life Issues	11
Lack of Regional Focus	11
MCED Tactical Regional Solutions:	12
<b>Processes &amp; Systems</b>	<b>12</b>
Processes	12
Systems	13



<b>Marketing</b>	<b>14</b>
<hr/>	
<b>Specific Marketing Actions:</b>	14
Web 2.0	15
<b>Reporting and Accountability</b>	<b>15</b>
<hr/>	
Management Reports	15
Accountability Metrics	15
County and Crawfordsville: <i>Sharing the Strategy</i>	16
<b>Plan Summary</b>	<b>17</b>
<b>Appendix</b>	<b>18</b>
<hr/>	
Staffing/Committees	18
Executive Director	23
Administrative Assistant	23
2012 Executive Committee and Board Members	24
MCED Executive Committee Members:	24
MCED Board Members:	25
ByLaws	27
Articles of Incorporation	37

## Executive Summary

**Montgomery County Economic Development, Inc.'s (MCED)** goal is to achieve and sustain growth rates in total jobs, household income, and total assessed value in Montgomery County/Crawfordsville equal to, or greater, than those of comparable rural counties in the proximity.

**The Montgomery County/Crawfordsville Economic Development Plan** promotes economic growth by leveraging locally available strengths and advantages including: location, existing business growth and synergy, a strong agricultural base, Wabash College, and most importantly: the *people* of our community. In the future, MCED will leverage the contributions of local citizens by increasing their involvement in the economic development process.

Planning will improve the coordination and execution of MCED's key objectives with efficient role clarity and well-defined expectations. And, this plan's strategy measures future progress against clearly stated goals to assess accountability.

MCED's future strategy for attracting new jobs to the community focuses on three specific areas:

1. Recruiting new business operations.
2. Supporting the expansion of local businesses
3. Creating an entrepreneurial and business climate that encourages job growth.

Pursuing its future strategy, MCED will:

- Attract new business operations by targeting opportunities seeking commercial advantage from existing local strengths and resources. Specifically, the plan targets supply-chain opportunities for customers and suppliers of existing local businesses; distribution opportunities based on local logistical advantages; and, agribusiness opportunities.
- Use internet tactics and direct contact with key site selectors to achieve cost-effective marketing of local resources.
- Regularly assess competitors to insure that the community consistently supplies opportunity-seekers with competitive land and building options.
- Advocate for workforce and skills education through reliance on regional educational resources that empower local employees to compete for those higher-skilled jobs local businesses require for competitiveness.
- Engage in regional economic development relationships that exploit common resources shared with neighboring jurisdictions, and leverage State development resources.
- Consistently improve job creation tactics with well-defined competitive strategies and regular re-assessment of planning objectives that optimize *achievable* results.

Henceforth, MCED will pursue the economic aspirations of Montgomery County with smart planning, consensus and timely execution. The ultimate vision is for MCED to be one of the most competitive rural local economic development organizations in Indiana.

# Introduction

---

## MCED's Mission Statement

---

**It is the core mission of the Montgomery County Economic Development, Inc. to serve as an active leader in the advancement of the economic health of Montgomery County, by serving as the focal point for business and industry growth, job retention, workforce development and economic development education that will result in a greater quality of life for the Montgomery County community.**

MCED's primary responsibility is to both preserve and create jobs within the Montgomery County community. MCED will meet that challenge by: coordinating the efforts of stakeholders; exploiting local marketable resources; encouraging business immigration with targeted marketing; finding synergistic opportunities within local business and industry; and encouraging entrepreneurial risk taking. MCED will strive to craft the most polished rural business climate in the State of Indiana by clearing bureaucratic obstacles to prosperity and coordinating the respective interests of commerce and government.

The most optimistic of plans *can* be overwhelmed by global, national and even local events. Nonetheless, within a few years MCED's economic development planning vision optimistically predicts that local residents will have achieved an enhanced perception of their financial security along with a general sense of being better off. Relative metrics in job growth, household income, and total assessed value measured against comparable rural counties in the proximity will positively demonstrate a comparatively improved economic atmosphere. And, there will be community consensus that planning foresight and the long-standing investment in economic development had produced an improved quality of life.

### Specific MCED Goals:

- **Job Creation** – To create employment opportunities for residents of Montgomery County, Indiana through attraction of new business and industry;
- **Retention and Stabilization** – To promote the retention, stabilization and growth of existing business and industry in the County;
- **Economic Development Coordination** – To coordinate and serve as the focal point for all economic development activities occurring within the County by offering a mechanism through which agencies, departments, and groups from varied jurisdictions with economic development issues can work together for improved results and cost efficiency.
- **Workforce Development** – To promote development of a skilled workforce through enhancement and expansion of educational opportunities for County residents.

# Tactics

---

## Regionalization

---

*Regionalization* acknowledges a link between business-cluster composition and economic performance. This means that growth patterns for counties are easily differentiated by their industrial cluster and their distance to large metropolitan areas. To maximize local job growth, it is essential that MCED participate *regionally*, because opportunity seekers will begin their searches at a regional (or State) level while progressively drilling down in their search for resources to improve their profitability.

MCED will harness the considerable power of regional perspective for local economic development. The trick will be to maintain a double vision, one attentive to the opportunities within a regional view, and yet another informed by a commitment to the prosperity of Montgomery County within that region. This complex tactic will require *thinking* regionally, *acting* regionally for self-interest, and *acting locally—all at the same time*. For while MCED certainly wants jobs in Indiana rather than Illinois or Ohio; jobs created within the I-74 Corridor of western Indiana are more locally preferable than, say, jobs ending up in (for instance) Fort Wayne or Evansville. By extension, MCED *first* wants job creation to occur in Montgomery County rather than *after* Lebanon or Lafayette except where, for objective reasons, local interests cannot prevail.

MCED will strive to take a regional leadership role to advance its self-interests. And, it will insist that current regional participation is evaluated and justified for objective, broad-based potential and for cost/benefit value. Future specific regional targets-of-opportunity include: leveraging the County's proximity to Purdue, agribusiness, I-74 (as well as median proximity to I-65 and I-70) corridor and, of course, Indianapolis.

---

## Agribusiness

---

Agribusiness represents the collective business activities performed "from farm to fork". Activities include the supply of agricultural inputs, the production and transformation of agricultural products, and their distribution to final consumers. Agribusiness is already a main source of employment and income in Montgomery County while representing a local investment asset second to none. Local agricultural investment is an exploitable capital resource for future economic development with great potential to create balanced, market-based solutions that can increase agricultural entrepreneurship, rural economic growth, and entrepreneurial investment.

MCED will provide the focus and leadership to marshal and coordinate existing resources to exploit the local agricultural economy. MCEd will also assist both new and expanding agri-businesses by encouraging government policies and regulations that encourage the growth of the ag economy to enhance Montgomery County's job creation potential.

---

Undoubtedly, Montgomery County has untapped potential as a regional agribusiness leader capable of competitively developing ag-based technology projects, manufacturing, marketing, and for coordinating agriculturally financed projects.

