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U.S. Department of Homeland Security
U.S. Citizenship and Immigration Services

Notice of Action

Receipt # W09001490		Application/Petition REGIONAL CENTER PROPOSAL
Notice Date 10/19/2010	Page 1 of 12	Regional Center Energize-ECI Regional Center

Bingham McHale LLP
c/o Andrew Gruber Esq
2700 Market Tower, 10 West Market St.
Indianapolis, IN 46204

Request for Evidence

IMPORTANT: WHEN YOU HAVE COMPLIED WITH THE INSTRUCTIONS ON THIS FORM, RESUBMIT THIS NOTICE ON TOP OF ALL REQUESTED DOCUMENTS AND /OR INFORMATION TO THE ADDRESS BELOW. THIS OFFICE HAS RETAINED YOUR PETITION/APPLICATION WITH SUPPORTING DOCUMENTS.

THE INFORMATION REQUESTED BELOW MUST BE RECEIVED BY THIS OFFICE NO LATER THAN EIGHTY-FOUR (84) DAYS FROM THE DATE OF THIS NOTICE. IF YOU DO NOT PROVIDE THE REQUESTED DOCUMENTATION WITHIN THE TIME ALLOTTED, YOUR APPLICATION WILL BE CONSIDERED ABANDONED PURSUANT TO 8 C.F.R. 103.2(B)(13) AND, AS SUCH, WILL BE DENIED.

WS24065/CSC1309/DIV III

RETURN THIS NOTICE ON TOP OF THE REQUESTED INFORMATION LISTED ON THE ATTACHED SHEET.

Note: You are given until 01/11/2011 in which to submit the information requested.

Pursuant to 8 C.F.R. 103.2(b)(11) failure to submit ALL evidence requested at one time may result in the denial of your application.

For non-US Postal Service
Attn: EB 5 RC Proposal
24000 Avilla Road, 2nd Floor
Laguna Niguel, CA 92677

COPY

You will be notified separately about any other applications or petitions you filed. Save a photocopy of this notice. Please enclose a copy of it if you write to us about this case, or if you file another application based on this decision. Our address is:

U.S. CITIZENSHIP AND IMMIGRATION SERVICES
CALIFORNIA SERVICE CENTER
Attn: EB 5 RC Proposal
P.O. BOX 10590
LAGUNA NIGUEL, CA 92607-0526



W09001495

Form I-797 (8/06)

Please see additional information on the back.



W09001495

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RESPONSE TO REQUEST FOR EVIDENCE
EB-5 REGIONAL CENTER APPLICATION

SUBMISSION CONTAINS CONFIDENTIALCOMMERCIAL INFORMATION.
PER FOIA (5 U.S.C. § 552 (b)(4)), SUBMITTER REQUESTS PREDISCLOSURE NOTIFICATION PER
PRESIDENTIAL EXECUTIVE ORDER NO. 12,600, 52 Fed. Reg. 23781 (June 23, 1987)

January 7, 2011

U.S. Citizenship and Immigration Services
California Service Center
Attention: EB-5 RC Proposals
24000 Avila Road, 2nd Floor
Laguna Niguel, CA 92677

Re: W09001490 – Energize-ECI EB-5 Visa Regional Center Application

Dear Examiner,

This letter is a timely response to the October 19, 2010 Request for Evidence (“RFE”) issued in connection with the Energize-ECI EB-5 Visa Regional Center Application (the “EEERC Application”) submitted by Energize-ECI EB-5 Visa Regional Center, LLC (“EEERC”). The bolded section headings below correspond to the section headings in the RFE.

Incorporated within this Response is detailed information pertaining to the Enviropure Seafood Company of Eastern Indiana Exemplar Project. The specific project has two (2) locations. One location is in Henry County, Indiana and the other location is in Madison County, Indiana. The project location addresses are as follows:

Henry County-Wilbur Wright Road, New Lisben, Indiana 47366. Henry County is designated a rural area and is so noted in the TEA designation letter from the state of Indiana that is included with this response.

Madison County-12100 N. State Rd. 3, Muncie, Indiana 47303. This address is located in census tracts 26.01 and 26.02 and designated as TEA areas as noted in the TEA designation letter from the state of Indiana that is included with this response.

Included with this Response is the fully executed operating agreement for Enviropure Seafood Company of Eastern Indiana, the project developer organizational chart and the organizational chart disclosing the name of the planned limited partnership entity.

Also included with this response are the business plans, the analyses and all required documentation for the hypothetical projects and the exemplar project noted above.

Requirements for Regional Center Designation

Issue #1: Please provide evidence that Energize-ECI EB-5 Visa Regional Center exists as an economic unit. Such evidence may include articles of organization or other official documents from the State in which Energize-ECI EB-5 Visa Regional Center is registered.

Response: Attached hereto, and incorporated herein for all purposes, as **Exhibits 13A-13E** are the corporate filings reflecting that EEERC is duly registered in the state of Indiana.

Regional Center Proposals must meet all the Requirements of 8 CFR103.2. The Proposal must be signed by a principal of the Economic Entity filing the proposal:

Issue #2: Since the request for designation as a Regional Center is not signed, the proposal has not been properly filed. Therefore, provide a G-28 on the current form G-28 and an updated request for designation as a Regional Center signed by a Regional Center principal.

Response: Reid A. Nelson is now counsel of record for purposes of the filing of the Regional Center Application for EEERC. Please see the duly executed INS Form G-28 which is attached hereto, and incorporated herein for all purposes, as **Exhibit 1**. Please also refer to the letter requesting designation of EEERC as a Regional Center, attached hereto, and incorporated herein for all purposes, which is signed by Principal, E. Roy Budd. Mr. Budd is also the primary point of contact for EEERC.

Regulatory Requirements:

Issue #3: 8 CFR 204.6 (m)(3) describes specific evidence that must be submitted before consideration for eligibility for this benefit may proceed.

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In general, 8 CFR 204.6 (m)(i), 8 CFR 204.6 (m)(ii), 8 CFR 204.6 (m)(iv) and 8 CFR 204.6 (m)(v) raise issues that are for the most part addressed by a thorough economic analysis which should predict both the economic impact of the regional center and its proposed investments and the job creation, both direct and indirect, that will result from the planned investments. When you have an economic impact report and analysis using reasonable methodologies for the prediction of job creation, please include the NAICS codes of the industries in which the investments will be made.

The economic analysis, using an accepted methodology, should show the inputs used to determine job creation, regional and national impact of the regional center. To illustrate how the inputs could be different for the same activity, such as Advanced Manufacturing, the job multipliers in the economic zone of manufacturing for a given manufacturing plant would be different if an existing plant is purchased with little or no alteration compared to establishing a new plant in a rural area, building the factory from the ground up and building infrastructure such as access roads and utility lines. The job multipliers for a microchip manufacturer would be different from that of a furniture manufacturer. In addition, business plans clarify the job creating activities that would be found on a proposed organizational chart or schedule of hiring dates. While any reasonable economic modeling methodology is acceptable, if the economist is using inputs other than those obtained from the Bureau of Economic Activity, this and the reasons for it should be explained in some detail.

Response: Attached as **Exhibit 11**, which is incorporated herein for all purposes, is the detailed economic analysis pertaining to EEERC. The analysis describes how this regional center will promote growth throughout the regional center geographic area in regards to regional productivity, job creation and increased capital investment. Within the analysis, the short and long term benefits are quantified for each economic cluster within subsections of the Regional Center. The inputs for the construction phase of each subsector vary based upon cost of construction in each area. It is therefore necessary to run the impacts in subsectors rather than in the region as a whole to provide more accurate results. Each hypothetical project within each industry cluster and county as well as the Fish Farm exemplar project, shows Total Local Impact; Total Output; Indirect Business taxes and Employee Compensation.

Exhibit 11, among several other exhibits attached hereto, also identifies the target industry sectors and sets forth the relevant NAICS codes, including:

<u>Sector</u>	<u>NAICS Code</u>
Finfish Farming	112511
Manufacturing (Custom Compounding of Purchased Resins)	325991

Manufacturing (Computer Storage Device Manufacturing)	334112
Software Publisher	511210
Transportation and Warehousing	484
Construction (Finfish Farm, Computer Storage Device Manufacturing and Information Technologies Company)	23

Regarding 8 CFR 204.6 (m)(iii), attached as **Exhibit 14**, which is incorporated herein for all purposes, is the Operations and Marketing Plan for EEERC. This Exhibit establishes EEERC guidelines for development, analysis, implementation and marketing of potential projects. In addition, the Marketing Plan sets forth a budget for the marketing of the projects and the Regional Center. Attached as **Exhibit 17** are the deposits to the First Merchants Bank marketing account confirming that such an account has been established and significant funds are deposited for the purpose of future marketing efforts.

Also included in this RFE are Business Plans which reflect the projects planned for the EEERC. The Business Plans are attached hereto, and incorporated herein for all purposes, as **Exhibit 10**. The Business Plans identify anticipated businesses that will be within the defined geographic area of the regional center. The exemplar project business plan for Enviropure Seafood Company of Eastern Indiana complies with the requirements established by Matter of Ho. As discussed supra, a copy of the econometric analysis reports for all projects is attached hereto as **Exhibit 11**.

Promotion of Economic Growth within the selected Geographic Area (8 CFR 204.6 (m)(3)(i)):

Issue #4: 8 CFR 204.6 (m)(3)(i) requires a proposal which ... clearly describes how the regional center focuses on a geographical region of the United States and how it will promote economic growth through improved regional productivity, job creation and increased domestic capital investment.

Response: Attached hereto, and incorporated herein for all purposes, as **Exhibit 2** is the geographic boundary map pertaining to EEERC. The map confirms the geographic boundaries of the Regional Center and establishes that the counties included are contiguous. Further, **Exhibit 3** is a copy of the letter from the Indiana Economic Development Corporation; the agency designated by the Governor of Indiana to determine Targeted Employment Areas (TEA) within the State of Indiana, and is incorporated herein for all purposes, detailing on a county by county basis, TEA designations with respect to each county.

Indirect Job Creation (8 CFR 204.6 (m)(3)(ii)):

Issue #5: Submit an Economic Analysis and model that shows and describes job creation for each category of economic activity (for example, manufacturing, food production/processing, warehousing,

tourism and hospitality, transportation, power generation, agriculture, etc.) in which I-526 entrepreneurs will engage.

Response: Please refer to **Exhibit 11** for a detailed econometric analysis pertaining to the five industry sectors planned for EEERC. Please refer to **Exhibit 19F** for the project specific economic analysis for Enviropure Seafood Company of Eastern Indiana.

We would respectfully point out that the USCIS (and many other governmental agencies) has long accepted IMPLAN as a valid economic methodology that satisfies the requirements of 8 C.F.R. § 204.6(j)(4), 8 C.F.R. § 204.6(m)(3)(iv) and 8 C.F.R. § 204.6(m)(3)(v).

Regional Center's Operational Plan - Amount and Source of the Regional Center's Operating Capital (8 CFR 204.6(m)(3)(iii)):

Issue #6: Your proposal lacked a detailed statement regarding the amount and source of capital which has been committed to the regional center.

Response: Please refer to the chart below for the detail reference funds already expended on the EB-5 Regional center process.

Capital Expenditure			
(b) (4)			

Please also refer to the Operations and Marketing Business Plan at **Exhibit 14** for the detail on planned expenditures. Please refer to **Exhibit 17** for the proof that funds totaling (b) (4) are in the First Merchants Bank Marketing Account for future marketing purposes. As noted in the Operational and Marketing Business Plan, additional funds will be forthcoming to comfortably handle such necessary expenses.

Regional Center's Operational Plan - Recruitment and Due Diligence (8 CFR 204.6(m)(3)(iii)):

Issue #7: Submit a plan of proposed Regional Center operation which addresses how investors will be recruited and how the Regional Center will conduct its due diligence to accommodate the

requirement that all immigrant investor funds will be lawfully obtained and describe what measures will be taken by the Regional Center to ensure and validate this.

Response: The EEERC will evaluate each potential project or enterprise to determine that the project is within the Regional Center designated industries. Further, EEERC will evaluate each potential project or enterprise as to the reasonableness of projected job creation and the potential for increased output, employee compensation, and taxation to insure a positive outcome for the investor, the project operators and the regional center. EEERC is also discussing the feasibility and viability of the Indiana Economic Development Corporation assisting EEERC in properly vetting projects that will bring the maximum number of jobs and economic impacts to the Region.

Only accredited investors will be allowed to invest in EEERC projects. EEERC will follow SEC Regulation D guidelines in evaluating potential investors validating that the investors have a net worth in excess of (b) (4) USD, or the investor has earned in excess of (b) (4)

Investor questionnaires will be sent to each potential investor to comply with these requirements. Please see **Exhibit 14** to view a sample investor, spouse and child questionnaire.

EEERC will adhere to all USCIS rules and regulations relating to confirming the legal source of funds used for investment in EEERC projects. EEERC's escrow bank will also comply with 31 U.S.C. 5318(i), "Due Diligence for United States Private Banking and Correspondent Bank Accounts Involving Foreign Persons"

EEERC will explain in detail the financial structure of a project – whether the investment capital to be sought will consist solely of alien investor capital or a combination of alien investor capital and domestic capital – and how the distribution of the investment capital will be structured (e.g. loans to developers, venture capital, etc.) in a *Matter of Ho* compliant business plan included in an exemplar I-526.

A Subscription Fee will be required by EEERC in an amount of (b) (4) to cover all subscription and offering expenses. Depending on the specific terms of the investment agreement, the administrative fee may also be refunded minus a certain amount retained to cover fixed costs, particularly if the investor's immigration application (or status) is denied or revoked as a result of misrepresentation, fraud, or criminal activity.

EB-5 Investor's will maintain management participation pursuant to previous USCIS decisions and the "policy formulation" requirements of 8 C.F.R. 204.6(j)(5)(iii), the alien investors will be granted the rights normally accorded to limited partners under the Uniform Limited Partnership Act or members under the Uniform Limited Liability Company Act, while EEERC will perform the day-to-day management decisions.

Regional Center's Operational Plan - Promotional Efforts (8 CFR 204.6(m)(3)(iii)):

Issue #8: Regional Center proposals require a full description of the past, current and future promotional activities for the Regional Center. This shall include a description of the budget for this activity as well as a statement as to the source of those funds used to accomplish this necessary task.

Response: Please refer to the Operations and Marketing Business Plan at **Exhibit 14**. Please refer to the Capital Expenditure Chart represented above for funds already expended as well as **Exhibit 17** showing funds deposited into the marketing account.

The management of EEERC understands the importance of a comprehensive marketing plan that identifies the experience and quality reputations of the EEERC members, the attributes of the geographic area that is the EEERC and the many different informational channels and sales organizations that will be used to educate the prospective investor on the advantages of an investment placed through EEERC. EEERC intends to participate in international EB-5 trade shows and conferences. The marketing budget detailed in the Operations and Marketing Business Plan will be adhered to so a complete marketing strategy can be established.

Regional or National impact of the Regional Center (8 CFR 204.6(m)(3)(iv)):

Issue #9: A detailed prediction must be provided which includes the topics of regional or national impact on household earnings, greater demand for business services, utilities, maintenance and repair, and construction both within and outside the Regional Center. This can be combined with job creation analysis. The proposal should not make vague references to regional economic impacts but should provide actual monetary predictions and address the elements listed in the USCIS regulations. The economic model and analysis requested under job creation will also need to address these specific points as listed here.

Response: The regional and national impact on household earnings and the increased demand for business services, utilities, maintenance and repair and the effect the projects have on construction both within and outside the regional center geographic area are detailed in the econometric analysis that is included with this response at **Exhibit 11**. Such increases are summarized for your benefit in the Executive Summary of the Composite Analysis as well as the Executive Summaries of the Plastics Recycling Analysis and the Fish Farm Exemplar Project Analysis. Further, the significant and positive benefits for the local, regional and national economies from all five (5) planned projects is summarized in the Composite Analysis beginning on page 12 of that analysis. To further assist in your review, 1-10 The Effects on Household Earnings beginning on page 26 summarizes the effects on the region. Lastly, 1-11 on page 26 of the Composite Analysis details the increased demand on utilities, maintenance and business services.

The Business Approach and Structure of the Regional Center (Section 610 of Public Law 102-395 (October 6, 1992)):

Issue #10: The business aspects of the Regional Center must be fully explained as to its structure.

Response: Please refer to the following EEERC Exhibits for information directly responsive to issues identified in this RFE:

Exhibit 10 ... Business Plans for the projected Projects

Exhibit 10 ... Operating Agreement is attached to the Business Plans

- Exhibit 6 ... Limited Partnership Agreement (Draft)
- Exhibit 7 ... Subscription Agreement (Draft)
- Exhibit 8 ... Escrow Agreement (Draft)
- Exhibit 4 ... Confidential Private Placement Memorandum (Draft)
- Exhibit 13 ... Organizational Documents from the state of Indiana

Administrative Oversight (8 CFR 204.6):

Issue #11: Submit a description of your plans to administer, oversee and manage the proposed Regional Center, including, but not limited to, such things as to identify, assess and evaluate proposed immigrant investor projects and enterprises; how the proposed Regional Center would perform "due diligence" as to whether investment capital to be sought will consist solely of alien investor capital or a combination of alien investor capital and domestic capital; how to monitor all investment activities affiliated, through or under the sponsorship of the proposed Regional Center, and to maintain records, data and information on projects, investors, business activities, etc., in order to report to USCIS for each Fiscal Year. This is known as "due diligence" and is coupled with "oversight reporting responsibilities" to be fully explained if approved and designated.

Response: Please refer to the EEERC Operations and Marketing Plan, specifically Operational Guidelines within the body of **Exhibit 14** herein. EEERC will also comply with all USCIS rules and regulations relating to confirming the legal source of funds used for investments in its projects. EEERC escrow bank will also comply with 31 U.S.C. 5318(i), "Due Diligence for United States Private Banking and Correspondent Bank Accounts Involving Foreign Persons."

EEERC shall use SunTrust Bank as the financial institution to serve as the escrow agent. The contact information is as follows:

SunTrust Bank
Escrow Services
Attn: Matt Ward
919 E. Main Street, 7th floor
Richmond, Virginia 23219
Phone: 804-782-7182
Fax: 804-782-7855

Further, EEERC is in discussions with outside consultants, one being PKF Consulting, to assist in the process to determine "source of funds". PKF Consulting is a well-known company in the EB-5 industry which specializes in investigating, analyzing and preparing accounting reports to verify source of funds from Asian investors. PKF Consulting has successfully completed over five hundred (500) verification reports for other EB-5 projects.

Targeted Employment Area (8 CFR 204.6(i):

Issue #12: A letter from the Governor of the state identifying the designated authority within the state to certify the geographic area(s) or political subdivision(s) within applicable metropolitan statistical areas as having high unemployment equal to 150% or more of the national unemployment rate.

Response: Please see **Exhibit 3** which is attached hereto and is incorporated for all purposes. This exhibit is the TEA Designation letter from the state of Indiana.

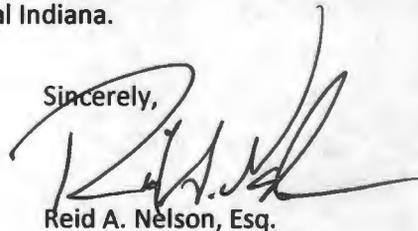
Conclusion

The United States is suffering one of the most severe economic recessions in its history, with unemployment rates climbing to historic levels. As Congress intended, the EB-5 Pilot Program can have a significant and lasting impact in regions of the United States that desperately need economic stimulus.

We therefore respectfully request that you adjudicate and approve this regional center application as quickly as possible. Should you require further information please do not hesitate to contact us.

We want to respectfully comment that much of the information and documentation set forth in this RFE response was not available when the initial filing for designation as an EB-5 regional center was done. For example, **Exhibit 19** and its subparts represent the exemplar Enviropure Seafood Company of Eastern Indiana Project. EEERC is very excited about this Project and appreciates the opportunity to provide specific and detailed information about the project in an effort to further establish with the USCIS our commitment to developing a successful Regional Center that will promote job creation and economic benefits to the communities of East Central Indiana.

Sincerely,

A handwritten signature in black ink, appearing to read "Reid A. Nelson", written over the typed name below.

Reid A. Nelson, Esq.

4011000

Document Index and Exhibits
Energize-ECI EB-5 Visa Regional Center, LLC
Response to the USCIS Request For Evidence
EB-5 Regional Center Application

Exhibit No. Description

1 Signed G-28 Notice of Appearance

Geographical and unemployment information about the proposed regional center, including:

2 Geographical Boundary Map

3 TEA Designation

Sample corporate documents for the proposed projects:

4 Draft Private Placement Memorandum: ✓

5 Draft Loan Documents

6 Draft Limited Partnership Agreement: ✓

7 Draft Subscription Agreement: ✓

Regional Center escrow and banking documents

8 Draft Escrow Agreement

9 Draft Escrow Agents; Escrow Administrative Services Agreement

Business Plans

10 Industry Sectors Business Plans

Econometric Analysis

11 Econometric Analysis

Administration

12 Biographies/Business Experience

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14 Operational Business Plan

15 INS Form 924A

16 Employment Tracking Database Snapshots

Banking

17 Initial Deposits - Marketing Budget

Letters of Support

18 Chamber of Commerce; Congressman; Economic Development Group

Exemplar Project

19 Enviropure Seafood Exemplar Project

19A Articles of Incorporation Enviropure Seafood

19B Business Plan Enviropure Seafood

19C Limited Partnership Agreement Enviropure Seafood

19D Loan Documentation Enviropure Seafood

19E PPM-Private Placement Memorandum Enviropure Seafood

19F Project Specific Econometric Analysis Enviropure Seafood

19G Project Specific Escrow Agreement Enviropure Seafood



Energize - ECI
EB5 Visa Regional Center

**PREPARED FOR:
USCIS | U.S. CITIZENSHIP AND
IMMIGRATION SERVICE
CALIFORNIA SERVICE CENTER
ATTN: EB-5 REGIONAL CENTER PROPOSAL
24000 AVILA ROAD, 2ND FLOOR
LAGUNA NIGUEL, CA 92677**



If You Knew More About Us - You'd Already Be Here...

December 15, 2010

U.S. Citizenship and Immigration Service
California Service Center
ATTN: EB-5 Regional Center Proposal
24000 Avila Road, 2nd Floor
Laguna Niguel, CA 92677

RE: Energize-ECI EB-5 Visa Regional Center

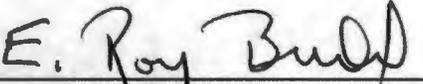
Dear Sir/Madam:

We have received and reviewed the Request for Evidence (RFE) received from the USCIS. After analysis of the issues presented in the RFE, we hereby submit our Response to Request for Evidence in regards to the application for Regional Center designation previously submitted by Energize-ECI EB-5 Visa Regional Center. As will be evidenced in the documents submitted herein, we believe that we have fully addressed the concerns identified by the USCIS.

Please accept this letter as a renewal of official notice of our intention to be approved and thereafter designated as a USCIS approved Regional Center. We look forward to your response and approval which will allow us to move forward with the years of planning and preparation which have already been invested in this venture. Your approval will afford us the opportunity to begin the process of matching qualified foreign investors with quality domestic projects thereby creating jobs which will stimulate our economy.

We thank you in advance for your assistance. We remain available to you should you have any questions and/or concerns regarding our Response to Request for Evidence from the USCIS pertaining to Energize-ECI EB-5 Visa Regional Center.

Sincerely,



E. Roy Budd, Principal
Energize-ECI EB-5 Visa Regional Center

Energize-ECI, Inc.
Regional Economic Development
P.O. Box 1912
Muncie, IN 47308-1912

Phone: 765.254.1420
Fax: 765.254.1450
E-mail: info@energize-eci.org
Website: www.energize-eci.org

U.S. Department of Homeland Security
24000 Avila Road
Laguna Niguel, CA 92677



U.S. Citizenship
and Immigration
Services

Facsimile Transmission

To: Bingham McHale LLP – Andrew Gruber Esq

Fax Number: 317-236-9907

From:
USCIS CALIFORNIA SERVICE CENTER - EB5 Unit

Fax Number:

Date:
10/21/10

Number of pages including cover:
Pages: 13

Re: W09001490 (Energize-ECI Regional Center)

This communication is intended for the sole use of the individual to whom it is addressed and may contain information that is privileged, confidential and exempt from disclosure under applicable law. If the reader of this communication is not the intended recipient or the employee or agent for delivering the communication to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication may be strictly prohibited. If you received this communication in error, please notify the sender immediately by telephone and return the communication at this address above via the United States Postal Service. Thank you.

Energize EB-5 Regional Center - W09001490

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Requirements for Regional Center Designation

The Immigrant Investor Pilot Program ("Pilot Program") was created by Section 610 of Public Law 102-395 (October 6, 1992). The Pilot Program began in accordance with a Congressional mandate aimed at stimulating economic activity and creating jobs for U.S. workers, while simultaneously affording eligible aliens the opportunity to become lawful permanent residents. Through this innovative program, foreign investors are encouraged to invest funds in an economic unit known as a "Regional Center."

A Regional Center is defined as any economic unit, public or private, engaged in the promotion of economic growth, improved regional productivity, job creation and increased domestic capital investment. A non-existent entity may not be designated a Regional Center.

Please provide evidence that Energize-ECI EB-5 Regional Center exists as an economic unit. Such evidence may include articles of organization or other official documents from the State in which Energize-ECI EB-5 Regional Center is registered.

Regional Center Proposals must meet all the Requirements of 8 CFR 103.2. The proposal must be signed by a principal of the Economic Entity filing the proposal:

8 CFR 103.2(a)(2) requires that the applicant or petitioner sign their petition or application. While no specific form is required for a Regional Center proposal, the proposal must include a signature of a principal and the point of contact of the proposed Regional Center. In this case, no one signed the letter requesting designation of Energize-ECI EB-5 Regional Center as a Regional Center. The signature must be by a principal of the Regional Center.

It appears that Andrew W. Gruber is acting as attorney for the Regional Center. However, no G-28 was submitted. Without a properly signed G-28 USCIS will not provide notices to the Regional Center attorney as a G-28 is required of the attorney of record.

Since the request for designation as a Regional Center is not signed, the proposal has not been properly filed. Therefore, provide a G-28 on the current form G-28 and an updated request for designation as a Regional Center signed by a Regional Center principal.

Regulatory Requirements:

8 CFR 204.6 (m)(3) describes specific evidence that must be submitted before consideration for eligibility for this benefit may proceed. The regulation at 8 C.F.R. § 204.6(m) provides:

(3) Requirements for regional centers. Each regional center wishing to participate in the Immigrant Investor Pilot Program shall submit a proposal to the Assistant Commissioner for Adjudications, which:

Energize EB-5 Regional Center - W09001490

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(i) Clearly describes how the regional center focuses on a geographical region of the United States, and how it will promote economic growth through increased export sales, improved regional productivity, job creation, and increased domestic capital investment;

(ii) Provides in verifiable detail how jobs will be created indirectly through increased exports;

(iii) Provides a detailed statement regarding the amount and source of capital which has been committed to the regional center, as well as a description of the promotional efforts taken and planned by the sponsors of the regional center;

(iv) Contains a detailed prediction regarding the manner in which the regional center will have a positive impact on the regional or national economy in general as reflected by such factors as increased household earnings, greater demand for business services, utilities, maintenance and repair, and construction both within and without the regional center; and

(v) Is supported by economically or statistically valid forecasting tools, including, but not limited to, feasibility studies, analyses of foreign and domestic markets for the goods or services to be exported, and/or multiplier tables.

In general, 8 CFR 204.6(m)(i), 8 CFR 204.6(m)(ii), 8 CFR 204.6(m)(iv) and 8 CFR 204.6(m)(v) raise issues that are for the most part addressed by a thorough economic analysis which should predict both the economic impact of the regional center and its proposed investments and the job creation, both direct and indirect, that will result from the planned investments. When you have an economic impact report and analysis using reasonable methodologies for the prediction of job creation, please include the NAICS codes of the industries in which the investments will be made.

8 CFR 204.6(m)(iii) is usually addressed in two parts. First, a detailed statement regarding the amount and source of capital that has already been committed to the regional center must be provided. Second, a description of the promotional efforts which is most often addressed in the Operational Plan for the regional center along with issues of due diligence and recruitment efforts is required.

After review of your proposal in the light of these requirements, the following information, evidence or clarification is needed to proceed.

It is always best to start with a cover letter that acts as an executive summary followed by a table of contents of the various tabbed sections to follow.

The purpose of a Regional Center is to stimulate economic activity and create jobs, which is the same as the I-526 program in general. The Regional Center has responsibilities to do a due diligence process to establish that all sources of capital used by the EB-5 immigrant investors can be fully explained and clearly

Energize EB-5 Regional Center - W09001490

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shown to have been lawfully obtained. The Regional Center must also monitor and coordinate I-526 created businesses and report annually to USCIS.

Explain how the proposed Regional Center intends to fulfill its responsibilities. An Operational Plan for the regional center, similar to a business plan, may include this explanation.

In addition, please provide business plans, actual or sample plans, for businesses anticipated to be within the defined economic zones (industry types) within the regional center. The economic zones you have named are: (1) Advanced Manufacturing, (2) Agri-Business/Food Processing, (3) Alternative Energy/Green Technology, (4) Logistics & Distribution, (5) Information Technology. Provide the NAICS codes for each kind of business or project planned within the regional center.

Matter of Ho 22 I&N Dec. 206 (Assoc. Comm., 1998), contains the following guidelines on acceptable business plans:

The plan should contain a market analysis, including the names of competing businesses and their relative strengths and weaknesses, a comparison of the competition's products and pricing structures, and a description of the target market/prospective customers of the new commercial enterprise. The plan should list the required permits and licenses obtained. If applicable, it should describe the manufacturing or production process, the materials required, and the supply sources. The plan should detail any contracts executed for the supply of materials and/or the distribution of products. It should discuss the marketing strategy of the business, including pricing, advertising, and servicing. The plan should set forth the business's organizational structure and its personnel's experience. It should explain the business's staffing requirements and contain a timetable for hiring, as well as job descriptions for all positions. It should contain sales, cost, and income projections and detail the bases therefor. Most importantly, the business plan must be credible.

While highly detailed plans are not required for Regional Center approval, *Matter of Ho, supra*, does describe the kinds of business plans that are required to accompany each I-526 that is filed and associated with the Regional Center.

No business plans were submitted by Energize-ECI EB-5 Regional Center. Without a business plan on which to base economic predictions, any economic analysis would be entirely hypothetical and speculative for generic projects. Without business plans, any detailed prediction regarding the manner in which the regional center will have a positive impact on the regional or national economy would not be credible. Your proposal did not contain the kind of economic analysis required by 8 CFR 204.6(m)(i), 8 CFR 204.6(m)(ii), 8 CFR 204.6(m)(iv) and 8 CFR 204.6(m)(v). Actual, proposed or sample business plans for the kinds of businesses anticipated to be within the regional center are important because they are determinative of the kinds of inputs the economist chooses in the application of economic or statistically valid forecasting tools such as RIMS II, REDYN or IMPLAN. These plans both use benchmark input-output

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accounts which can only be obtained from the Bureau of Economic Activity (BEA) which charges a small fee for their use.

The economic analysis, using an accepted methodology, should show the inputs used to determine job creation, regional and national impact of the regional center. To illustrate how the inputs could be different for the same economic activity, such as Advanced Manufacturing, the job multipliers in the economic zone of manufacturing for a given manufacturing plant would be different if an existing plant is purchased with little or no alteration compared to establishing a new plant in a rural area, building the factory from the ground up and building infrastructure such as access roads and utility lines. The job multipliers for a microchip manufacturer would be different from that of a furniture manufacturer. In addition, business plans clarify the job creating activities that would be found on a proposed organizational chart or schedule of hiring dates. While any reasonable economic modeling methodology is acceptable, if the economist is using inputs other than those obtained from the Bureau of Economic Activity, this and the reasons for it should be explained in some detail.

Promotion of Economic Growth within the selected Geographic Area (8 CFR 204.6(m)(3)(i)):

8 CFR 204.6(m)(3)(i) requires that a proposal be submitted which:

Clearly describes how the regional center focuses on a geographical region of the United States, and how it will promote economic growth through improved regional productivity, job creation, and increased domestic capital investment;

The geographical area must be contiguous and clearly delineated. It is most helpful to provide the following series of maps, charts or written descriptions:

- The entire desired Regional Center Area
- Standard Metropolitan Statistical Areas (SMSA's)
- Rural Areas (areas outside SMSA's with populations under 20,000 people)
- High Unemployment Targeted Employment Areas (TEA's) as determined by the Governor or designee,
 - areas within SMSA's or population centers of 20,000 or more outside SMSA's;
 - with unemployment rates 150% or more of the national rate)
- Census Tracts, Cities, Towns, Counties, etc.
- Unemployment Rates by Cities, Towns, Counties or Census Tracts, etc.