**Set Priorities:**

Local expertise in agribusiness market realities will guide and restrain MCEd from pursuing every shiny new opportunity. However, that same expertise will enhance MCEd's odds for success by isolating unique potential market niches. Niche focus will produce opportunities from Montgomery County agricultural resources that will encourage local ownership (as a hedge against globalization) through entrepreneurial investment, or by leveraging technology developed by the Purdue College of Agriculture.

**Strengthen Our Advantages that create advantages over competitors:**

Currently, the local agricultural community is relatively more liquid than virtually any other economic sector in the entire nation. Local farmers, while historically fiscally conservative and cash poor, now actively seek local opportunities as business-savvy investors while at the same time conceptually inclined and sympathetic to agribusiness projects. MCEd will focus on that potential.

Specifically, MCEd considers Purdue's College of Agriculture a valuable resource for local economic development because of the School's proximity and our existing investment in the ag sector. The development goal: leverage new science for local commercial gain. Purdue scientists may now legally prosper from their scientific discoveries and technological ideas resulting in niche-potential between agricultural scientific discovery and the commercial opportunities that result. MCEd envisions using business development acumen to assist Purdue's scientific talent finding commercial reward and thereby produce a local jobs.

---

## Wabash College

---

MCEd recognizes Wabash College as a unique asset to the community when portrayed as an economic development tool. Wabash is one of the leading employers in the City of Crawfordsville. Its 850-plus students, their families, and the thousands of alumni who regularly attend athletic and other events on campus each year drive a large volume of economic activity in Crawfordsville. Additionally, Wabash's presence and the economic activity of students, staff and faculty, parents, and alumni have long been a factor in the vitality of the community, just as the vitality of the community is an important factor in the success of the College in attracting and retaining faculty, staff, and students.

In the future, MCEd will pursue tactics which capture the attention and dollars of the parent and alumni visitors, and exploit the interdependency between college and community for mutual gain. MCEd

will promote alumni's individual and communal stake in the vitality of the community, engage in planning, and inspire actual investment of ideas, effort, and dollars in the city of Crawfordsville.

Strategic tactics will include involving Wabash alumni with expertise and experience in community development, and finding opportunities for further student, faculty, and staff involvement in the local community, including: community service, employment, and internship programs.

---

## Supply Chain or Affiliation Tactics

---

Buyer-supplier relationships play a critical role in local employers' ability to respond to dynamic and unpredictable change. By attracting these types of symbiotic relationships for Montgomery County's existing business base, MCEd will not simply be creating new jobs, but will also be stabilizing local companies against inevitable bumps in the future economic road.

The critical tactical priorities MCEd will pursue to achieve synergistic supply chain development are twofold:

1. MCEd will isolate, prioritize, and leverage supply-side opportunities. Project prioritization will become self-evident once opportunities are juxtaposed.
2. Once a supplier target of opportunity *is* isolated, a unique, situation-specific marketing/development plan will identify specific role obligations for both MCEd and the benefiting business. This advanced planning and role delegation will avoid confusion by insuring that the local resource is leveraged to the maximum.

Each individual supplier-based opportunity will be unique, and therefore the critical task MCEd will perfect is polishing whatever local resource offers a target-of-opportunity the greatest possible commercial advantage. Isolating specific resources is important but, again, the resource or incentive used to capture the actual advantage for a prospect must ultimately be crafted on a case-by-case basis so as to find the most compelling competitive leverage.

Some sectors or resources such as the "Steel Corridor", agribusiness, or location-based logistical opportunities will get marketing priority within the greater economic development strategy. However, when MCEd isolates and pursues market-specific supplier-based opportunities— analytical *objectivity* will be critical to limit risk and for the effective use of MCEd's local influence.

## Competition

MCEd understands that competition is a key influence affecting potential success. Planners consider proximity, resources, logistics plus regional factors and local capabilities when isolating those communities posing the greatest competitive challenge when it comes to attracting business. MCEd believes Montgomery County is demonstrably competitive with the following population centers which present the greatest competitive challenge:



Vermillion County, IL; Putnam County; and Clinton County are Montgomery County/Crawfordsville's *most* competitive regional jurisdictions. Those communities' sizes, proximities and resources are objectively similar and so MCEd will benchmark Montgomery County's relative performance against theirs.

## Development Obstacles & Solutions

---

### Lack of "Product"

---

Existing product is the lifeblood of *any* economic development organization. "Product" is land or buildings that are locally available for industrial or office development. MCEd can effectively assist marketing product for the community's economic benefit. Montgomery County currently lacks a comprehensive inventory of developable properties, though poised for certain types of development via shovel ready property included within the *Crawfordsville Commerce Park*. Opportunity-seekers (usually through site locators) routinely explore LEDO's for buildings suiting their (or their client's) immediate needs. Unfortunately, *not* having an available inventory of marketable properties translates into a large competitive *disadvantage*.

*The Indiana Site and Building Database* run by the Indiana Economic Development Corporation (IEDC) is marketed nationally as the primary source for industrial site and building availability within the State of Indiana. That database must be locally maintained by MCEd. Current listing information and searching for new site opportunities for inclusion in the database will henceforth be a staff priority.

The MCEd Executive Director will develop and maintain relationships with appropriate industrial and commercial site-selectors, developers and land owners. Additionally, it will be incumbent on the MCEd Board and Committees to supplement that effort by using their collective knowledge and connections to identify potential product opportunities outside of the Executive Director's sphere of influence.

Montgomery County buildings and sites will be prioritized by their development potential. In submitting projects to national and regional site selectors and companies on business attraction projects,

MCED will provide timely information on available high quality properties while avoiding publishing marginal properties just for appearances. MCED will build trust with site selectors. The high quality sites and buildings (location, price, condition/terrain, rail access, etc.) will be subjectively classified, and MCED's Executive Director will use client-perspective for accurate property evaluations and to build that confidence.

MCED will identify gaps in the community's property inventory. Developing additional sites and "spec-ing" commercial buildings will be pursued practical tactics for filling the gaps in addition to:

- Creating property-development relationships.
- Expanding on the *Crawfordsville Commerce Park's* potential with market focus that expands on the County's existing resources.
- Insuring that MCED consistently provides timely and accurate property listings to appropriate RFI's.

## Workforce Development

There are currently unfilled jobs within the community because of a skills-gap that prohibits the unemployed from fulfilling these job openings. Using committee tactics, MCED will address the lack of available skilled workers with tactics acknowledging that the local community's desirability to employers will always be affected by the quality of its workforce.

### Specific Workforce Development Tactics:

- **Ivy Tech's** planned expansion into the community promises excellent potential for mobilizing and upgrading the local workforce to accommodate employer demands. MCED will support Ivy Tech's expansion.
- Work with the Montgomery County school corporations to promote practical job skills training within local curricula with the goal of making "home" a meaningful career aspiration while at the same time offering a contribution to the State's long-standing "brain-drain" issue.

---

## Quality-of-Life Issues

---

Quality of life is a selling point when the community markets itself to the outside world. If Montgomery County and Crawfordsville are to attract new business *and* sustain existing jobs, it is important to focus on issues like: culture, education quality, crime prevention, as well as how good we look to the first-time visitor. For that reason, MCEd will be supportive to issues which potentially impact quality-of-life results related to job creation and sustainability.

---

## Lack of Regional Focus

---

“Regionalism” is a proven economic development concept and MCEd will continue to seek local advantage with a regional focus aimed at jobs creation and commercial advantage.

MCEd has been an integral participant in the regional economic development organization: **MidWest Indiana Economic Development Partnership**. Moving forward, MCEd will continue to comprehensively address regional concepts, resources, and potential jurisdictional synergies offering the greatest local potential while monitoring that ongoing relationship for cost/benefit effectiveness.

### **The *Competitive* Caveat**

MCEd understands and supports the benefits of regional *cooperation*. But, MCEd believes that there are greater advantages for bringing jobs to Montgomery County *versus bringing them to our neighboring competitors*. Similarly, Hoosiers want jobs in *Indiana* rather than Illinois or Ohio. And, local residents certainly want jobs in the Western Corridor of Indiana rather than Ft. Wayne or Evansville.

MCEd’s regional strategy will be to determine whether a specific regionalization opportunity does or does not fit within the community’s competitive strategy. While fair competition is good, MCEd acknowledges that it will be important to think and act like competitors with surrounding competitors when a specific opportunity is finally localized.

### MCED Tactical Regional Solutions:

- Invest (philosophically) in the State's broad economic development strategy by participating wherever possible in high-level planning seminars, networking events and attending regional events dedicated to finding regionally exploitable resources.
- Seek logistical opportunities within the I-74 corridor
- Pursue opportunities permitting MCED to take a regional leadership role.
- Develop agribusiness tactics that exploit Purdue's School of Agriculture as a regional resource hub.

## Processes & Systems

MCED planners acknowledge that *how* it addresses the challenges of implementing a complex strategy will be greatly influenced by the processes it employs as well as the systems it utilizes to achieve its goals. At the conceptual core of MCED's operations, is a commitment to *practicality and fiscal efficiency*. Despite MCED's *very* limited financial resources, the community deserves and expects a functional economic development machine capable of producing results. To that end, planners have addressed *processes and systems* as cost-effective tools to enable the plan's strategies.

---

### Processes

---

- **Economic Development Coordination** —MCED will continue working with community leaders encouraging that MCED serve as a coordinating hub for organizations that, directly or indirectly, are involved in the economic development process. Currently, there is little interaction between these various public and private organizations. With regular motivated interaction, the potential exists to harness job-creating synergies while at the same time eliminating duplication of effort. That efficiency for achieving economic development objectives and cutting costs warrants MCED's leadership role.
- **Development Projects** — once marketing efforts produce opportunity-seekers in pursuit of the local resources, physical interactions and managing the flow of activities and information becomes critical. MCED will incorporate systems to manage these operations via a key-player list to coordinate and manage timelines, data and communications. Powerful software will control access to key players and proprietary

information. The Executive Director will coordinate and manage processes involving MCEd development projects, and all non-routine opportunities.

- **RFI's** — managing the flow of RFI's (requests for information) will be taxing on MCEd personnel resources. RFI's from: Indiana Economic Development Corporation, high-potential site locators, and powerful RFI's with hyped potential will always get top priority.

---

## Systems

---

MCEd systems will be dominated by technology. Because cost efficiency is fundamental to how MCEd operates, the organization will utilize software-as-a-service solutions (commonly referred to as "cloud technology"). Specifically:

1. "Cloud" storage that permits data sharing, communications, *and* mobile access without costly maintenance.
2. Consolidated password list with access controlled by corporate Officers
3. Online data systems produced in-house.
4. Individuals with a vetted need-to-know will have unfettered (yet still *controlled*) access to systems data without laboriously rummaging through paper files or requesting burdensome staff queries.

**Project Management** – requires sophisticated software to manage individual projects that have goals established with milestones and timelines. It will be important to compile communications, notes and graphic files for each unique project. Equally important is a system for interacting with project participants and limiting access to proprietary information on a need-to-know basis.

**Accounting System** – MCEd already uses *QuickBooks*™. It is a *de facto* accounting system standard. Utilizing staff to manage data input (and signature combinations to enforce management checks and balances) will save costs without challenging MCEd's operation.

**Web Systems Management** – MCEd has contracted for a site template service that incorporates some statistical data. The template allows a custom interface and an organizational structure that can be manipulated. MCEd will utilize additional components involving powerful web technology to create an online networking presence that drives the community's economic development marketing while also controlling costs.

**RFI's** – Analyzing the flow of requests for information will unquestionably constitute the bulk of day-to-day staff response. Staff will insure that legitimate requests get the attention they deserve. MCEd will use cutting edge systems for compiling routine, but meaningful, boilerplate responses (that will not *appear* as *routine* boilerplate responses) for RFI queries. MCEd's goal will be to create RFI response systems that encourage timely, competitive responses with cost-effective effort.

## Marketing

A major component of MCEd success strategy will be molding niche market perceptions of the community by focusing on the County's oft-mentioned resources and advantages. MCEd will achieve this perception by exploiting the Internet's ability to make us heard above the competitive noise. The Internet has leveled the playing fields of world markets and the community will now compete where it never could before. With such enormous access, the key to success will be in *how* MCEd positions its message.

---

### Specific Marketing Actions:

---

MCEd's marketing goal will *always* be to portray a value focus that inspires its audience to perceive value and advantage in Montgomery County. For marketing success to occur the message must inspire action. Specifically:

- MCEd's marketing will clearly define resource opportunities by the competitive advantage a specific local resource offers the marketplace. Marketing focus will succinctly describe the local advantage to opportunity-seekers with a logical rationale for choosing Crawfordsville/Montgomery County versus all of the other choices available within the marketplace.
- MCEd's marketing will make it *effortless* for key site selectors and opportunity seekers to connect with local economic development contacts and refine their initial search for unique value.
- Marketing will enable and engage opportunity-seekers by offering simple-to-use links to regional resources, demographic statistics, and meaningful contacts. For its regional cross-jurisdictional contributions, MCEd will expect reciprocity.

While nothing replaces the inherent power of face-to-face interaction—producing *jobs* from initial contact will be the goal of MCEd's marketing effort. MCEd's future marketing strategy will use focused effort that produces a very specific action from a unique audience.

---

## Web 2.0

---

The competitive playing field is now flat thanks to the Web. MCEd will exploit the web's capacity for creating market advantage by eliminating traditional development barriers of geography, cost, and time. MCEd will find additional cost advantage by doing as much of its web development as possible in-house. And, with the aforementioned marketing focus, MCEd will find measureable competitive job creation advantage.

## Reporting and Accountability

Integral to the operating efficiency of any organization are reporting systems that support management accountability and productivity. In the future, MCEd will require comprehensive reporting that insures timely information and objective data for management oversight.

---

### Management Reports

---

- Executive Director will report to the Executive Board at regular meetings
- Fiscal reports: Budgets, P&L, Balance Sheet, appropriate spending journals/ledgers at the request of the Executive Committee
- Limited access, up-to-date on-line project summaries will be available in real time
- Performance metrics will be maintained at all times
- Web stats will be available to gauge on-line marketing efficiency

---

### Accountability Metrics

---

1. Net Jobs Growth %
2. Household Income (absolute)
3. Total Assessed Value Growth %

---

## County and Crawfordsville: *Sharing the Strategy*

---

MCED will fairly and advantageously allocate its resources between County and City projects. It is understood that both jurisdictions will legitimately nurture development projects that, because of unique resources, make more sense in one location than the other. MCED will never exert bias when these situations arise, instead assuming an objective position that success ultimately benefits both jurisdictions.