Your proposal has not indicated if the regional center will be investing in targeted employment areas (TEAs), non-TEAs or both.

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Indirect Job Creation (8 CFR 204.6(m)(3)(ii)):

Under the provisions of the INA which apply to the Immigrant Investor Pilot Program and specific amendments to the statute, especially in the 2002 amendment Per Public Law 107-273, enacted November 2, 2002, which clearly states:

A regional center shall have jurisdiction over a limited geographic area, which shall be described in the proposal and consistent with the purpose of concentrating pooled investment in defined economic zones. The establishment of a regional center may be based on general predictions, contained in the proposal, concerning the kinds of commercial enterprises that will receive capital from aliens, the jobs that will be created directly or indirectly as a result of such capital investments and the other positive economic effects such capital investments will have.

Also 8 CFR 204.6(m)(3) requires you to:

- (ii) Provide in verifiable detail how jobs will be created indirectly; ... and
- (v) Is supported by economically or statistically valid forecasting tools, including, but not limited to, feasibility studies, analyses of foreign and domestic markets for the goods or services to be exported, and/or multiplier tables.

In reference to 8 CFR 204.6(m)(3)(ii) as stated above for a Regional Center it is imperative to fully explain indirect job creation, as well as the direct and induced jobs, if any. The requirement of creating at least 10 new full-time (35 hours per week) jobs per each individual alien investor may be satisfied by showing that, as a result of the investment and the activities of the new enterprise, at least 10 jobs per alien investor will be created directly or indirectly through an employment creation multiplier effect. An economic analysis and model that shows and describes job creation for each category of economic activity (for example, manufacturing, food production/processing, warehousing, tourism and hospitality, transportation, power generation, agriculture, etc.) is required. The proposal for Energize-ECI EB-5 Regional Center contained no economic analysis.

An economic analysis and model, such as IMPLAN, RJMS II or REDYN, to name a few, must show and describe job creation for each category of economic activity. The economic activities identified by Energize-ECI EB-5 Regional Center as an economic clusters that are targets of investment are (1) Advanced Manufacturing, (2) Agri-Business/Food Processing, (3) Alternative Energy/Green Technology, (4) Logistics & Distribution, and (5) Information Technology. Since no NAICS codes were utilized and the description of the intended economic activity was exceedingly brief, the categories of economic activity are not clear. For each economic activity described in the economic analysis, it is also necessary to list the actual job creating activities that could be shown on an organizational chart for a business in any particular economic activity. These are direct jobs. The job creating activities are separate from economic activities. For example, in manufacturing the job creating activities might include construction, maintenance,

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administrative and clerical occupations, as well as the actual assembly jobs normally associated with manufacturing. The economic activities correspond to the NAICS codes for each industry.

Submit an Economic Analysis and model that shows and describes job creation for each category of economic activity (for example, manufacturing, food production/processing, warehousing, tourism and hospitality, transportation, power generation, agriculture, etc.) in which I-526 entrepreneurs will engage.

It is imperative to fully explain indirect job creation, as well as the direct and induced jobs, if any. The requirement of creating at least 10 new full-time (35 hours per week) jobs per each individual alien investor may be satisfied by showing that, as a result of the investment and the activities of the new enterprise, at least 10 jobs per alien investor will be created directly or indirectly through an employment creation multiplier effect. Aspects of this element of the proposal may be combined with Regional or National Impact analysis in a single economic analysis and job creation model. Other factors to be considered to assess job creation and economic impact include the descriptions of the organizational structures e.g., LLP, LLC, corporations, partnerships, etc., of the enterprises participating in the proposed Regional Center and sample or representative business plans and subscription agreements.

When relying on econometric models for indirect job creation¹ it is important to be aware that "direct jobs" will be real identifiable jobs supported by wage reports, Forms 941, and I-9 forms when the investor files his I-829. Some econometric models predict jobs based on the dollar amount invested in the overall project and this too must be made clear. This distinction will be critical at the I-829 removal of condition stage of the immigration process.

¹ USCIS does not accept or credit creation of direct temporary "construction jobs" within a business plan or economic job creation forecasts activities which involve a limited duration construction phase of less than 2 years unless the scope, complexity, and the ongoing construction phase must be fully sustained for all the construction phase jobs for 2 years or more with respect to the size, scope, nature, engineering/technology challenges and breadth of the project—for example a massive-scale nuclear power facility, or major Dam or a giant oil refinery, or similar type of massive and expansive and major engineering project. Shorter term construction jobs less than two years in duration have been determined to be of such a short term in nature as to not be sustained and to decrease and disappear as the initial construction activities wind down to completion. Such shorter term construction jobs in many locations are seasonal at best. Nevertheless, for all capital investment expenditures for the construction phase, all capital-induced "down-stream" support activities and "indirect" jobs impacted and associated with the construction activities such as suppliers, transportation, engineering and architectural services, maintenance and repair services, interior design services, manufacturing of components and materials, etc., may be factored into the calculations for creation of indirect jobs.

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Regional Center's Operational Plan- Amount and Source of the Regional Center's Operating Capital (8 CFR 204.6(m)(3)(iii)):

A proposal must include a detailed statement regarding the amount and source of the capital that has been committed to the Regional Center. USCIS has interpreted the words, "amount and source of capital that has been committed to the Regional Center" to mean the capital sufficient to sustain the Regional Center distinct from immigrant investors' required capital investment in a new commercial enterprise within the Regional Center.

The detailed statement that is required to meet the regulatory requirement relating to the amount and source of capital committed to the Regional Center should include:

- The exact amount of funds that have been dedicated to the Regional Center to accomplish the goals of the Immigrant Investor Pilot Program;
- The source of such funds;
- Whether the amount is sufficient to sustain the Regional Center; and

Your proposal lacked a detailed statement regarding the amount and source of capital which has been committed to the regional center. It should be noted that the phrase "committed to the regional center" is in the past tense. The statement should show the amount of money already committed as well as the planned expenditures. It must include the exact amount of funds that have been dedicated to the regional center to accomplish the goals of the Immigrant Investor Pilot Program, the source of the funds, whether the amount is sufficient to sustain the Regional Center and evidence that the funds have already been committed to the regional center.

Certain expenses, such as document preparation and economic analyses, that have been incurred prior to filing the application for regional center designation, should be included in the detailed statement regarding the amount and source of funds committed to the regional center. Money already spent should also be included in the detailed statement of funds committed to the Regional Center. The statement should also show evidence the regional center has sufficient funds, assets and resources committed to regional center for its continued operation until such time as it becomes self-sustaining through investor fees or other sources. Although the regulation only requires that the statement be detailed enough so it can be determined the committed funds are sufficient, additional items that could help serve this purpose are financial statements, balance sheets and statements of income and expenses showing the entity's financial position.

None of the capital sustaining the Regional Center can come from immigrant investors' required threshold capital investment (as distinct from the new commercial enterprises' revenues). This separation of funds is necessary to enable the alien entrepreneur to qualify for the conditional EB-5 immigrant investor classification at the I-526 petitioning stage of the immigration process

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Regional Center's Operational Plan- Recruitment and Due Diligence (8 CFR 204.6(m)(3)(iii)):

Also, for any individual alien investor who will be solicited by a Regional Center to invest the requisite capital into a Regional Center commercial activity, it will be incumbent on the Regional Center to engage in a due diligence process to establish that all sources of capital can be fully explained and clearly shown to have been lawfully obtained.

Submit a plan of proposed Regional Center operation which addresses how investors will be recruited and how the Regional Center will conduct its due diligence to accommodate the requirement that all immigrant investor funds will be lawfully obtained and describe what measures will be taken by the Regional Center to ensure and validate this. Will the submission of certain financial documents be required of foreign investors or will the Regional Center, for example, utilize a professional investigating firm to vet a potential investor's source of funds? What are your plans in this regard? If any contracts or memorandums of understanding have been made with such firms, please provide copies of them.

Regional Center's Operational Plan-Promotional Efforts (8 CFR 204.6(m)(3)(iii)):

Under 8 CFR 204.6(m)(3)(iii), USCIS interprets the words "promotional efforts" to mean an advertising or marketing program planned by the sponsors of the Regional Center that is designed to attract immigrant investors to the Regional Center. Regional Center proposals require a full description of the past, current and future promotional activities for the Regional Center. This shall include a description of the budget for this activity as well as a statement as to the source of those funds used to accomplish this necessary task. Again, if the promotional efforts will be subcontracted, and if any contracts or memorandums of understanding have been made with such firms, please provide copies of them. It is considered a dangerous practice to use the same company to promote or market investment plans that also verifies the lawful source of funds as it creates an inherent conflict of interest. Ultimately, the regional center is responsible for the qualifications of potential investors as part of due diligence.

Regional or National impact of the Regional Center (8 CFR 204.6(m)(3)(iv)):

Regulations at 8 CFR 204.6(m)(3)(iv) require that the proposal contain:

...a detailed prediction regarding the manner in which the regional center will have a positive impact on the regional or national economy in general as reflected by such factors as increased household earnings, greater demand for business services, utilities, maintenance and repair, and construction both within and without the regional center;

A detailed prediction must be provided which includes the topics of regional or national impact on household earnings, greater demand for business services, utilities, maintenance and repair, and construction both within and outside the Regional Center. This can be combined with job creation analysis.

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The proposal should not makes vague references to regional economic impacts but should provide actual monetary predictions and address the elements listed in USCIS regulations. The economic model and analysis requested under job creation will also need to address these specific points as listed here.

The Business Approach and Structure of the Regional Center (Section 610 of Public Law 102-395(October 6, 1992)):

The business aspects of the Regional Center must be fully explained as to its structure. This aspect of a proposal includes, but is not limited to, the following basic elements or samples of them as applicable to the business approach and structure to be used by the Regional Center:

- An overall Business Plan for the Regional Center
- Draft Operating Agreement
- Draft Partnership Agreement
- Draft Subscription Agreement
- Draft Escrow Agreements and Instructions (one for capital and one for any service fees), if any.
- List of proposed reputable financial institutions to serve as the Escrow Agent(s), if any.
- Draft of an Offering Letter, Memorandum, Confidential Private Placement Memorandum, or similar offering made in writing to an immigrant investor through the Regional Center.
- Draft Memorandum of Understanding, Interagency Agreement, Contract, Letter of Intent, Advisory Agreement, or similar agreement to be entered into with any other party, agency or organization to engage in activities on behalf of or in the name of the Regional Center.
- Articles of Incorporation from the State for the Regional Center

Administrative Oversight (8 CFR 204.6)):

The regulations at 8 CFR 204.6(m)(6), require that an approved Regional Center in order to maintain the validity of its approval and designation, must continue to meet the statutory requirements of the Immigrant Investor Pilot Program by serving the purpose of promoting economic growth, including increased export sales (where applicable), improved regional productivity, job creation, and increased domestic capital investment. Therefore, in order for USCIS to determine whether an approved and designated Regional Center is in compliance with the above cited regulation, and in order to continue to operate as a USCIS approved and designated Regional Center, your administration, oversight, and management of your Regional Center shall be such as to monitor all investment activities under the sponsorship of your Regional Center and to maintain records, data and information on a quarterly basis in order to report to USCIS upon request the following year to date information for each Federal Fiscal Year², commencing with the initial year as follows:

Submit a description of your plans to administer, oversee, and manage the proposed Regional Center, including but not limited to such things as to identify, assess and evaluate proposed immigrant investor

² A Federal Fiscal Year runs for twelve consecutive months from October 1st to September 30th.

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projects and enterprises; how the proposed Regional Center would perform "due diligence" as to whether investment capital to be sought will consist solely of alien investor capital or a combination of alien investor capital and domestic capital; how to monitor all investment activities affiliated, through or under the sponsorship of the proposed Regional Center, and to maintain records, data and information on projects, investors, business activities, etc., in order to report to USCIS for each Federal Fiscal Year. This is known as "due diligence" and is coupled with "oversight reporting responsibilities" to be fully explained if approved and designated.

Targeted Employment Area (8 CFR 204.6(i)):

With respect to the process by which a High Unemployment Area (USCIS TEA) is designated by the State, the exact and complete relevant language of the regulation that covers this may be found at 8 CFR 204.6(i), where it reads as follows:

State designation of a high unemployment area. The state government of any state of the United States may designate a particular geographic or political subdivision located within a metropolitan statistical area or within a city or town having a population of 20,000 or more within such state as an area of high unemployment (at least 150 percent of the national average rate). Evidence of such designation, including a description of the boundaries of the geographic or political subdivision and the method or methods by which the unemployment statistics were obtained, may be provided to a prospective alien entrepreneur for submission with Form I-526. Before any such designation is made, an official of the state must notify the... [Chief, Office of Service Center Operations]... of the agency, board, or other appropriate governmental body of the state which shall be delegated the authority to certify that the geographic or political subdivision is a high unemployment area.

Therefore it is incumbent upon the state to notify USCIS which "governmental body of the state" has been delegated the authority by the Governor to certify that a geographic or political subdivision is a high unemployment area for purposes of being designated as a Targeted Employment Area (TEA) under USCIS regulations. It is left to the appropriate designee within the state to exercise its authority and utilize a method(s) of its choosing in obtaining the unemployment statistics.

A letter from the Governor of the state identifying the designated authority within the state to certify the geographic area(s) or political subdivision(s) within applicable metropolitan statistical areas as having high unemployment equal to 150% or more of the national unemployment rate would need to be addressed as follows and sent via Express Mail or courier service to:

Chief, Office of Service Center Operations
U.S. Citizenship and Immigration Services
20 Massachusetts Avenue, NW, MS 2060
Washington, DC 20529-2060

Further clarification of the role of the state designated authority in the I-526 process is found at 8 CFR 204.6 (j) (6) (ii) (B) as follows:

(6) If applicable, to show that the new commercial enterprise has created or will create employment in a targeted employment area, the petition must be accompanied by:

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.....

(ii) In the case of a high unemployment area:

.....

(B) A letter from an authorized body of the government of the state in which the new commercial enterprise is located which certifies that the geographic or political subdivision of the metropolitan statistical area or of the city or town with a population of 20,000 or more in which the enterprise is principally doing business has been designated a high unemployment area. The letter must meet the requirements of 8 CFR 204.6(i).

It is hoped that the above references and information will be of help to you and the appropriate officials of the state with respect to your interest in seeking to establish a Regional Center through the Immigrant Investor Pilot Program that would focus within the state.

Translations:

Any document containing a foreign language submitted to USCIS shall be accompanied by a full English translation that the translator has certified as complete and accurate, and by the translator's certification that he or she is competent to translate from the foreign language into English.

Copies:

Unless specifically required that an original document be filed with an application or petition, an ordinary legible photocopy may be submitted. Original documents submitted when not required will remain part of the record, even if the submission was not required. Please do not submit duplicates.



Energize - ECI
EB5 Visa Regional Center

G-28 NOTICE OF ENTRY OF APPEARANCE

EXHIBIT 1



Energize - ECI
EB5 Visa Regional Center

GEOGRAPHICAL BOUNDARY MAP

EXHIBIT 2

5/15

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EB5 Visa Regional Center

TEA DESIGNATION

EXHIBIT 3



E. Mitchell Roob, Jr.
Indiana Secretary of Commerce
IEDC Chief Executive Officer

December 20, 2010

Ms. Barbara Velarde, Chief
Office of Service Center Operations
U.S. Citizenship and Immigration Services
20 Massachusetts Avenue NW
Room 2123
Washington, DC 20529

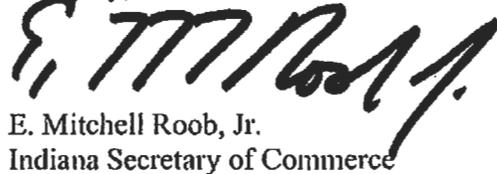
Re: State Designation of High Employment Areas

Ms. Velarde:

In accordance with Title 8 C.F.R. § 204.6 (i), this letter is intended to serve as notification that the Indiana Economic Development Corporation will be the delegate for the State of Indiana to certify geographic or political subdivisions as high unemployment areas.

Portions of Indiana have experienced significantly high levels of unemployment over the last several years due to a multitude of factors. Our state intends to use all tools at our disposal to attract investment that will lead to jobs for our citizens including the designation of Targeted Employment Areas (TEA) in non-rural areas that meet federally-specified criteria.

Sincerely,



E. Mitchell Roob, Jr.
Indiana Secretary of Commerce

ENERGIZE-ECI EB-5 VISA/REGIONAL CENTER

Targeted Employment Area Designations

Background: ENERGIZE-ECI EB-5 VISA/REGIONAL CENTER (“ECI”) has filed an application with the United States Citizenship and Immigration Services (USCIS) (#W09001490 – Energize-ECI Regional Center) to be designated as a regional center under the EB-5 Visa Program. The pending application proposes that ECI be authorized to accept and develop qualifying immigrant investments by aliens seeking permanent residence status pursuant to the EB-5 Visa Program.

The pending application further proposes that the geographical area of ECI will include the following Counties in Indiana – Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush. The area has lost over 31,000 jobs in the past 20 years and has pockets of unemployment rates that exceed the unemployment rates for the Country and the State of Indiana averages. The establishment of an EB-5 Visa Regional Center can be transformational to the economic redevelopment of East Central Indiana – as well as benefitting the economy for the State of Indiana and the Country.

Targeted Employment Area (a “TEA”) – A Rural Area or an area designated by the state as a High Unemployment Area. See 8 CFR §204.6(e).

Rural Area (“RA”) – A geographical area located both outside a Metropolitan Statistical Area (“MSA”) and outside a city or town having a population of 20,000 or more based on the most recent decennial census of the United States. See INA § 203(b)(5)(B)(iii) and 8 CFR §204.6(j)(6)(i).

High Unemployment Area – A geographical area which has experienced unemployment of at least 150 percent of the national average rate. See INA § 203(b)(5)(B)(ii).

State Designation of an High Unemployment Area: The state government of any state of the United States, and in this case, the State of Indiana may designate a particular geographic or political subdivision located within a metropolitan statistical area or within a city or town having a population of 20,000 or more within such state as an area of high unemployment (at least 150 percent of the national average rate). Evidence of such designation, including a description of the boundaries of the geographic or political subdivision and the method or methods by which the unemployment statistics were obtained, may be provided to a prospective alien entrepreneur for submission with Form I-526. Before any such designation is made, an official of the state must notify the Associate Commissioner for Examinations of the agency, board, or other appropriate governmental body of the state which shall be delegated the authority to certify that the geographic or political subdivision is a high unemployment area.

EB-5 Immigrant Investment Amounts: The basic investment required is \$1,000,000. However, if the enterprise in which the investment will be made is located within an RA or High Unemployment Area the investment amount is \$500,000. This encourages investments in areas of high unemployment.

Summary Rural Areas (RAs) and High Employment Areas for ENERGIZE-ECI EB-5 VISA/REGIONAL CENTER

Blackford County

Largest city – Hartford City – 6,302 population.

Rural Area – Entire County is a Rural Area, thus the entire county qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant.

High Unemployment Areas – Blackford has some qualifying High Unemployment Areas, which redundantly qualify as TEAs.

Delaware County

Largest city – Muncie (an MSA) – 64,975 population

Delaware County is a part of the Muncie Metropolitan Statistical Area, thus to qualify as a TEA the specific geographical area in which the EB-5 enterprise is to be located is required to be designated by the State of Indiana as a High Unemployment Area in order to meet the investment threshold of \$500,000 per EB-5 applicant.

Rural Areas – None because the entire county is within an MSA.

High Unemployment Areas – There are several existing High Unemployment Areas in Delaware County (Census Tract areas with an unemployment rate of 14.7% or greater – 150% the U.S. unemployment rate). EB-5 Visa Applicants in these High Unemployment Areas qualify for a \$500,000 investment. Documentation is attached to demonstrate specialized geographic, political or Census Tract areas to be designated as TEAs in Muncie and Delaware County.

Census Tracts in Delaware Co. with Unemployment Rates of 14.7%+

Census Tract	#2.00	18.3% Unemployment Rate
Census Tract	#3.00	18.8% Unemployment Rate
Census Tract	#4.00	22.5% Unemployment Rate
Census Tract	#6.00	20.3% Unemployment Rate
Census Tract	#9.02	16.9% Unemployment Rate
Census Tract	#12.00	16.7% Unemployment Rate
Census Tract	#17.00	23.1% Unemployment Rate
Census Tract	#26.02	15.0% Unemployment Rate

Fayette County

Largest city – Connersville – 13,931 population

Rural Area – Entire County is a Rural Area, thus the entire county qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant.

High Unemployment Areas – Fayette has some qualifying High Unemployment Areas, which redundantly qualify as TEAs.

Grant County

Largest city – Marion – 30,212 population

Rural Areas – Grant County, excluding the City of Marion, is a Rural Area and accordingly qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant. The City of Marion has a population over 20,000 and for that reason cannot qualify as a Rural Area, only the county area outside the City of Marion city limits qualifies as a Rural Area.

High Unemployment Areas – There are several existing High Unemployment Areas in Grant County, including the City of Marion (Census Tract areas with an unemployment rate of 14.7% or greater – 150% the U.S. unemployment rate). Enterprises situated in these High Unemployment Areas meet the \$500,000 investment threshold per EB-5 applicant. Documentation is attached to demonstrate specialized geographic, political or Census Tract areas to be designated as TEAs in the City of Marion.

Census Tracts in City of Marion with Unemployment Rates of 14.7%+

Census Tract	#2.00	21.3% Unemployment Rate
Census Tract	#7.00	15.4% Unemployment Rate
Census Tract	#104	14.7% Unemployment Rate
Census Tract	#105	14.8% Unemployment Rate

Henry County

Largest city – New Castle – 19,229 population

Rural Area – Entire County is a Rural Area, thus the entire county qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant.

High Unemployment Areas – Henry County has some qualifying High Unemployment Areas, which redundantly qualify as TEAs.

Jay County

Largest city – Portland – 6,158 population

Rural Area – Entire County is a Rural Area, thus the entire county qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant.

High Unemployment Areas – County has some qualifying High Unemployment Areas, which redundantly qualify as TEAs.

Madison County

Largest city – Anderson – 57,975 population

Madison County is in the Muncie Metropolitan Statistical Area, thus to qualify as a TEA the specific geographical area in which the EB-5 enterprise is located is required to be designated by the State of Indiana as a High Unemployment Area in order to meet the investment threshold of \$500,000 per EB-5 applicant.

Rural Areas – None because the entire county is within an MSA.

High Unemployment Areas – There are several existing High Unemployment Areas in Madison County (Census Tract areas with an unemployment rate of 14.7% or greater – 150% the U.S. unemployment rate). EB-5 Visa Applicants in these High Unemployment Areas qualify for a \$500,000 investment. Documentation is attached to demonstrate specialized geographic, political or Census Tract areas to be designated as TEAs in Madison County.

Census Tracts in Madison Co. with Unemployment Rates of 14.7%+

Census Tract	#3.00	14.7% Unemployment Rate
Census Tract	#4.00	16.6% Unemployment Rate
Census Tract	#5.00	22.9% Unemployment Rate
Census Tract	#8.00	21.8% Unemployment Rate
Census Tract	#10	14.7% Unemployment Rate
Census Tract	#102	23.8% Unemployment Rate

Randolph County

Largest city – Winchester – 4,601 population

Rural Area – Entire County is a Rural Area, thus the entire county qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant.

High Unemployment Areas – Randolph County has some qualifying High Unemployment Areas, which redundantly qualify as TEAs.

Rush County

Largest city – Rushville – 6,068 population

Rural Area – Entire County is a Rural Area, thus the entire county qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant.

High Unemployment Areas – Rush County has some qualifying High Unemployment Areas, which redundantly qualify as TEAs.

Targeted Employment Area Designation Requests For Approval by Governor Daniels and the IEDC

Benefits of TEA Designation Requests:

- Bringing new jobs to the requested areas to be designated
- New capital investment in requested areas to be designated
- Expansion of an existing industrial area or business park
- Addresses high unemployment rates of region
- Helps diversify industry types in region
- Opportunity for increased wages in area
- Supports smaller communities in region
- Opportunity to increase exports from area
- Increased utilization of existing resources
- Encourages reuse and redevelopment of brownfields
- Provides opportunities for other businesses in area
- Areas to be designated have minimal residential population
- Utilizes currently zoned areas
- Develops sites already dedicated in economic development plans
- Area has lost 31,000 jobs in last two decades
- Helps rebuild the tax base of the area
- Provides additional EB-5 investment/development opportunities
- Supported by local economic development and government officials
- Helps make MSA and Micropolitan areas more competitive with others

Delaware County (Muncie MSA) TEA Designation Requests

- We are initially forwarding our TEA designation request for the Ag Bio Vision Park in Delaware County
- Additional special TEA designations are forthcoming

City of Marion (Grant County) TEA Designation Requests

- TEA special designation requests are forthcoming

Madison County (Anderson MSA) TEA Designation Requests

- TEA special designation requests are forthcoming

Delaware County “Ag Bio Vision Park” TEA Designation Request

Background: Economic development officials with Delaware County and the State of Indiana have received serious inquiries by developers of the “Perfect Ocean” project asking us to identify TEA eligible sites in Delaware County for the possible location of an economic development project of great magnitude – 1,200 new direct employees and a \$260 million capital investment. The required acreage for such a project is approximately 300 acres, limiting the available TEA qualifying sites. The project is to be EB-5 immigrant investor funded, and they desire to use the \$500,000 level per investor available in a TEA area. The preferred site is located in Ag Bio Vision Park, an agri-business park located in northern Delaware County. The northern one-half of the Park is located in Census Tract 26.02, a qualifying TEA Tract with an unemployment rate of 15%. The bottom half of the Park is in Census tract 26.01. Since the land in the Park is zoned for agribusiness development, the un-used portions are used as farmland with no residents occupying the land. Adding the south portion of Ag Bio Vision Park in Census Tract 26.01 to the area contained in Census tract 26.02 will not change the 15% unemployment rate of Census Tract 26.02, because the property has no residents.

Exhibit A shows the Census Tracts of Delaware County. Census Tracts 26.02 (a TEA) and 26.01 are the Tracts referred to in this designation request. These are primarily rural areas in Delaware County – which is in the Muncie Metropolitan Statistical Area (MSA). Also, the Ag Bio Vision Park has been approved and zoned for development as an agri-business economic development opportunity, helping diversify the current area industrial base.

Exhibit B shows the location of Ag Bio Vision Park. CR 800 North divides the property into Census Tract 26.02 (a TEA) and Census Tract 26.01. The Park has great highway access, as shown on the map.

Exhibit C shows the red outlined area in Census tract 26.01 which we would like the IEDC to designate as a TEA so that being an EB-5 TEA will encourage development in the Park in the areas of agri-business, adding to the industrial diversity of Delaware County.

West boundary:	Indiana State Road 3
South boundary	County Road 700 North
East boundary	County Road 200 East
North boundary	County Road 800 North

Our Request for Designation – Therefore, we are requesting that the IDEC, as appointed by the Governor of Indiana, use their authority to designate as a TEA the Ag Bio Vision Park property identified in Census Tract 26.01, so that the entire Park will be a TEA. Approval of this designation will:

- Allow a prospective developer to bring 1,200 new direct jobs to an area suffering from high unemployment
- Bring the benefits of a \$260 million capital investment to the area
- Create many new direct and indirect jobs in the region
- Add to the property tax base in Delaware County
- Economically benefit the region, State of Indiana and the U.S.A.
- Establish Indiana as an important area for EB-5 investments
- Help support the development of smaller communities

Please honor our request and notify us of such, so that we can advise our prospective developers of this great opportunity.

Exhibit D contains U.S. Census Bureau data showing the unemployment rates for all Census Tracts within the nine counties represented by Energize-ECI EB-5 Visa Regional Center. They cover a monthly average of a 12-month period beginning July 1, 2009 and ending June 30, 2010. The data was furnished by the Indiana Department of Workforce Development. They will remain in effect until the next 12-month period, covering July 1, 2010 through June 30, 2011.



Indiana Economic Development Corporation

One North Capitol, Suite 700
Indianapolis, Indiana 46204
Tel 317.232.8800
Fax 317.232.4146
www.edc.in.gov

January 6, 2011

Roy Budd
Executive Director
Energize-ECI, Inc.
345 S. High St., 2nd Floor
P.O. Box 1912
Muncie, Indiana 47308-1912

Dear Mr. Budd:

We have received your request for the designation of certain areas within your region of service as targeted employment areas, which are rural areas or high unemployment areas for the purposes of the Immigration Act of 1990.

As the State of Indiana's designated agency for certifying areas for those purposes, we have determined that the entirety of the following counties qualify as rural areas as they are outside of a metropolitan statistical area (MSA) and do not have a town or city with a population of 20,000 or more based on the most recent decennial census. MSAs are designated by the Office of Management and Budget and can be found at www.census.gov. Therefore, all census tracts in the following counties qualify as rural areas.

Counties Qualifying as Rural Areas

Blackford
Fayette
Henry
Jay
Randolph
Rush

Additionally, we have determined that Grant County, with the exception of the City of Marion qualifies as a Rural Area. Therefore, all census tracts in Grant County outside of the City of Marion qualify as Rural Areas

Further, we have determined that the census tract areas listed below are each high unemployment areas as they have experienced unemployment of at least 14.7, which is 150% of the current national average unemployment rate of 9.8%. This information is based upon the most recent information received by the State of Indiana from the Bureau of Labor Statistics at a census tract level. A summary of the unemployment information for these areas is enclosed with this letter.

Census Tracts Qualifying as Targeted Employment Areas

Census Tracts in Madison Co. with Unemployment Rates of 14.7%+

Census Tract	#3.00	14.7% Unemployment Rate
Census Tract	#4.00	16.6% Unemployment Rate
Census Tract	#5.00	22.9% Unemployment Rate
Census Tract	#8.00	21.8% Unemployment Rate
Census Tract	#10	14.7% Unemployment Rate
Census Tract	#102	23.8% Unemployment Rate

Census Tracts in Delaware Co. with Unemployment Rates of 14.7%+

Census Tract	#2.00	18.3% Unemployment Rate
Census Tract	#3.00	18.8% Unemployment Rate
Census Tract	#4.00	22.5% Unemployment Rate
Census Tract	#6.00	20.3% Unemployment Rate
Census Tract	#9.02	16.9% Unemployment Rate
Census Tract	#12.00	16.7% Unemployment Rate
Census Tract	#17.00	23.1% Unemployment Rate
Census Tract	#26.01 ¹	See Attachment
Census Tract	#26.02	15.0% Unemployment Rate

Census Tracts in City of Marion with Unemployment Rates of 14.7%+

Census Tract	#2.00	21.3% Unemployment Rate
Census Tract	#7.00	15.4% Unemployment Rate
Census Tract	#104	14.7% Unemployment Rate
Census Tract	#105	14.8% Unemployment Rate

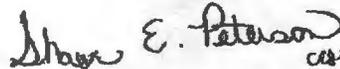
For your information, we have also enclosed a list of the targeted areas for your region. Detailed census boundary information for properties located within these targeted areas and for verification of contiguity within these areas can be found under the maps section on the Census Bureau's web site at www.census.gov.

¹ The application submitted by FCI only requests TEA designation for a portion of Delaware County Census Tract #26.01. Therefore, TEA designation is only conferred to the portion of that census tract described in Attachment A.

Please note that our agency's involvement is limited to the designation of targeted employment areas. It is solely your organization's responsibility to insure that all matters related to your application and potential applications comply with all immigration, securities or other applicable law.

Should you have any questions or require additional information, please contact Eric Shields at (317) 234-3997.

Sincerely,

A handwritten signature in cursive script that reads "Shawn E. Peterson" with a small mark at the end.