The MCED Board, Executive Committee, Executive Director and all committees embrace the entire community's goal of job growth through planned economic development, and as such will consistently allocate its resources proportionately for the greatest benefit to the community at-large.

MCED believes that Montgomery County/Crawfordsville's fundamental strength is its leadership's willingness to work together for the greater good. MCED pledges to preserve that advantage, and in the future to cooperate in good faith with all of the county's communities.



## Plan Summary

**The Montgomery County/Crawfordsville Economic Development Plan** shapes a future vision for prosperity by acknowledging *The Joint Resolution's* call for a comprehensive strategy justifying the public's confidence and investment in MCEd. This new plan realistically empowers MCEd's potential by making achievability a critical goal with strategies crafted by conservative Midwestern values. The result is a realistic plan for combating the current economic downturn while offering future value with common sense strategies aimed at preserving and creating jobs.

Specific where appropriate, and general where research will ultimately determine tactics, the plan was created by a cross-section of community leaders with broad practical and intellectual talent. Their motivation was to improve the quality of life for all Montgomery County citizens. And, their effort was strictly voluntary at no cost whatsoever to the public.

This new economic development plan prioritizes the relative advantages of the County's diverse resources and spells out specific tactics for harvesting the lowest-hanging fruit. Plan refinement created practical operational objectives along with the metrics to monitor their achievement. Workforce development, agribusiness, quality-of-life issues, and entrepreneurial encouragement each require unique tactics to produce the greatest return for the least cost. The plan addresses those concepts.

Exploiting "regionalism" to leverage common resources shared with neighboring jurisdictions is encouraged and demonstrates a practical role for government in the economic development process. The plan provides specific tactical considerations for Montgomery County/Crawfordsville leaders in future regional projects.

Nurturing Wabash as a unique community resource, promises a long-term job-creation advantage. The plan finds opportunity in alumni relationships—a long-overlooked possibility.

Additionally, utilizing MCEd to coordinate the many organizations involved on the periphery of the community's economic development effort cannot help but yield improved results and greater cost efficiency to all involved.

A comprehensive marketing strategy levels the competitive playing field as the community reaches out to offer its unique advantages to the world. And, incorporating cost-effective systems and technology will enable MCEd to do far more with its limited resources. The plan documents how each tactical component melds into a broad comprehensive strategy that includes a performance timeline and measureable metrics. It's a plan that provides management reasonable oversight and accountability.

Together, MCEd's planners created this economic development tool certain that, with proper oversight and community support, it will position Crawfordsville and Montgomery County to outpace its competitors.

# Appendix

---

## Staffing/Committees

---

Because of its limited financial resources, this plan takes an economical approach to staffing for the achievement of its mission. Actual paid staff will initially be comprised of the Executive Director and Administrative Assistant, and they will be responsible for the day-to-day operation of MCED.

Additionally, because of the broad scope of the economic development concept, MCED will also rely on the skills and experience of community leaders with the resources to engage this broad undertaking and with ongoing effort, seek to dovetail experience, motivation and industry know-how to accomplish the unique agendas comprising the plan's broad tactical elements.

This Staff/Committee strategy will enable MCED to coordinate its job creation efforts on divergent fronts while effectively managing the goals of the economic development mission. With the exception of the Planning Committee, the planned Committee positions have yet to be filled. The Executive Board will name committees and committee chairpersons at the earliest opportunity.

**Resource Development**

The Resource Committee will be responsible for exploiting the most marketable resources of the community. Specifically, opportunities which find synergies within the “steel corridor”, publishing industry, agribusiness and ventures which harvest the community’s logistical advantages will be the primary focus of the committee and its membership will be affiliated with these opportunities wherever possible. Whenever possible, the Resource Committee’s membership will include Montgomery County/Crawfordsville’s largest employers and job creators, and as such retention strategies will be a logical Committee mandate.

Name	Affiliation
	Executive Director, MCEd



**Entrepreneurship Development**

The Entrepreneurship Committee focuses on the community’s need for local ownership as a primary defense against job cuts threatened by globalization. Acknowledging that the vast majority of jobs are created by small businesses, MCED has, as part of its re-invention, prioritized the cultivation of local entrepreneurs as an integral part of its future strategy. This committee will enlist the expertise of the best local entrepreneurs. Additionally, this committee will stimulate MCED’s entrepreneurial spirit and push the organization to take those necessary risks to create progress and achievement.

Name	Affiliation
	Executive Director, MCED



Montgomery County/Crawfordsville Economic  
Development Plan

**Marketing/Communications**

The Marketing/Communications Committee will be used to supplement technology needs and supplement MCEd’s marketing needs.

Name	Affiliation
	Executive Director, MCEd

**Workforce Development**

This committee’s job will be to make Montgomery County/Crawfordsville’s workforce competitive in the marketplace. The committee will be predominantly comprised of educators from various institutions who are willing to interact with local and prospective job creators on issues relating to job skill preparedness.

Name	Affiliation
	Executive Director, MCEd

**Planning Committee**

The Planning Committee’s primary function is creating and maintaining the **Montgomery County/Crawfordsville Economic Development Plan**. Its mandate is that the plan must focus on achievable job creation strategy with tactics that are both productive and cost effective.

The world of economic development is fluid and therefore MCED must be disposed to change. MCED will be constantly vigilant to the need to alter goals and objectives to insure its perspective on growth remains efficient, practical and objective. MCED’s perspective will never be so invested in this plan that it loses its way from blind dedication to what *was* at a certain time and place. The world will change. The quicker the community responds to those inevitable challenges will, to a great extent, define the rate of its future success.

Name	Affiliation
Brandy Allen	City of Crawfordsville
Jeff Birk	Retired/CSI
Ron Dickerson	Nucor
Tim McCarthy	Tipmont REMC
Bill Petranoff	Duke Energy
Tom Utley	County Council
Patrick White	Wabash College



### **Nominating Committee**

The Nominating Committee consists of three (3) persons: who shall be the current President, or his or her designee, and the two (2) most recent past Presidents of MCED, with the current President, or his or her designee, serving as chairperson. If either of the two (2) most recent past Presidents is unavailable to serve on the nominating committee, then the President appoints the other members of the nominating committee from among the Directors. On or before October 1 of each year, the Nominating Committee shall submit a list of candidates for Elected Directors whose terms of office are will expire that year and candidates for the offices of President, Vice President, Secretary and Treasurer for the following year.