Shawn E. Peterson
Vice President and General Counsel

Enclosure

Attachment A

DWD Unemployment by Census Tract Data

<u>County</u>	<u>Census Tract</u>	<u>Population</u>	<u>Labor Force</u>	<u>Employed</u>	<u>Unemployed</u>	<u>Rate</u>
Delaware	000200	2177	922	753	169	18.3
Delaware	000300	1843	600	487	113	18.8
Delaware	000400	2382	937	726	211	22.5
Delaware	000600	2075	969	772	197	20.3
Delaware	000902	5324	166	138	28	16.9
Delaware	001200	2449	1,014	845	169	16.7
Delaware	001700	1367	648	498	150	23.1
Delaware	002601	See Note Below				
Delaware	002602	3004	1458	1,240	218	15.0
Grant	000200	4664	1,971	1,551	420	21.3
Grant	000700	4428	2,006	1,697	309	15.4
Grant	010400	3571	1,736	1,480	256	14.7
Grant	010500	5670	2,836	2,417	419	14.8
Madison	000300	3477	1,445	1,233	212	14.7
Madison	000400	2602	1,176	981	195	16.6
Madison	000500	3732	1,470	1,134	336	22.9
Madison	000800	2359	1,139	891	248	21.8
Madison	001000	3133	1,445	1,233	212	14.7
Madison	010200	5698	2,566	1,956	610	23.8

Note Regarding Delaware County Census Tract 002601

The following portion of Delaware County Census Tract 002601, when considered collectively with the contiguous Delaware County Census Tract 002602, qualifies for designation as a Targeted Employment Area.

The area of census tract #26.01 to be included as an area of high unemployment will be contained within the following boundaries:

- Western boundary: Indiana State Road 3
- South boundary: County Road 700 North
- East boundary: County Road 200 East
- North boundary: County Road 800 North



Energize - ECI
EB5 Visa Regional Center

PRIVATE PLACEMENT MEMORANDUM

EXHIBIT 4

PRIVATE PLACEMENT MEMORANDUM

Energize-ECI I, LP

Dated: _____, 2011 Name: _____
No.: _____

**CONFIDENTIAL PRIVATE OFFERING MEMORANDUM
UP TO XXX UNITS
OF
Energize-ECI I, LP
(An Indiana Limited Partnership)**

\$500,000.00 minimum
\$XXX.00 maximum

of

Limited Partnership Interests
\$XXX.XX per Interest ("Unit")

Minimum Investment of X,XXX Units (\$XXX,XXX.00)

Contact:

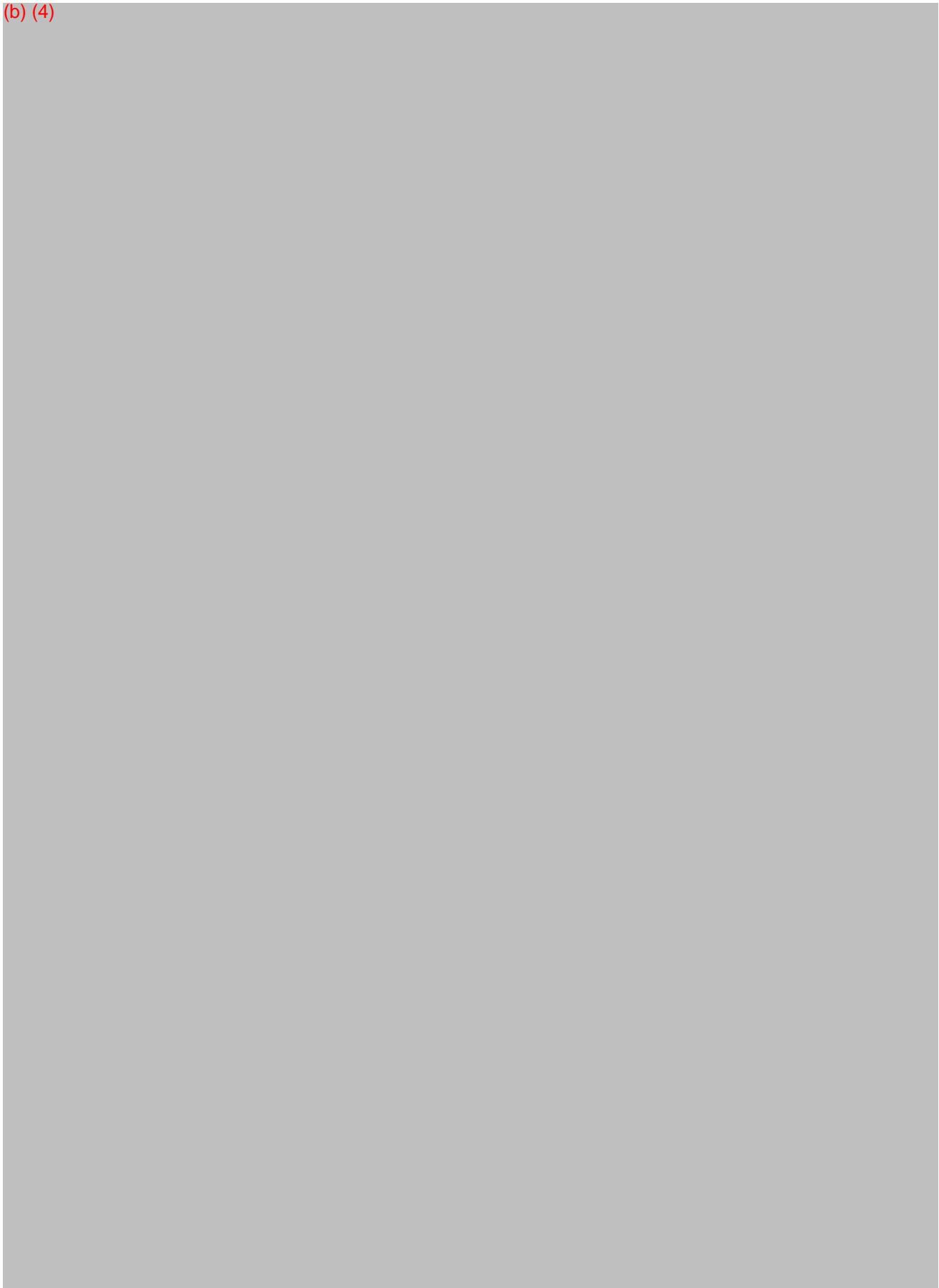
Energize-ECI EB-5 Visa Regional Center, LLC
345 S. High St. (2nd floor)
PO Box 1912
Muncie, Indiana 47308-1912
Telephone: 765.254.1420
Attn: E. Roy Budd, Principal

**CONFIDENTIAL PRIVATE OFFERING MEMORANDUM
UP TO XXXXXX UNITS OF
ENERGIZE-ECI I, LP**

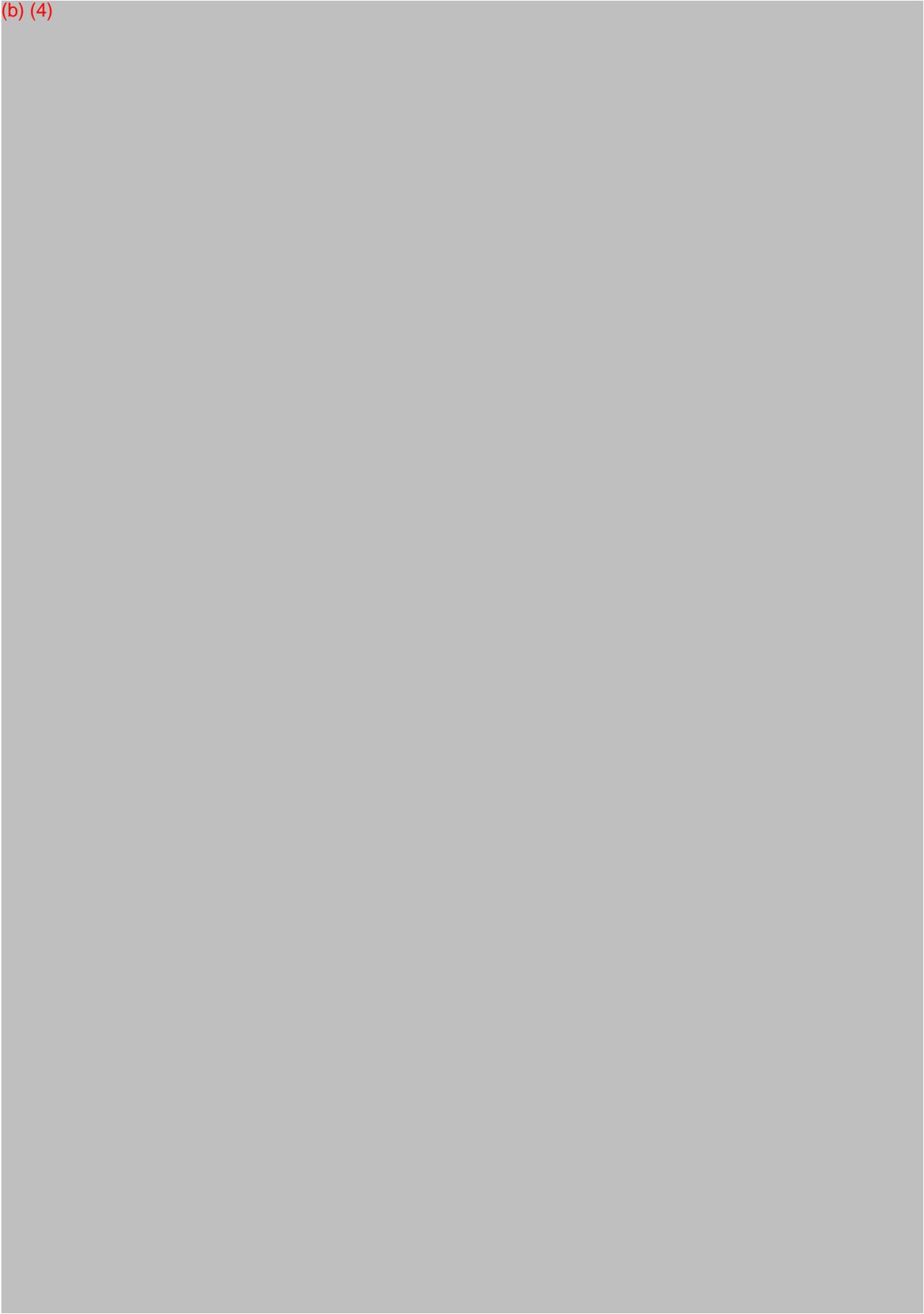
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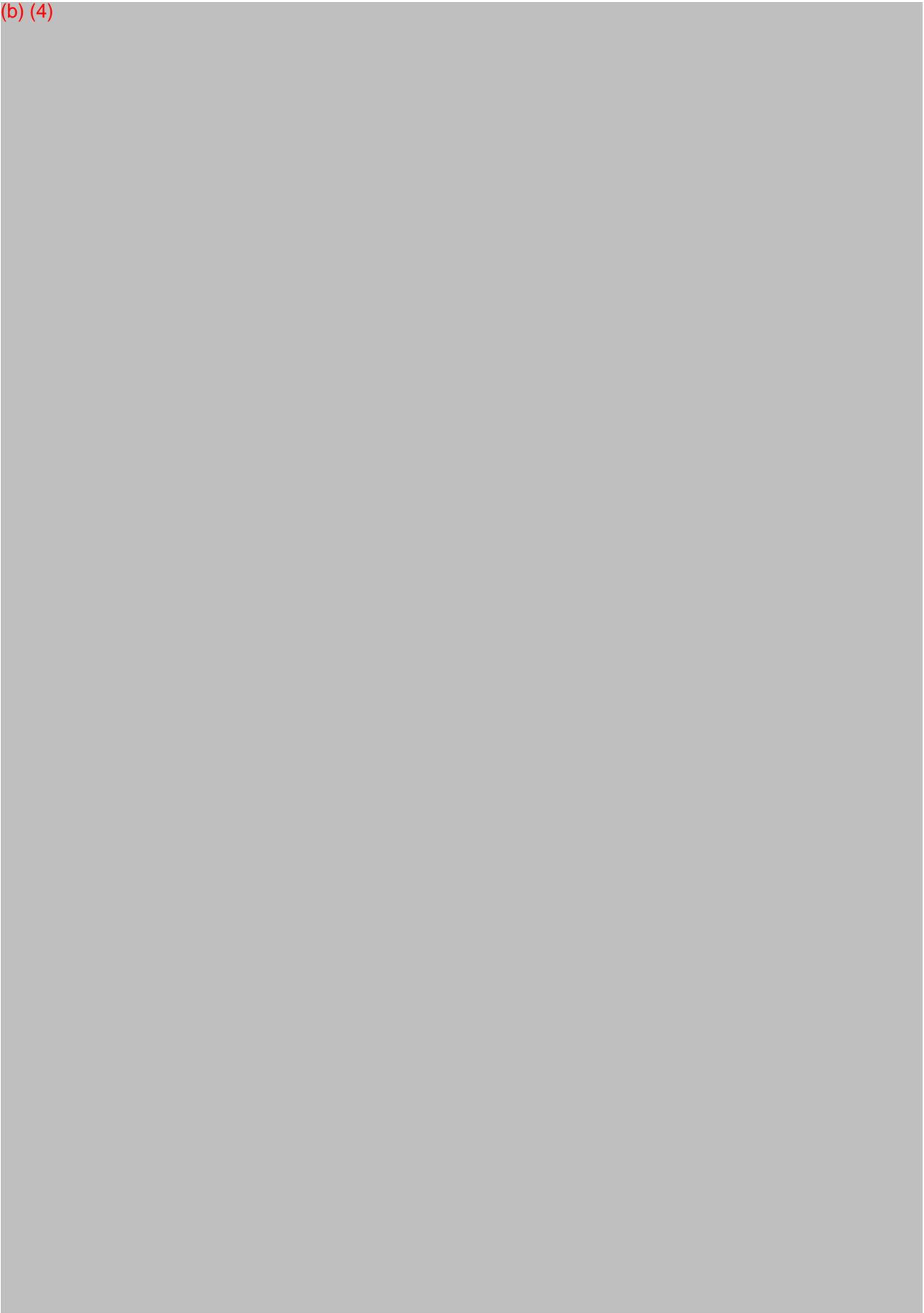
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(b) (4)



(b) (4)



(b) (4)

ANY FURTHER DISTRIBUTION OR REPRODUCTION OF THIS MEMORANDUM, IN WHOLE OR IN PART, OR THE DIVULGENCE OF ANY OF ITS CONTENTS, IS PROHIBITED.

Contact **E. Roy Budd**, Principal of Energize-ECI EB-5 Visa Regional Center, LLC at 345 S. High St. (2nd floor), P.O. Box 1912, Muncie, Indiana 47308-1912; phone: 765.254.1420; facsimile: 765.254.1450 with questions or to secure more information.

* * * * *

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- INTRODUCTION AND UNITS DISCLOSURES.....
- SUMMARY OF OFFERING TERMS.....
- DESCRIPTION OF THE PROJECT.....
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- CONFLICTS OF INTEREST.....
- FINANCIAL CONSIDERATIONS.....
- THE OFFERING.....
- TAX CONSIDERATIONS.....
- EB-5 IMMIGRATION DISCLOSURES AND RISK FACTORS
- RISK FACTORS.....
- SUBSCRIPTION.....
- LIST OF EXHIBITS.....

- Exhibit A - Partnership Agreement
- Exhibit B - Subscription Agreement
- Exhibit C - Investor Questionnaire
- Exhibit D - Escrow Agreement
- Exhibit E – Business Plan
- Exhibit F - Project Construction Cost Estimates

SUMMARY OF OFFERING TERMS

The following is only a summary of certain of the information contained in this Offering Memorandum, and is qualified in its entirety by reference to the more detailed discussions contained in this Offering Memorandum below, as well as to the Exhibits hereto (all of which are incorporated fully herein by this reference). In the case of any conflict between the summary, below, and the more detailed discussion in the body of the Memorandum, the latter shall control.

THE PARTNERSHIP: Energize-ECI I, LP is an Indiana Limited Partnership with its principal place of business located at 345 S. High St. (2nd floor), P.O. Box 1912, Muncie, Indiana 47308-1912.

THE GENERAL PARTNER: The General Partner of the Partnership is Energize-ECI EB-5 Visa Regional Center, LLC, a Indiana Limited Liability Company with its principal place of business located at 345 S. High St. (2nd floor), P.O. Box 1912, Muncie, Indiana 47308-1912.

EB-5 REGIONAL CENTER DESIGNATION: The project is sponsored by the General Partner, who previously received approval to establish, and now operates, the "Energize-ECI EB-5 Visa Regional Center" (the "Regional Center"). The Regional Center is a "Regional Center" as authorized by the United States Citizenship & Immigration Service (the "USCIS") under the "EB-5 Immigrant Investor Pilot Program" (the "EB-5 Pilot Program") to establish and solicit investment from foreign investors under the EB-5 Pilot Program. The Project is believed to be a qualifying investment under the EB-5 Pilot Program. The geographic scope of the Regional Center encompasses the East Central Indiana counties: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, and Rush Counties ("Regional Center Territory").

THE PROJECT: The Partnership was organized to finance the development of _____ facilities in Indiana, within the geographic area of the Regional Center. See "Description of the Project" below and Exhibit E for a more detailed description of the Project.

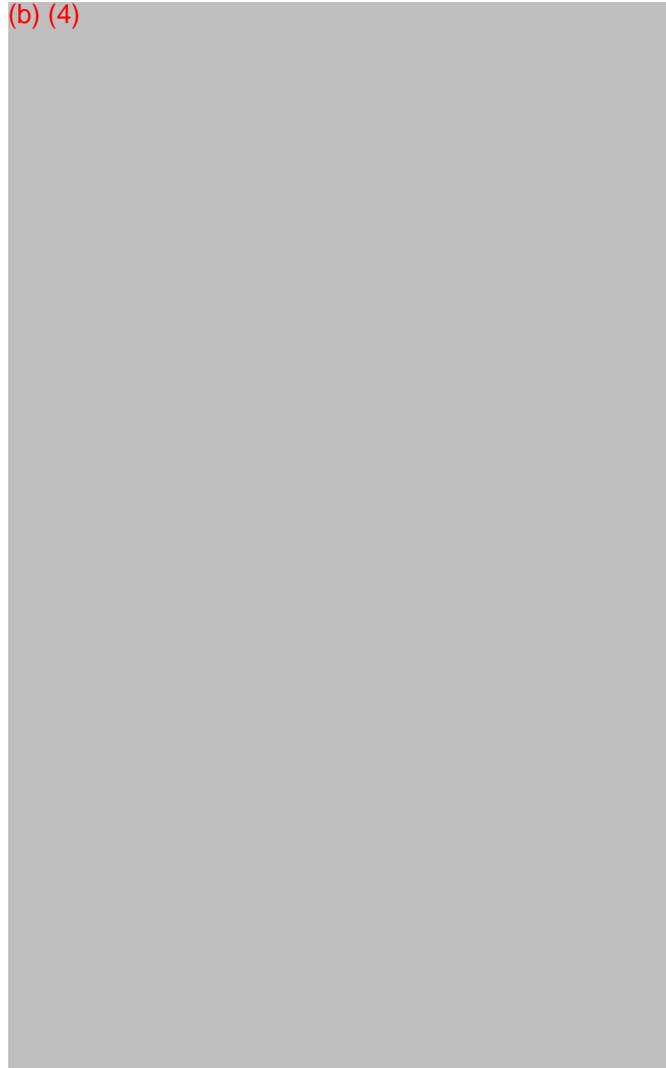
MINIMUM INVESTMENT:

(b) (4)

USE OF PROCEEDS:

ESCROW OF CAPITAL CONTRIBUTION:

(b) (4)



ADMINISTRATIVE FEES:

SUITABILITY REQUIREMENTS:

The Units are being offered and sold in reliance on exemptions from registration contained in Sections 4(2) and 4(6) of the Act as interpreted by the commission and in rule 506 of Regulation D promulgated thereunder.

Each Investor is required to be an accredited investor or qualified investor pursuant to the Act, and other matters described in the Subscription Agreement (see Exhibit B) to purchase Units.

EB-5 SUITABILITY REQUIREMENTS:

Each EB-5 Investor must, in addition to being an accredited investor or qualified investor pursuant to the act must qualify for a visa under Section 203(b)(5) of the Immigration Act.

See EB-5 Investor Suitability Standards appearing in this Memorandum.

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CAPITAL ACCOUNTS:

ADDITIONAL CAPITAL CONTRIBUTION:

TRANSFER RESTRICTIONS; NO RESALE:

ALLOCATIONS OF PROFITS AND LOSSES:

DISTRIBUTIONS:

(b) (4)

I-829 RETURN OF CAPITAL:

LIMITED PARTNER VOTING:

COMMISSIONS AND FEES:

TAX RISKS:

(b) (4)

RISK FACTORS:

REPORTS:

IMMIGRATION RISK:

SUBSCRIPTION:

DESCRIPTION OF THE PROJECT

Introduction

* * * * *

MANAGEMENT, ADVISORS, AND CONSULTANTS BIOGRAPHIES AND INTERRELATIONS

BIOGRAPHIES

E. Roy Budd – President

Mr. Budd founded Energize-ECI, Inc., a successful nine (9) county regional economic development marketing partnership in 2005. This highly-regarded private/public partnership has conducted many business and contact development trips to Asia, Europe and many U.S. cities. Prior to this venture, he founded Solutions, Inc., a workforce and economic development consulting firm based in Boston. Mr. Budd is the former President/CEO of Opportunity, Inc. in Hampton Roads, VA, the Commonwealth's largest workforce development program. He holds BA and MA degrees from Virginia Commonwealth University. Mr. Budd is a Certified Master Consultant from Business Retention and Expansion International and holds certification from the Economic Development Institute at the University of Oklahoma. Mr. Budd has published articles on workforce and economic development and is frequently interviewed by the media regarding economic development issues. He serves on the boards of many workforce and economic development organizations and has a strong background in international business development. Mr. Budd and the other principals have been researching and developing the proposed EB-5 Visa Regional Center since 2007. His connections have drawn numerous prospective EB-5 applicants and developers to learn more about the opportunities existing in East Central Indiana. Mr. Budd will focus on investor and developer recruitment, and will also cultivate relationships with brokers and foreign officials and contacts to attract investment to the Regional Center geographic area of service.

Thomas L. Farris – Vice President

Mr. Farris has served as a senior executive and President/CEO of advertising/marketing/PR firms for over forty (40) years. He also was a principal in several entrepreneurial business ventures, and has served as a business development consultant to businesses of all sizes in a wide variety of industries. Farris has worked on many economic development projects in the past five (5) years, including: establishing a four-county economic development planning district; creating economic development strategies and visioning programs; writing many successful grants; serving as a consultant to the Energize-ECI Regional Planning Commission and Energize-ECI, Inc. and acting as a consultant to organizations about economic development, business retention and expansion matters. Farris holds a BS degree in marketing and economics from the Miller College of Business of Ball State University and has completed graduate work in marketing and economics. He is a 2009 graduate of the Economic Development Academy accredited by the International Economic Development Council. He is an accredited grant administrator by the Office of Community and Rural Affairs and participates regularly in economic development oriented seminars and continuing education programs. Farris has been researching the

opportunities offered by the establishment of an EB-5 Visa Regional Center in Indiana since 2007, and is considered one of Indiana's most knowledgeable people on the EB-5 Visa program and Targeted Employment Areas and Rural Areas. He has invested many hours of his own time studying successful EB-5 programs and researching investment and development opportunities – and seeing how such programs could bring new jobs and investments to East Central Indiana, the State and the U.S. Farris will focus on TEA/RA management, marketing, investment development and coordination, and public relations aspects of the EB-5 Regional Center.

Marlene Pulley – Administrative Manager/Treasurer

Ms. Pulley has been integral to the successful growth of the Energize-ECI, Inc. regional economic development marketing partnership since its founding in 2005. Prior to Energize-ECI Ms. Pulley was associated with the Innovation Connector, a business incubator associated with Ball State University. Ms. Pulley has also worked for the Horizon Convention Center. Her 30+ years of operational and administrative experience have allowed Ms. Pulley to develop a focus on the financial operations of businesses. She currently serves as Financial Officer for seven (7) entities, including Energize-ECI, Inc.; Energize-ECI Regional Planning District; the East Central Indiana Local Economic Development Officers; and others. Marlene is also responsible for building a network of professional site consultants, business executives and international business leaders and prospects for advancing the economy of East Central Indiana. She has been involved in the development of the Energize-ECI EB-5 Visa Regional Center, working with Mr. Farris for the past three (3) years on the preliminary and operational aspects of Regional Centers. Her focus with the Energize-ECI EB-5 Visa Regional Center will be administrative, operational and financial management – including the tracking and documentation of investors, investments, job creation and other related USCIS and EB-5 matters.

The Energize-ECI EB-5 Visa Regional Center, LLC (the General Partner)

The General Partner of the Partnership is Energize-ECI EB-5 Visa Regional Center, LLC, a Indiana Limited Liability Company organized on November 19, 2010 with its principal place of business located at 345 S. High St. (2nd floor), P.O. Box 1912, Muncie, Indiana 47308-1912. Energize-ECI EB-5 Visa Regional Center, LLC is owned by E. Roy Budd, Thomas L. Farris and Marlene Pulley. Mr. Budd may be reached at Energize-ECI EB-5 Visa Regional Center, LLC's offices at telephone number 765.254.1420 and via email to info@energize-eci.org. This Memorandum was prepared by the General Partner.

The Energize-ECI EB-5 Visa Regional Center (the "Regional Center")

In 2010, the General Partner applied under the EB-5 Immigration Investor Pilot Program as a "Regional Center" for the specific purpose of investing EB-5 monies into targeted commercial enterprises located in the identified geographic area in the state of Indiana. On _____, 2011 Energize-ECI EB-5 Visa Regional Center, LLC received designation as an EB-5 Regional Center able to solicit qualifying investments from foreign investors, and administer those investments, under the EB-5 Pilot Program. Under the title of "Energize-ECI EB-5 Visa Regional Center," the company was approved for four (4) targeted business sectors, including: 1.) Finfish Farming - 112511; 2.) Manufacturing (Custom Compounding of Purchased Resins) 325991; 3.) Manufacturing (Computer Storage Device Manufacturing) - 334112 and 4.) Software Publishing – 511210; 5.) Transportation and Warehousing. The Indiana Employment Development Corporation issued a letter to the General Partner, certifying that the Project is located in a "high unemployment area" within the meaning of 8 C.F.R. § 204.6(e) TEA. See "EB-5 Immigration Disclosures and Risk Factors," below.

Regional Center

The Energize-ECI EB-5 Visa Regional Center, LLC is the entity that received USCIS approval to create and operate the Energize-ECI EB-5 Visa Regional Center. USCIS rules and regulations relating to the EB-5 Pilot Program require that, in order to maintain the validity of its approval and designation, an approved regional center must continue to meet the statutory requirements of the EB-5 Pilot Program by serving the purpose of promoting economic growth, improving regional productivity, creating jobs, and increasing domestic capital investment. The USCIS thus requires regional centers to monitor all investment activities under their sponsorship, and to maintain records, data, and information on a quarterly basis in order to report to the USCIS, upon request, year-to-date information for each Federal fiscal year. Such records, data, and information include, but are not limited to, the regional center's administration, oversight, and management plan; biographical and other relevant investor data; and total regional center investment and job creation totals. The Energize-ECI EB-5 Visa Regional Center, LLC actively performs the necessary administrative requirements described above, and consequently, the Energize-ECI EB-5 Visa Regional Center remains in good standing with USCIS.

CONFLICTS OF INTEREST

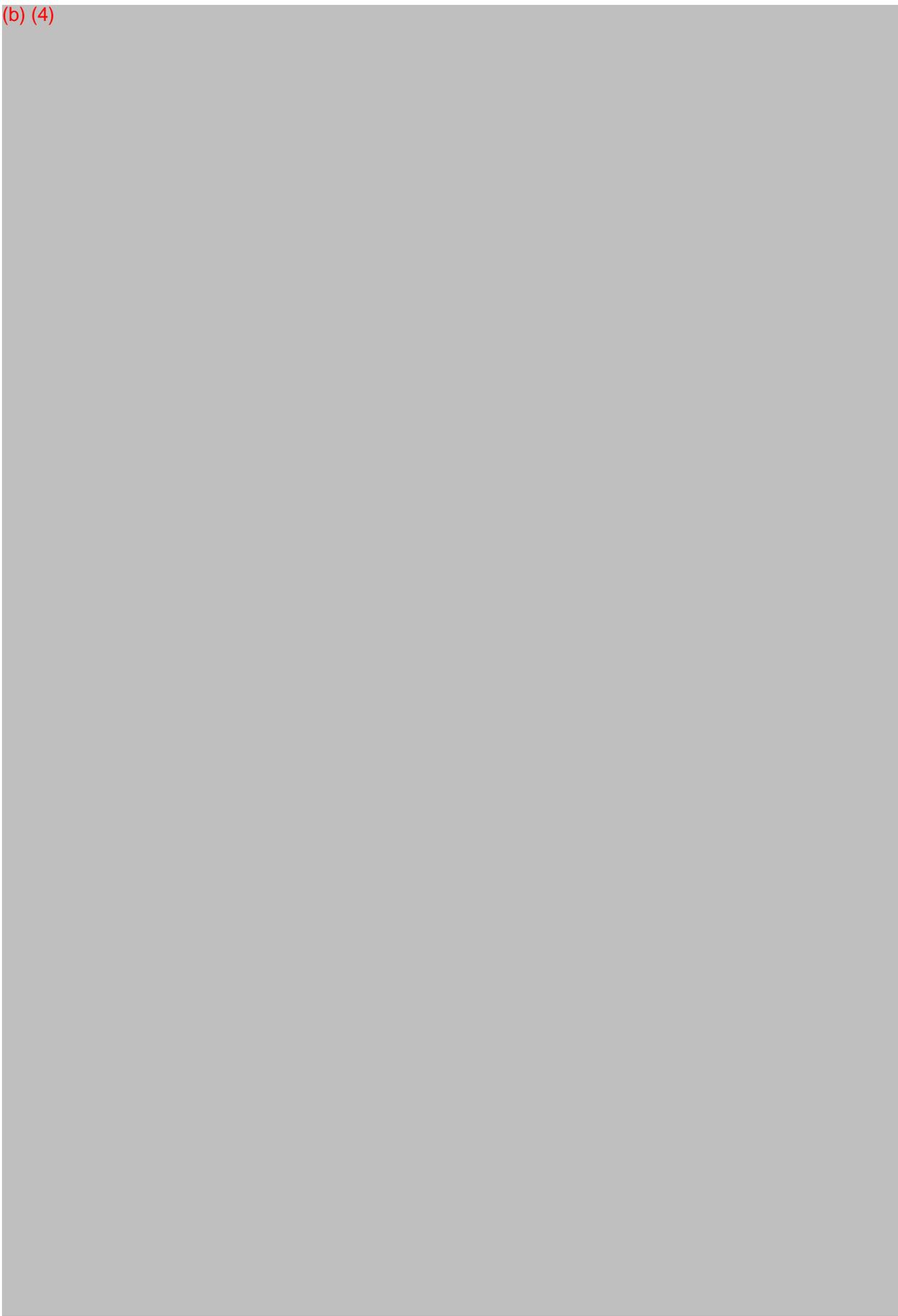
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TAX CONSIDERATIONS

Each potential Investor should carefully consider the income tax consequences of an investment in the Offeror and the effect such consequences may have on the Investor's economic return. The following is a summary of certain U.S. federal income tax considerations relevant to an investment in the Partnership. The discussion is based on current provisions of the Internal Revenue Code of 1986, as amended; the applicable Treasury Regulations promulgated thereunder; and judicial authority and current administrative rulings and practice, all of which are subject to change, possibly on a retroactive basis. This discussion does not purport to address (i) all aspects of U.S. federal income taxation that may be relevant to any particular Investor in light of such Investor's individual tax attributes and status; (ii) except as otherwise noted, the U.S. federal income tax consequences to certain types of Investors subject to special treatment (for example, tax exempt organizations, non-U.S. persons, or others); or (iii) any applicable state, local, or foreign tax laws in connection with an investment in the Partnership.

PROSPECTIVE INVESTORS ARE URGED TO CONSULT WITH THEIR PERSONAL TAX ADVISERS REGARDING THE FEDERAL, STATE, LOCAL, AND FOREIGN TAX CONSEQUENCES ARISING FROM THE PURCHASE, OWNERSHIP, AND SALE OF UNITS.

(b) (4)



EB-5 IMMIGRATION DISCLOSURES AND RISK FACTORS

The U.S. Congress created the employment-based fifth preference (“EB-5”) immigrant visa category in 1990 for immigrants who invest in and manage U.S. commercial enterprises that benefit the U.S. economy. Each investment needs to create or save at least ten (10) full-time jobs for U.S. workers.