### **Executive Director**

Yet To Be Named

### **Administrative Assistant**

Yet To Be Named

## 2012 Executive Committee and Board Members

MCED Executive Committee Members:

Name	Affiliation
Phil Bane	Bane Equipment Sales, Inc.
Todd D. Barton	Mayor of Crawfordsville
Jeff Birk	Retired/CSI
Rusty Carter	F.C. Tucker West Central
Deanna Durrett	MCED
Phil Goode	AccelPlus/ CEL&P
Mike McCormick	McCormick Metsker
Morris Mills	Mills Farms
Heather Perkins	City Council



MCED Board Members:

Name	Affiliation
Phil Bane	Bane Equipment Sales, Inc.
Todd D. Barton	Mayor of Crawfordsville
Jeff Birk	Retired/CSI
Phil Boots	Boots Bros Oil
Debbie Calder	INDOT
Rusty Carter	F.C. Tucker West Central
Ron Dickerson	Nucor
Deanna Durrett	MCED (Ex-officio non voting member)
Phil Goode	AccelPlus/ CEL&P
J. Lamont Harris	Henthorn Harris & Weliever
Sharon Kenny	Visitors & Convention Bureau
S. David Long	Chamber of Commerce
Steve Loy	Chase Bank
Mike McCormick	McCormick Metsker
Morris Mills	Mills Brothers Farms
Heather Perkins	City Council
Bill Petranoff	Duke Energy

Montgomery County/Crawfordsville Economic  
Development Plan

Steve Seamans	RR Donnelley
Vacant	Purdue Extension
Kelly Taylor	Montgomery County Community Foundation
Tom Utley	Montgomery County Council
Patrick White	Wabash College
Mark Wollenberg	Random House

---

## ByLaws

---

### AMENDED and RESTATED CODE OF BY-LAWS

#### MONTGOMERY COUNTY ECONOMIC DEVELOPMENT, INC.

##### Article I.        General

**Section 1.01**    **Name.** The name of the Corporation is Montgomery County Economic Development, Inc. Wherever used in these By-Laws, the terms “MCED” and “Corporation” mean and refer to Montgomery County Economic Development, Inc.

**Section 1.02**    **Insignia.** The Corporation may adopt such seals, logotypes, emblems or other insignia of MCED as shall reflect the values and mission of the Corporation.

##### Article II.        Objectives

**Section 2.01**    **Mission Statement.** The basic mission of the Montgomery County Economic Development, Inc. is to serve as an active leader in the advancement of the economic health of Montgomery County, by serving as the focal point for business and industry growth, job retention, workforce development and economic development education that will result in a greater quality of life for the Montgomery County community.

**Section 2.02**    **Goals.** The goals of the Corporation are:

- (a) **Job Creation.** To create employment opportunities for residents of Montgomery County, Indiana through attraction of new business and industry;
- (b) **Retention and Stabilization.** To promote the retention, stabilization and growth of existing business and industry in the County;
- (c) **Economic Development Coordination.** To coordinate and serve as the focal point for economic development activities in the County; and
- (d) **Workforce Development.** To promote development of a skilled workforce through enhancement and expansion of educational opportunities for County residents.

**Section 2.03**     **Non-Profit Purposes.** MCEd is organized and operated exclusively for the purpose of being a non-profit “business league” as defined in Section 501(c)(6) of the Internal Revenue Code, or corresponding provisions of any subsequent Federal tax laws, and its activities shall be conducted in such a manner that no part of its net earnings shall inure to the benefit of any Director, or officer or other individual, except that the Corporation may pay reasonable compensation for services rendered and make payments and distributions in furtherance of the goals set forth in Section 2.02 above.

**Section 2.04**     **Antitrust Compliance.**

- (a) **Policy.** It is the official policy of MCEd to comply with the letter and spirit of all federal, state and applicable international trade regulations and antitrust laws. Any activities of MCEd or Corporation-related activities of its staff, officers or Directors which violate such regulations and laws are detrimental to the interests of MCEd and are contrary to Corporation policy.
- (b) **Implementation.** Implementation of the antitrust policy of MCEd shall include, but shall not be limited to the following:
  - (i) ***Meetings.*** Corporation Directors’ and committee meetings shall be conducted pursuant to agendas distributed in advance to attendees; discussions shall be limited to agenda items; and minutes shall be distributed to attendees promptly.
  - (ii) ***Activities and Discussions.*** All Corporation activities or discussions shall be avoided which might be construed as tending to: (a) raise, lower or stabilize prices; (b) regulate production; (c) allocate markets; (d) encourage boycotts; (e) foster unfair trade practices; (f) assist monopolization, or in any way violate federal, state or applicable international trade regulations and antitrust laws.
  - (iii) ***Discipline for Non-Compliance.*** Corporation staff members who participate in conduct which the Executive Committee determines to be contrary to the Corporation’s antitrust compliance policy shall be subject to disciplinary measures up to and including dismissal.

**Article III.**         **Directors**

**Section 3.01**     **Board of Directors Powers.** The Board of Directors of MCEd shall have and exercise the following specified corporate powers:

- (a) The election of the officers of the Corporation;
- (b) The removal and replacement of officers of the Corporation, pursuant to Section 5.03 below;
- (c) The appointment of members of the Executive Committee as provided by Section 3.05 below;

- (d) The approval of the Corporation's annual operating budget;
- (e) The review and approval of the Corporation's financial statements; and
- (f) The amendment of the Corporation's Articles of Incorporation or these By-Laws.

**Section 3.02 Executive Committee Powers.** Pursuant to Ind. Code § 23-17-12-1(c) and the Corporation's Articles of Incorporation, as amended, all corporate powers other than those specifically enumerated under Section 3.01 above shall be vested in and exercised by the Executive Committee named under Section 3.05 below.

**Section 3.03 Classification and Election of Directors — Effective Through December 31, 2012.** The following provisions shall govern the classification and election of Directors, effective for Directors whose terms of office end on or before December 31, 2012:

- (a) **Number and Classification.** The Board of Directors shall consist of twenty-three (23) members, of whom fifteen (15) shall be Elected Directors, and eight (8) shall be Ex-Officio Directors. All Directors, whether Elected or Ex-Officio, shall have equal voting rights at any meeting of the Board of Directors. Wherever used in this Section, the terms "Board of Directors" and "Board" shall mean and include both the Elected Directors and Ex-Officio Directors.
- (b) **Elected Directors.**
  - (i) *Qualifications.* Any reputable person or representative of an association or corporation who subscribes to the purpose and basic policies of MCEd may become an Elected Director of the Corporation, subject only to compliance with the provision of these By-Laws.
  - (ii) *Term of Office.* The terms of office of the Elected Directors shall be one (1) year, beginning on Jan 1<sup>st</sup> and ending on the following Dec. 31<sup>st</sup>.
  - (iii) *Nomination and Election of Elected Directors.* The following procedure shall apply for the nomination and election of candidates to fill the offices of Elected Directors whose terms have expired or are about to expire:
    - a. Candidates to replace Elected Directors, whose terms have expired or will expire, shall be nominated by nominating committee of three (3) persons, who shall be the three (3) most recent past Presidents of MCEd, with the immediate past President as chairperson. If any of the three (3) most recent past Presidents is unavailable to serve on the nominating committee, or if there are fewer than three (3) living past Presidents, then the President shall appoint the other members of the nominating committee from among the Directors.

- b. In nominating candidates for Directors, the nominating committee shall seek to maintain a balanced representation on the Board of Directors of members from the following areas (i) manufacturing and industrial concerns, (ii) retail and wholesale trade, (iii) professional and financial services, and (iv) other services and miscellaneous businesses.
- (c) Ex-Officio Directors. The following government units, community and civic organizations shall be represented Ex-Officio on the Board by their chief executive officer or appointee, as set forth below:
  - (i) *City of Crawfordsville*: The City of Crawfordsville shall be represented by two Ex-Officio Directors, who shall be its Mayor and one (1) member of its Common Council. The representative of the Common Council shall be appointed annually by the Council for a term of one (1) year, beginning on January 1 and ending on the following December 31.
  - (ii) *Montgomery County Government*: Montgomery County Government shall be represented by two (2) Ex-Officio Directors, one of whom shall be a County Commissioner, and the other of whom shall be a member of the County Council. The representative of the County Commissioners shall be appointed annually by the Commissioners for a term of one (1) year, beginning on January 1 and ending on the following December 31. Likewise, the representative of the County Council shall be appointed annually by the Council for a term of one (1) year, beginning on January 1 and ending on the following December 31.
  - (iii) *Crawfordsville/Montgomery County Chamber of Commerce*: The Crawfordsville/Montgomery County Chamber of Commerce shall be represented by its Executive Director.
  - (iv) *Crawfordsville Main Street Program, Inc.*: Crawfordsville Main Street Program, Inc. shall be represented by its president.
  - (v) *Montgomery County Visitors and Convention Bureau*: The Montgomery County Visitors and Convention Bureau shall be represented by its chief executive officer.
  - (vi) *Montgomery County Community Foundation, Inc.*: The Montgomery County Community Foundation shall be represented by its executive director.

**Section 3.03 Classification and Election of Directors — Effective January 1, 2013.** The following provisions shall govern the classification and election of Directors, effective for Directors whose terms of office begin on or after January 1, 2013:



Montgomery County Economic Development Corporation

- (a) Number and Classification. The Board of Directors shall consist of fifteen (15) members, of whom nine (9) shall be Elected Directors, and six (6) shall be Ex-Officio Directors. All Directors, whether Elected or Ex-Officio, shall have equal voting rights at any meeting of the Board of Directors. Wherever used in this Section, the terms "Board of Directors" and "Board" shall mean and include both the Elected Directors and Ex-Officio Directors.
- (b) Elected Directors.
  - (i) *Qualifications*. Any reputable person or representative of an association or corporation who subscribes to the purpose and basic policies of MCED may become an Elected Director of the Corporation, subject only to compliance with the provision of these By-Laws.
  - (ii) *Term of Office*. The terms of office of the Elected Directors shall be three (3) calendar years each, except that for terms of office commencing January 1, 2013, three (3) Elected Directors will be elected for a term of one (1) year each, three (3) will be elected for terms of two (2) years each, and three (3) will be elected for terms of three (3) years each. No Elected Director may serve more than two (2) consecutive terms.
  - (iii) *Nomination and Election of Elected Directors*. Candidates to replace Elected Directors whose terms are expiring shall be nominated by the Nominating Committee appointed pursuant to Section 6.01 below. In nominating candidates for Elected Directors, the Nominating Committee shall seek to maintain a balanced representation on the Board of Directors of members from the following areas (i) manufacturing and industrial concerns, (ii) retail and wholesale trade, (iii) professional and financial services, and (iv) other services and miscellaneous businesses.
- (c) Ex-Officio Directors. The following governmental officers, governmental units and community organizations shall be represented Ex-Officio on the Board as follows:
  - (i) *Mayor of Crawfordsville*: The Mayor City of Crawfordsville may serve as an Ex-Officio Director, or may name an appointee to serve in his or her place. The Mayor or his or her appointee shall serve for a term of one (1) beginning on January 1. There shall be no limit on the number of successive terms that the Mayor or his or her appointee may serve as an Ex Officio Director.
  - (ii) *Crawfordsville Common Council*. The Crawfordsville Common Council shall be represented by one (1) Ex-Officio Director, who may but need not be a member of the Council. The representative of the Common Council shall be appointed annually by the Council for a term of one (1) year, beginning on January 1. There shall be no limit on the number of successive terms that the appointee of the Common Council may serve as Ex Officio Director.
  - (iii) *Montgomery County Commissioners*: The Montgomery County Board of Commissioners shall be represented by one (1) Ex-Officio Director, who may but need not be a member of the Board of Commissioners. The representative of the Board of Commissioners shall be appointed annually by the Commissioners for a term of one (1) year, beginning on January 1. There shall be no limit on the number of successive terms that the appointee of the County Commissioners may serve as Ex Officio Director.



- (iv) *Montgomery County Council.* The Montgomery County Council shall be represented by one (1) Ex-Officio Director, who may but need not be a member of the County Council. The representative of the County Council shall be appointed annually by the Council for a term of one (1) year, beginning on January 1. There shall be no limit on the number of successive terms that the appointee of the County Council may serve as Ex Officio Director.
- (v) *Crawfordsville/Montgomery County Chamber of Commerce:* The Crawfordsville/Montgomery County Chamber of Commerce shall be represented by its Executive Director or by a director of the Chamber, as determined annually by the Chamber's board of directors. The Chamber's Ex Officio Director shall serve for a term of one (1) year, beginning January 1, and there shall no limit on the number of successive terms that the Chamber's representative may serve.
- (vi) *Montgomery County Visitor and Convention Commission.* The Montgomery County Visitor and Convention Commission shall be represented by the Executive Director of the Montgomery County Visitor and Convention Bureau, or by a member of the Commission, as determined annually by the Commission's governing body. The Visitor and Convention Commission's Ex Officio Director shall serve for a term of one (1) year, beginning January 1, and there shall no limit on the number of successive terms that the Commission's representative may serve.

**Section 3.04**     **Vacancies Among Directors – Effective Until December 31, 2012.** In the event of a vacancy among the Elected Directors, created by resignation, death or any cause other than the expiration of a Director's term, the Executive Committee shall appoint a qualified person to fill such vacancy for the balance of the term. Vacancies among the Ex-Officio Directors representing the Crawfordsville Common Council, Montgomery County Commissioners and Montgomery County Council shall be filled by appointees of such governmental bodies.

**Section 3.04**     **Vacancies Among Directors – Effective January 1, 2013.** In the event of a vacancy among the Elected Directors, created by resignation, death or any cause other than the expiration of a Director's term, the Executive Committee shall appoint a qualified person to fill such vacancy for the balance of the term. Any vacancy among the Ex-Officio Directors shall be filled by the officer, body or organization having the power to appoint such Ex-Officio Director.

**Section 3.05**     **Executive Committee.**

- (a) Composition. The Executive Committee shall consist of seven (7) members, who shall be:
  - (i) the President;
  - (ii) the Vice President;
  - (iii) the Secretary;
  - (iv) the Treasurer;
  - (v) the Mayor of the City of Crawfordsville, or his or her appointed Ex-Officio Director;
  - (vi) the Ex-Officio Director appointed by the Montgomery County Board of Commissioners; and





Montgomery County Economic Development Corporation

- (vii) a Director appointed annually by the Board of Directors from among their members for a term of one year at a time, beginning on January 1.

The Executive Director shall serve as a non-voting member of the Executive Committee.

(b) Vacancies.