The minimum amount required to invest is \$1 million, although that amount is reduced to \$500,000 if the investment is made in a high unemployment area or qualifying rural region (“Targeted Employment Area” or “TEA”). The General Partner has received a letter from the Indiana Economic Development Corporation, the state agency in Indiana responsible for designating TEAs, certifying that the census tract lying within the borders of the state of Indiana in which the Project is located qualifies as a TEA.

To stimulate interest in the EB-5 program, in 1992 the U.S. Congress enacted an EB-5 Regional Center Pilot Program (“Pilot Program”). The Pilot Program allows public and private entities to apply to the U.S. Citizenship and Immigration Services (“USCIS”) for regional center designation.

(b) (4)



General Immigration Risks. Congress and/or the USCIS may change the law, regulations, or interpretations of the law, including the Pilot Program, without notice and in a manner that may be detrimental to an Investor and/or the Partnership. Investors who obtain conditional or permanent residence status must intend to make the United States their primary residence. Permanent residents who continue to live abroad risk revocation of their conditional or permanent residence status. The process of obtaining conditional and permanent resident status involves numerous factors and circumstances which are not within the control of the Partnership or the scope of this Memorandum. These include, but are not limited to, an Immigrant Investor's history, and quotas established by the United States government limiting the number of

immigrant visas available to qualified individuals seeking conditional or permanent resident status under the Pilot Program.

(b) (4)



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NATIONALITY AND IMMIGRATION ACT § 212.

Admissible to the U.S.: Foreign persons applying for a U.S. Green Card must demonstrate that they are admissible to the U.S. Section 212 of the Nationality and Immigration Act sets forth various grounds of inadmissibility, which may prevent an otherwise eligible applicant from receiving a green card or entering the U.S. Foreign individuals who are ineligible to receive a Green Card or be admitted to the U.S. include, but are not limited to, an individual who:

(1) is determined to have a communicable disease of public health significance, which shall include infection with the etiologic agent for acquired immune deficiency syndrome;

- (2) is determined to have a physical or mental disorder and behavior associated with the disorder that may pose, or has posed, a threat to the property, safety, or welfare of the individual or others;
- (3) is determined to have had a physical or mental disorder and a history of behavior associated with the disorder, which behavior has posed a threat to the property, safety, or welfare of the individual or others, and which behavior is likely to recur or to lead to other harmful behavior;
- (4) is determined to be a drug abuser or addict;
- (5) has been convicted of committing, or who admits having committed, acts which constitute the essential elements of a crime involving moral turpitude (other than a purely political offense), or a violation of (or a conspiracy or attempt to violate) any law or regulation of a State, the United States, or a foreign country relating to a controlled substance;
- (6) has been convicted of 2 or more offenses (other than purely political offenses), regardless of whether the conviction was in a single trial or whether the offenses arose from a single scheme of misconduct and regardless of whether the offenses involved moral turpitude, for which the aggregate sentences to confinement were 5 years or more;
- (7) is or has been an illicit trafficker in any controlled substance or in any listed chemical (as defined in section 102 of the Controlled Substances Act (21 U.S.C. § 802)), or is or has been a knowing aider, abettor, assister, conspirator, or colluder with others in the illicit trafficking in any such controlled or listed substance or chemical, or endeavored to do so;
- (8) is the spouse, son, or daughter of an alien inadmissible under clause (7) and has, within the previous 5 years, obtained any financial or other benefit from the illicit activity of that alien, and knew or reasonably should have known that the financial or other benefit was the product of such illicit activity;
- (9) is coming to the U.S. solely, principally, or incidentally to engage in prostitution, or has engaged in prostitution within 10 years of the date of application for a visa, admission, or adjustment of status;
- (10) directly or indirectly procures or attempts to procure, or (within 10 years of the date of application for a visa, admission, or adjustment of status) procured or attempted to procure or to import, prostitutes or persons for the purpose of prostitution, or receives or (within such 10 year period) received, in whole or in part, the proceeds of prostitution;
- (11) is coming to the United States to engage in any other unlawful commercialized vice, whether or not related to prostitution;
- (12) has committed in the U.S. a serious criminal offense, regardless of whether such offense was prosecuted as a result of diplomatic immunity;
- (13) is excludable from the U.S. on grounds relating to national security, related grounds, or terrorist activities;
- (14) is excludable from the U.S. on grounds relating to foreign policy;
- (15) is or has been a member of or affiliated with the Communist or any other totalitarian party or who has participated in Nazi prosecutions or genocide;
- (16) is likely to become a public charge at any time after entry;
- (17) by fraud or willfully misrepresenting a material fact, seeks to procure (or has sought to procure or has procured) a visa, other documentation, or admission into the U.S.;
- (18) illegally entered into the U.S.;
- (19) has at any time knowingly encouraged, induced, assisted, abetted, or aided any other alien to enter or to try to enter the U.S. in violation of law.

RISK FACTORS

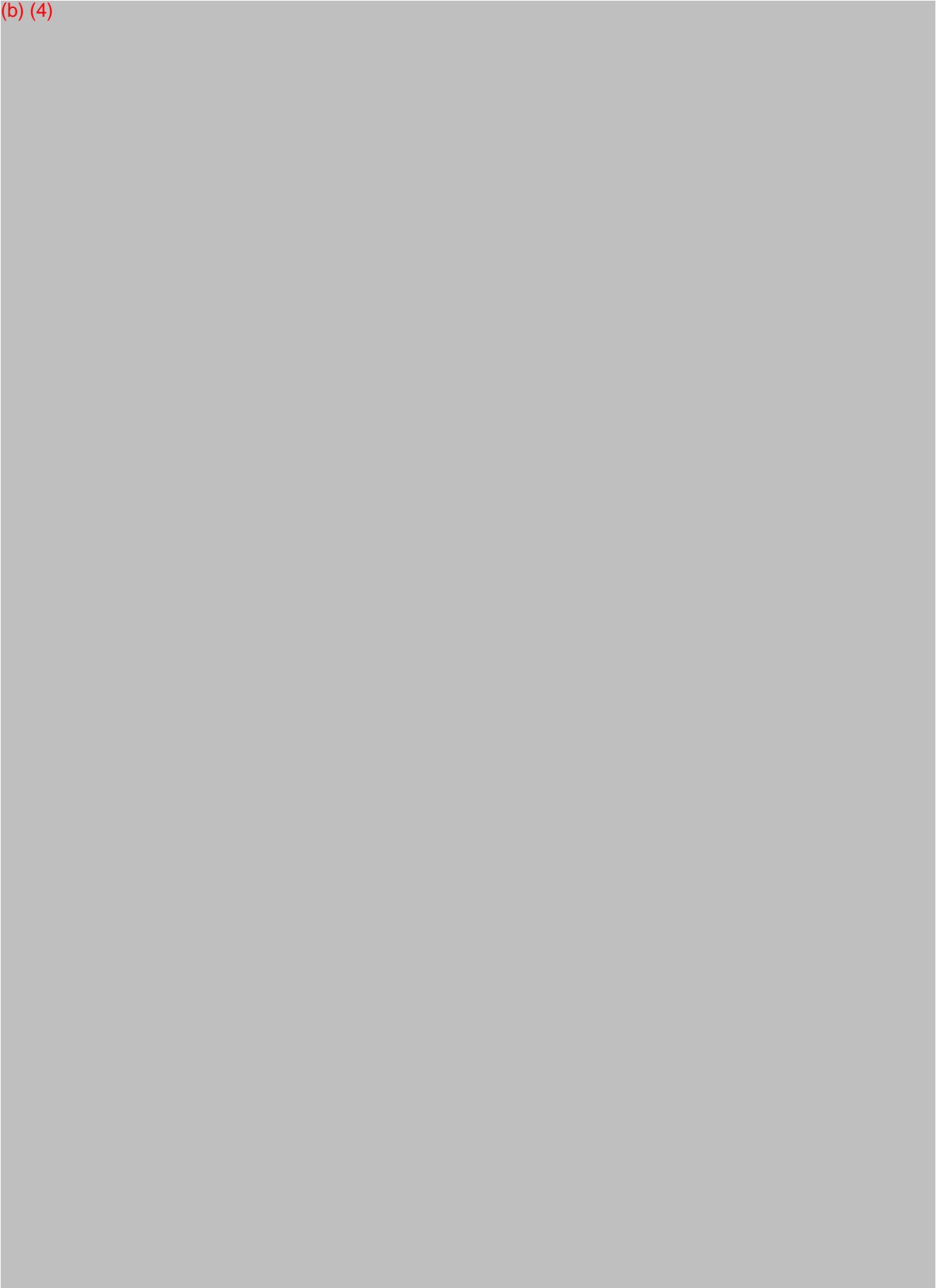
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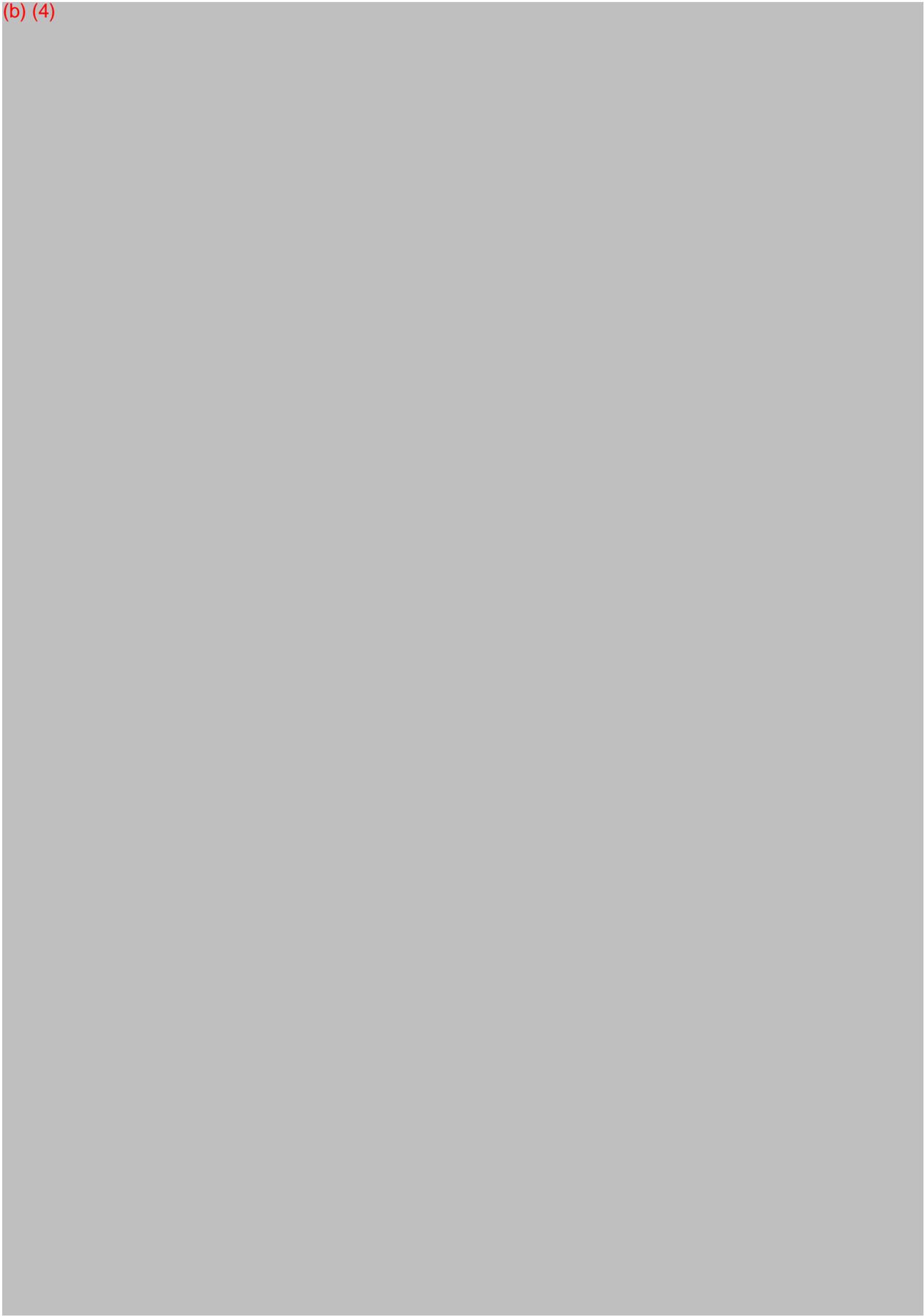
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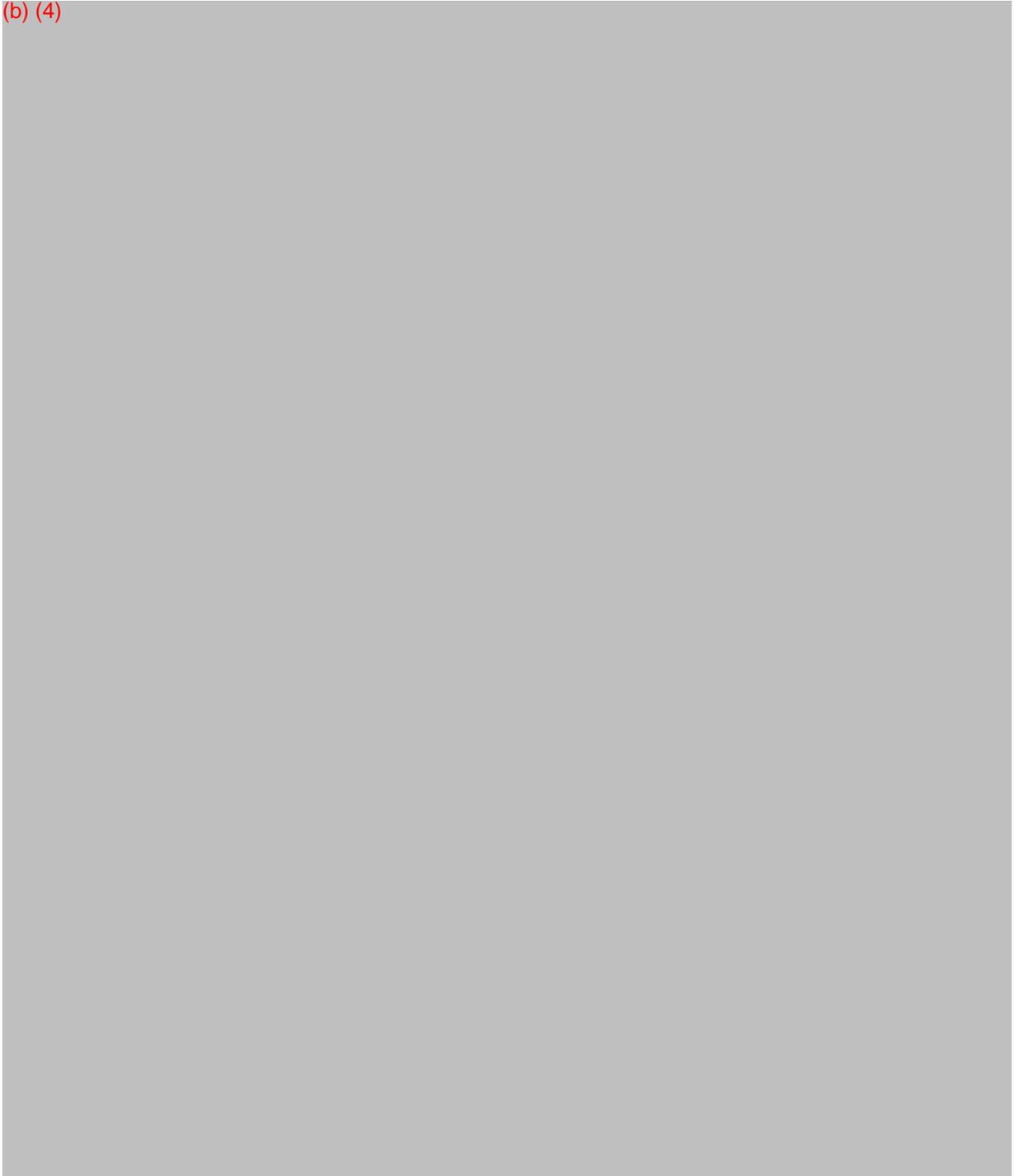
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Government Regulation. Regulations, regulatory actions, and court decisions in the future could have both a positive and/or negative impact on the operations and financial condition of the Project and its ability to compete.