- (i) In the event of a vacancy on the Executive Committee, a replacement member shall be elected or appointed by the officer or body having the power to elect or appoint the vacated position.
- (ii) If at any time, the Ex-Officio Director representative of the Mayor of the City of Crawfordsville or the Montgomery County Board of Commissioners is serving as President, Vice President, Secretary or Treasurer of the Corporation, an additional member of the Executive Committee shall be appointed by the Board of Directors from among their members for a term of one (1) year at a time, beginning on January 1.

**Article IV. Meetings.**

**Section 4.01 Board of Directors Meetings.** The Board of Directors shall hold regular meetings, not less frequent than quarterly, at the MCED office or at such other place that is designated by MCED's President in the meeting notice. Special meetings of the Board of Directors may be called by the President, or by any three (3) Directors, whenever required in order for it to fulfill its responsibilities.

**Section 4.02 Executive Committee Meetings.** The Executive Committee shall hold regular meetings, not less frequent than monthly, at the MCED office or at such other place that is designated by MCED's President in the meeting notice. Special meetings of the Executive Committee may be called by the President, or by any two (2) members of the Executive Committee, whenever required in order for it to fulfill its responsibilities.

**Section 4.03 Notice of Meetings.** Notice of any regular or special meeting of the Board of Directors or Executive Committee shall be given to each Director or Executive Committee member by written notice delivered by any of the following means:

- (a) By personal delivery to the Director;
- (b) By U.S. Postal Service delivery to the Director at his or her address as shown by the records of the Corporation; if mailed, such notice shall be deemed to have been delivered two (2) days after having been deposited in the United States mail in a sealed envelope so addressed, with sufficient first-class postage thereon;
- (c) By facsimile transmission addressed to the Director's fax number as shown by the records of the Corporation; or



- (d) By email addressed to the Director at his or her email address as shown by the records of the Corporation.

Except in the case of an emergency, as determined by the President in the exercised of his or her discretion, notice of regular or special meetings shall be given at least seven (7) days prior to the meeting date. Any Director or Executive Committee member may waive notice of any meeting. The attendance of a Director or Executive Committee member at any meeting shall constitute a waiver of notice of such meeting, unless the Director or Executive Committee member attends the meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or noticed. Neither the business to be transacted at, nor the purpose of, any regular meeting of the Board of Directors or Executive Committee member need be specified in the notice or waiver of notice of such meeting, unless specifically required by law, the Articles of Incorporation or these By-Laws.

**Section 4.04**     **Quorum and Voting.** Except as otherwise required by law or these By-Laws, a majority of the members of the Board of Directors or Executive Committee shall constitute a quorum at any regular or special meeting of either body. The majority of such quorum shall control, unless a greater percentage or fraction is required by law, by the Articles of Incorporation, or by these By-Laws.

**Section 4.05**     **Action Without a Meeting.** Unless otherwise provided by the Articles of Incorporation or these By-Laws, any action required or permitted to be taken at any meeting of the Board of Directors or Executive Committee may be taken without a meeting, if prior to such action a written consent to such action is signed by a majority of the Board or Executive Committee, as the case may be, and such written consent is filed with the minutes of proceedings of the Board or Executive Committee.

**Article V.**         **Officers**

**Section 5.01**     **Officers.** The officers of MCED shall consist of a President, Vice President, Secretary and Treasurer. These officers shall be elected annually by the Board of Directors from among the Directors.

**Section 5.02**     **Terms of Office.** The officers shall serve for a term of one (1) year beginning on January 1; provided, however, that any officer shall serve until his or her successor is duly elected and qualified. No person may serve more than two (2) consecutive terms as President. There shall be no limit on consecutive terms of office for other officers.

**Section 5.03**     **Removal.** Officers may be removed and replaced, with or without cause, by majority vote of the Directors, at any regular or special meeting of the Board of Directors.



**Section 5.04**     **Duties.** The elected officers shall have such powers and duties as may from time to time be specified in resolution or other directives of the Board of Directors. In the absence of such specifications, each elected officer shall have the powers and authority, and shall perform and discharge the duties, of officers of the same title serving in not-for-profit corporations having the same or similar general purposes and objectives as this Corporation.

**Section 5.05**     **Indemnification of Directors and Officers.** Each Director and officer of MCED now or hereafter serving as such, shall be indemnified by the Corporation against any and all claims and liabilities to which he or she has or shall become subject by reason of serving or having served as such Director or officer, or by reason of any action alleged to have been taken, omitted or neglected by him or her as such Director or officer. MCED shall reimburse each such person for all legal expenses reasonably incurred by him or her in connection with any such claim or liability, provided, however, that no such person shall be indemnified against, or be reimbursed for any expense incurred in connection with, any claim or liability arising out of his or her own fraudulent or willful misconduct, or gross negligence. The right of indemnification provided by this section shall be in addition to, and not in lieu of, any rights to which any Director or officer may be entitled by law, including without limitation the provisions of the Indiana Nonprofit Corporation Act of 1991 (I.C. 23-17-16-1, et seq.).

**Section 5.06**     **Executive Director.** The Corporation may employ a paid chief executive to serve as Executive Director at the pleasure of the Executive Committee, which shall arrange his or her terms of employment. The Executive Director may not be an Elected Director or Ex-Officio Director. The Executive Director shall not have a vote at any meeting of the Board of Directors or Executive Committee. The Executive Director shall be responsible for day-to-day operation of the organization, and shall see that all orders and resolutions of the Board of Directors and Executive Committee are carried into effect and shall perform such other duties as the Executive Committee may prescribe.

**Article VI.**         **Committees**

**Section 6.01**     **Nominating Committee.** The Nominating Committee shall consist of three (3) persons, who shall be the current President, or his or her designee, and the two (2) most recent past Presidents of MCED, with the current President, or his or her designee, serving as chairperson. If either of the two (2) most recent past Presidents is unavailable to serve on the nominating committee, then the President shall appoint the other members of the nominating committee from among the Directors. On or before October 1 of each year, the Nominating Committee shall submit a list of candidates for Elected Directors whose terms of office are will expire that year and candidates for the offices of President, Vice President, Secretary and Treasurer for the following year.

**Section 6.02**     **Standing and Special Committees.** Standing or special committees of MCED may be created the President, with the advice and approval of the Executive Committee, to perform such tasks as may be assigned to them. Members of standing or special committees need not be Directors.



Montgomery County Economic Development Corporation

**Section 6.03**     **Limitation of Committee Powers.** No standing or special committee shall have the authority to legally bind or act on behalf of the Corporation without specific authorization or approval of the Executive Committee.

**Article VII.**         **FISCAL AND FINANCIAL**

**Section 7.01**     **Fiscal year.** The fiscal year of MCED shall begin on the first day of each January and end on the last day of each December next succeeding.

**Section 7.02**     **Establishment of Funds and Depositories.** All funds of the Corporation shall be maintained in such depository as the Executive Committee may from time to time determine.

**Section 7.03**     **Approval of Expenditures.** No obligation or expense shall be incurred and no money shall be appropriated or paid out of the general funds of the Corporation without the prior approval of the Executive Committee, except for current regular expenses. With the exception of petty cash disbursements not to exceed an amount approved from time to time by the Executive Committee, all disbursements shall be paid by check, signed by such persons and in such manner as may be designated by the Executive Committee.

**Section 7.04.**     **Maintenance of Books and Records.** The books of account MCED shall be kept at the principal office of the Corporation, and shall be made available for inspection by Directors upon reasonable request.

**Article VIII.**         **Dissolution**

Upon dissolution of the Corporation, no Director, officer, or any private individual will be entitled to share in the distribution of the Corporation's assets. Upon dissolution, the Board of Directors shall, after paying or making provision for the payment of all the liabilities of the Corporation, dispose of all the assets of MCED exclusively for the purposes of the Corporation as the Board of Directors shall determine. Any such assets not so disposed of shall be disposed of by the Judge of the Circuit Court of Montgomery County, Indiana, exclusively for such purposes, or to organizations operated exclusively for such proposes.

**Article IX.**         **Amendment**

These By-Laws may be amended by the Board of Directors at any regular or special meeting held upon not less than seven (7) days' notice. The notice of the meeting shall briefly describe the nature of the proposed amendment. Any amendment must be approved by a two-thirds ( $\frac{2}{3}$ ) majority vote of the Directors present at such meeting.



## Articles of Incorporation

---

### **MONTGOMERY COUNTY ECONOMIC DEVELOPMENT, INC.**

The undersigned incorporator, desiring to form a corporation (hereinafter referred to as the "Corporation") pursuant to the provisions of the Indiana Nonprofit Corporation Act of 1991, as amended (hereinafter referred to as the "Act"), executes the following Articles of Incorporation:

#### **ARTICLE I -Name**

The name of the Corporation is: **Montgomery County Economic Development, Inc.**

#### **ARTICLE II -Purposes**

2.1 Specific Purposes. The specific purposes for which the corporation is formed are:

2.1.1. To serve as an active leader in advancement of the economic health of Montgomery County, Indiana; and

2.1.2. To serve as the focal point for business and industry growth, job retention, economic development education and work force development, resulting in a greater quality of life for the Montgomery County community.

2.2 Nonprofit Purposes.

2.2.1 The Corporation is organized and operated exclusively for the purposes of a business league, within the meaning of Section 501(c)(6) of the Internal Revenue Code, or corresponding provisions of any future federal tax code.

2.2.2 No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to, any director, officer, or other private person, except that the

Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the specific purposes set forth above.

2.2.3 No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office.

2.2.4. The Corporation shall not carry on any other activities not permitted to be carried on by an organization exempt from federal income tax under Section 501(c)(6) of the Internal Revenue Code, or corresponding section of any future federal tax code.



**ARTICLE III - Type of Corporation**

The Corporation is a public benefit corporation, which is organized for a public or charitable purpose.

**ARTICLE IV - Registered Agent; Registered Office; Principal Office**

The street address of the corporation's initial registered office in Indiana and the name of its initial registered agent at the office is:

**4.1 Registered Agent: The name and street address of the Corporation's Registered**

Agent and Registered Office for service of process are:

Name of Registered Agent:

Dan McIlrath

Address of Registered Agent:

211 S. Washington St., Crawfordsville, IN 47933

Address of Registered Office:

211 S. Washington St., Crawfordsville, IN 47933

**4.2 Principal Office: The post office address of the Principal Office of the Corporation is:**

Address of Principal Office:

211 S. Washington St., Crawfordsville, IN 47933

**ARTICLE V -Membership**

The Corporation will not have members.

**ARTICLE VI -Incorporator**

The name and post office address of the Incorporator of the Corporation are:

Dan McIlrath 211 S. Washington St., Crawfordsville, IN 47933

**ARTICLE VII -Distribution of Assets on Dissolution or Final Liquidation**

Upon dissolution of the Corporation, no director, officer, or any private individual will be entitled to share in the distribution of the Corporation's assets. Upon dissolution, the board of directors shall, after paying or making provision for the payment of all the liabilities of the Corporation, distribute the assets of the Corporation to one or more organizations which are organized and operated for the same or similar purposes as the Corporation, to one or more organizations which are exempt from federal income tax under Section 501(c)(3) of the Internal

Revenue Code, to the federal government, or to a unit of state or local government, all as the board of directors shall determine.



Montgomery County Economic Development Corporation

**2012 Amendment to the Articles of Incorporation:**

**State of Indiana  
Office of the Secretary of State**

CERTIFICATE OF AMENDMENT

of

**MONTGOMERY COUNTY ECONOMIC DEVELOPMENT, INC.**

I, Connie Lawson, Secretary of State of Indiana, hereby certify that Articles of Amendment of the above Non-Profit Domestic Corporation has been presented to me at my office, accompanied by the fees prescribed by law and that the documentation presented conforms to law as prescribed by the provisions of the Indiana Nonprofit Corporation Act of 1991.

NOW, THEREFORE, with this document I certify that said transaction will become effective Wednesday, April 04, 2012.

In Witness Whereof, I have caused to be affixed my signature and the seal of the State of Indiana, at the City of Indianapolis, April 04, 2012



*Connie Lawson*

CONNIE LAWSON,  
SECRETARY OF STATE

1999050001 / 2012040400238



Montgomery County Economic Development Corporation

RECEIVED 04/04/2012 09:56 AM

APPROVED AND FILED  
CONNIE LAWSON  
INDIANA SECRETARY OF STATE  
4/4/2012 9:52 AM

**ARTICLES OF AMENDMENT**

Formed pursuant to the provisions of the Indiana Nonprofit Corporation Act of 1991.

**None - ENTITY NAME**

MONTGOMERY COUNTY ECONOMIC DEVELOPMENT, INC.

Creation Date: 4/29/1999

**PRINCIPAL OFFICE ADDRESS**

309 NORTH GREEN, CRAWFORDSVILLE, IN 47933

**REGISTERED OFFICE AND AGENT**

BILL HENDERSON  
309 N GREEN STREET, CRAWFORDSVILLE, IN 47933

**OFFICERS AND BOARD OF DIRECTORS**

MIKE MCCORMICK  
Secretary  
302 E. MARKET ST. , CRAWFORDSVILLE, IN 47933

William H Carter Jr  
President  
204 E Market St , Crawfordsville, IN 47933

**GENERAL INFORMATION**

Adoption Date: 4/4/2012  
Effective Date: 4/4/2012  
Electronic Signature: WILLIAM H. CARTER, JR.  
Signator's Title: PRESIDENT





---

**MANNER AND ADOPTION OF VOTE**

---

SECTION 1 Action by Board of Directors, Incorporators or by a person other than the members. The Board of Directors duly adopted a resolution proposing to amend the Article(s) of Incorporation: at a meeting held at which a quorum of such Board was present or by written consent executed and signed by all members of such Board. Approval of the members was not required and the amendment (s) were approved by a sufficient vote of the Board of Directors or Incorporators. The Amendment (s) was approved by a person other than members and that approval pursuant to Indiana code 23-17-27-1 was obtained.

---

**ADDITIONAL ARTICLES**

---

Article VII : THE BY-LAWS OF THE CORPORATION MAY PROVIDE FOR DELEGATION OF ANY CORPORATE POWERS TO AN EXECUTIVE COMMITTEE OR OTHER COMMITTEE COMPRISED OF FEWER THAN ALL OF THE DIRECTORS.