Additionally, the Partnership will be under substantial scrutiny by the USCIS.

SUBSCRIPTION

(b) (4)



Escrow

(b) (4)



LIST OF EXHIBITS

EXHIBIT A
PARTNERSHIP AGREEMENT LP

EXHIBIT B
SUBSCRIPTION AGREEMENT

EXHIBIT C
INVESTOR QUESTIONNAIRE

EXHIBIT D
ESCROW AGREEMENT

EXHIBIT E
BUSINESS PLAN



Energize - ECI
EB5 Visa Regional Center

LOAN DOCUMENTS

EXHIBIT 5

LOAN
DOCUMENTS

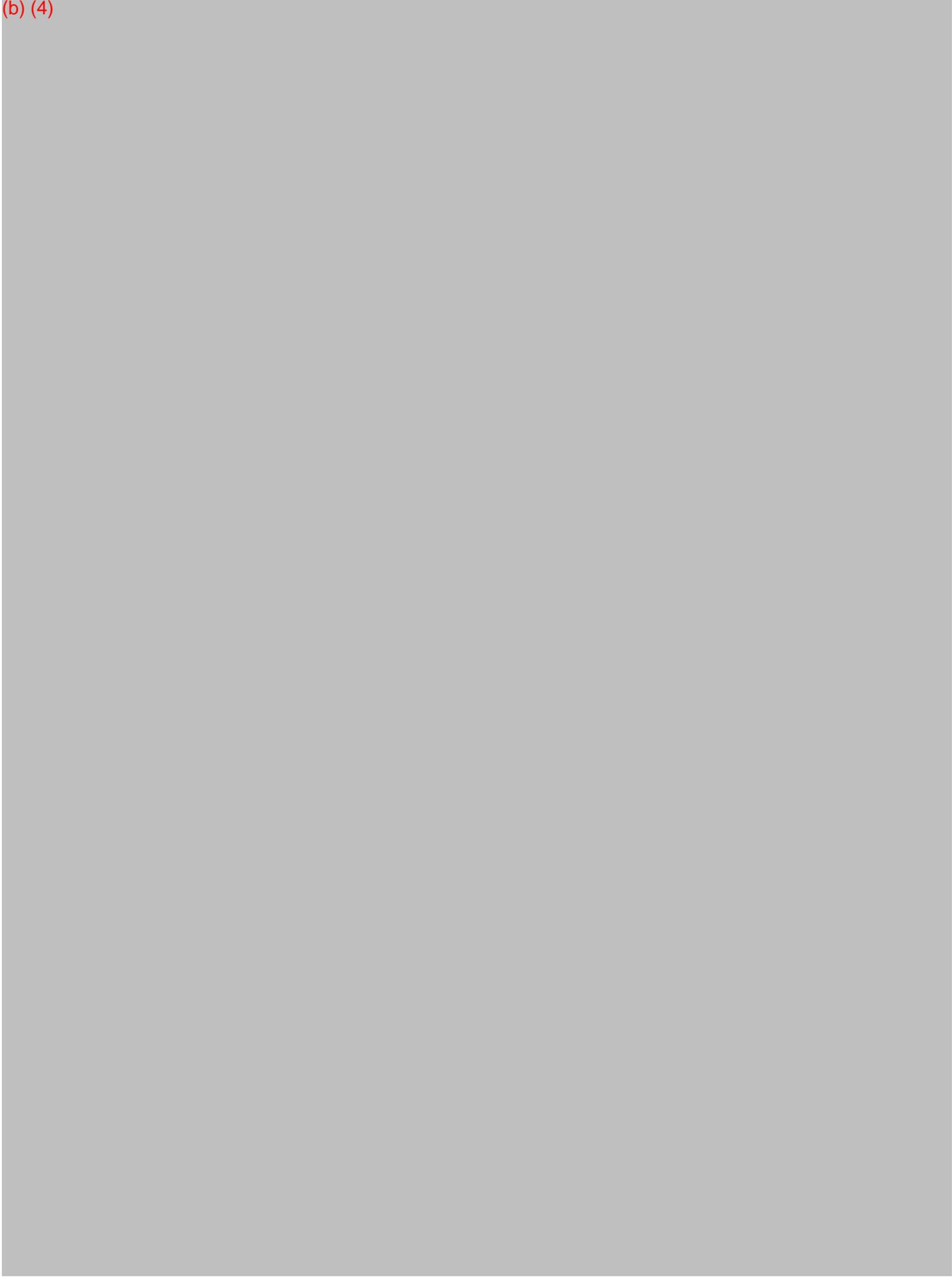
Loan

Energize-ECI EB-5 Visa Regional Center, LLC
345 S. High St. (2nd floor)
P.O. Box 1912
Muncie, Indiana 47308-1912 USA

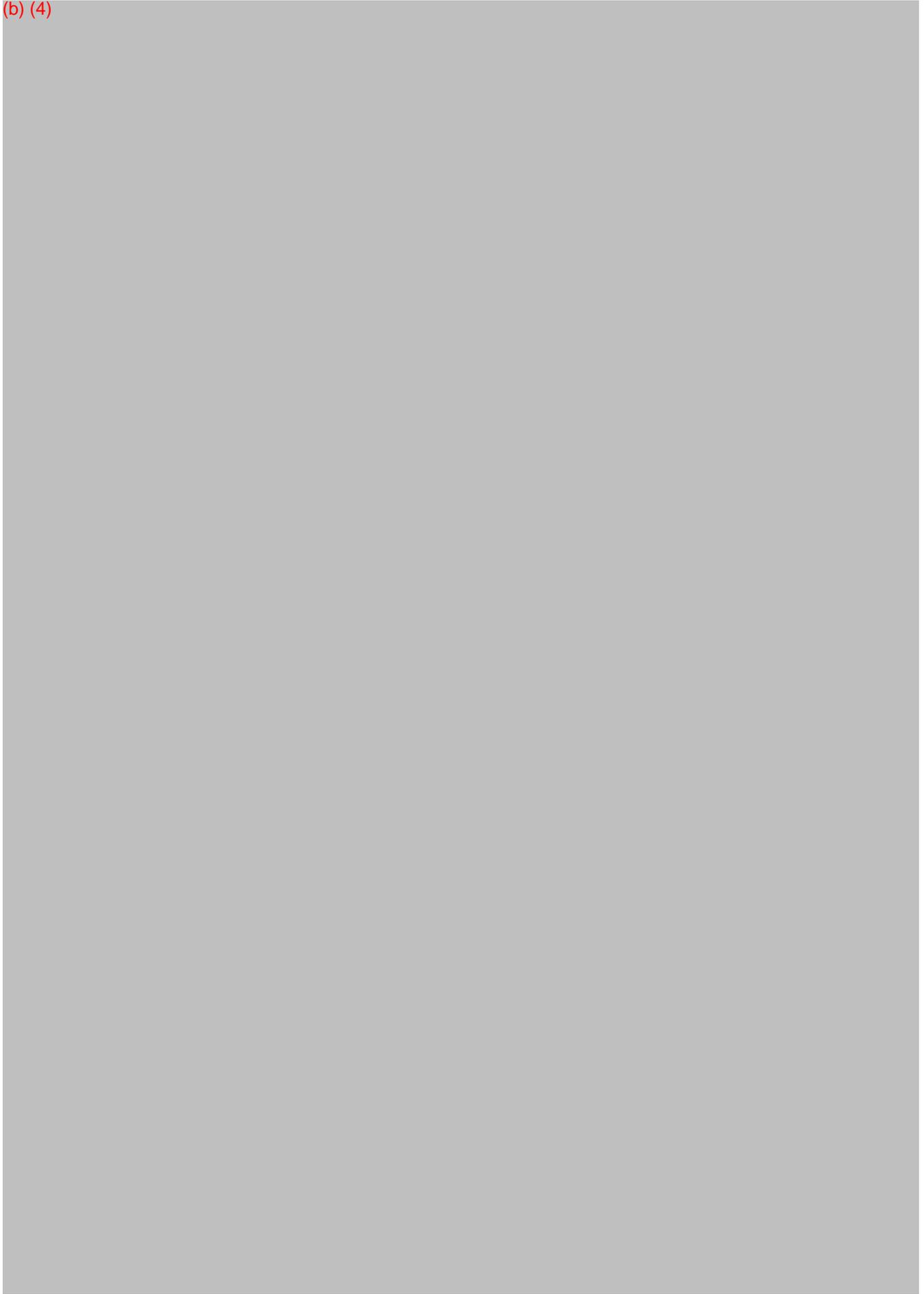
Dear Sir/Madam,

We are pleased to inform you that ENERGIZE-ECI I, LP ("Lender") has approved your loan request. The loan

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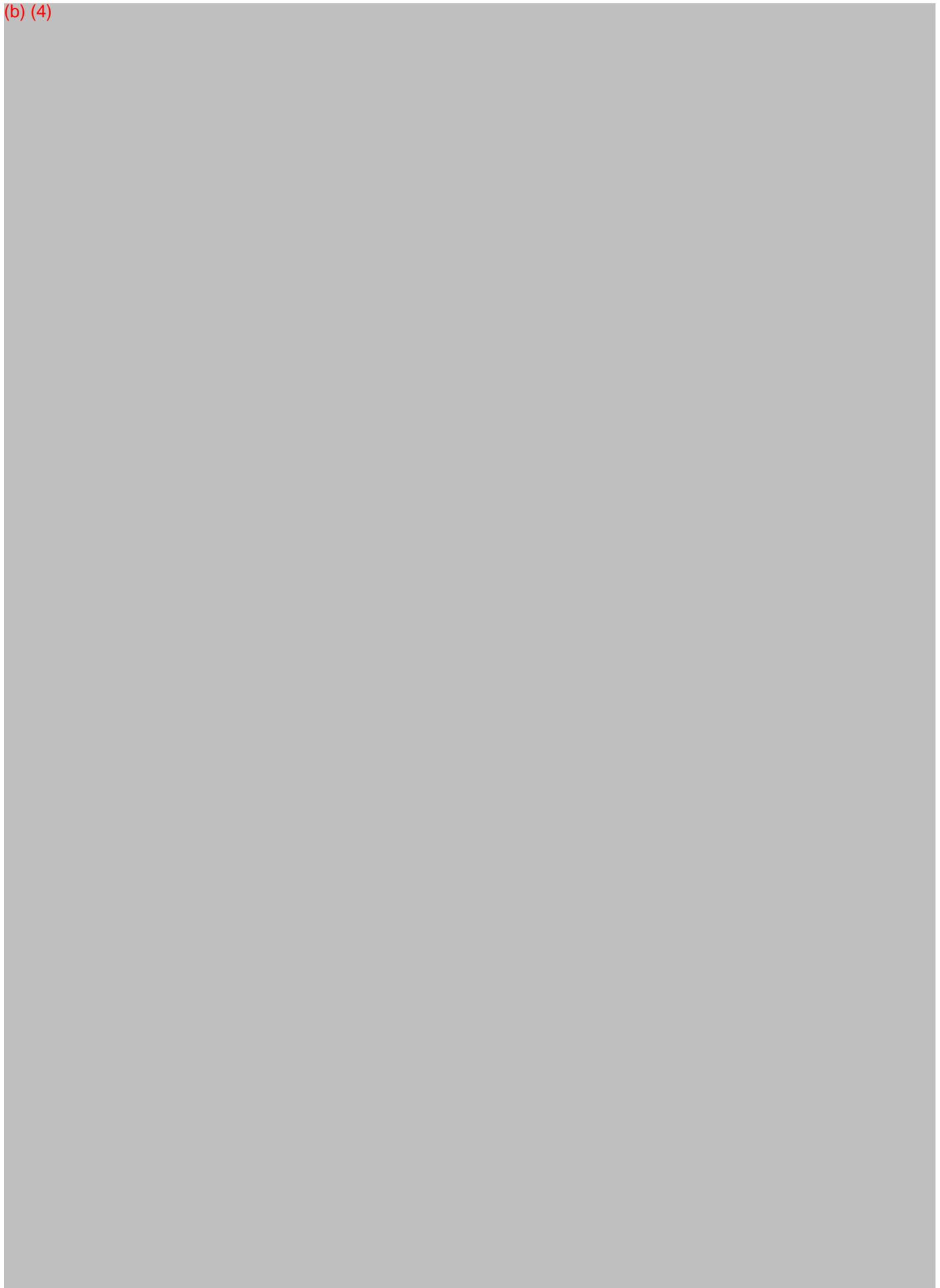
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LOAN AND SECURITY AGREEMENT

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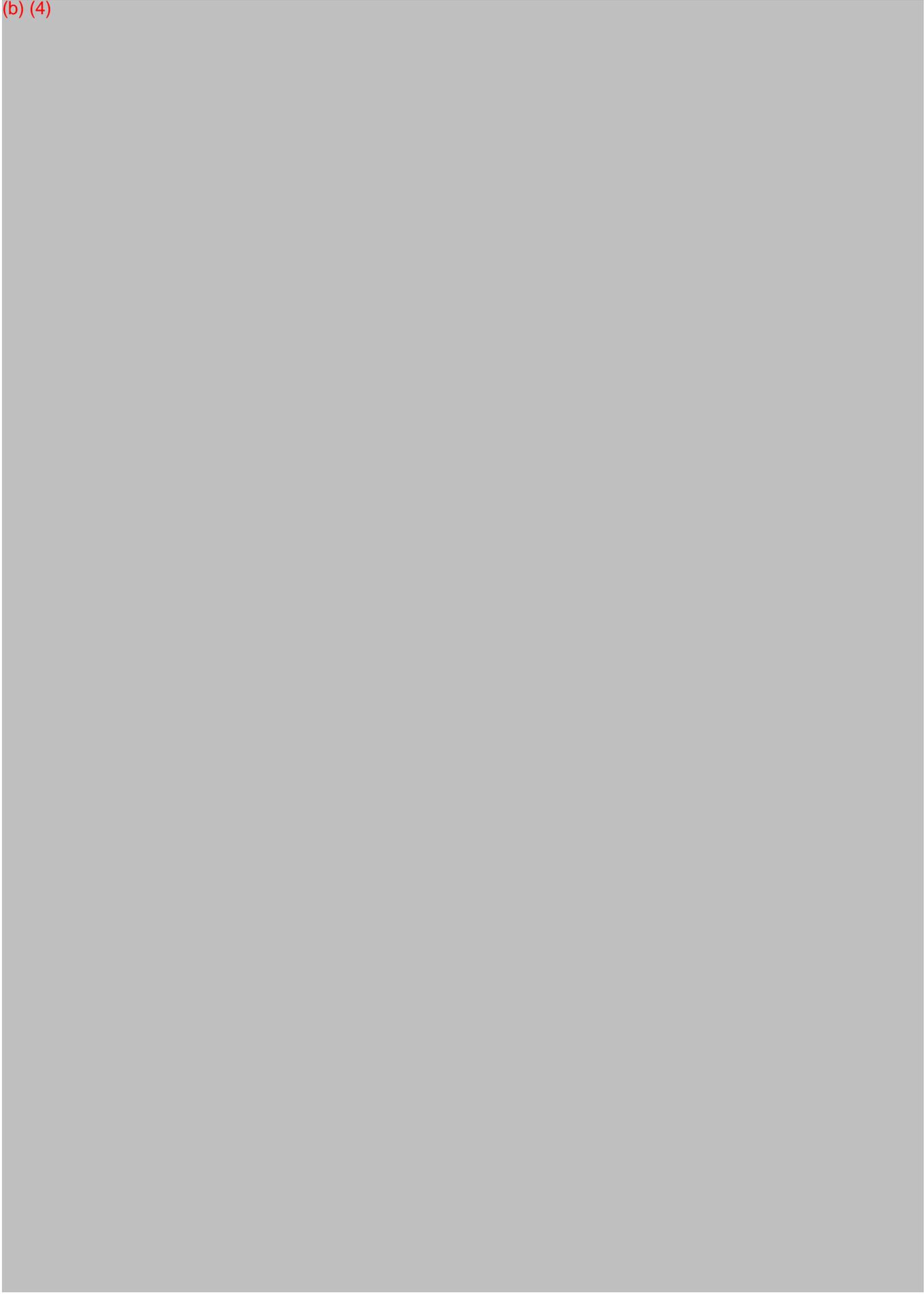
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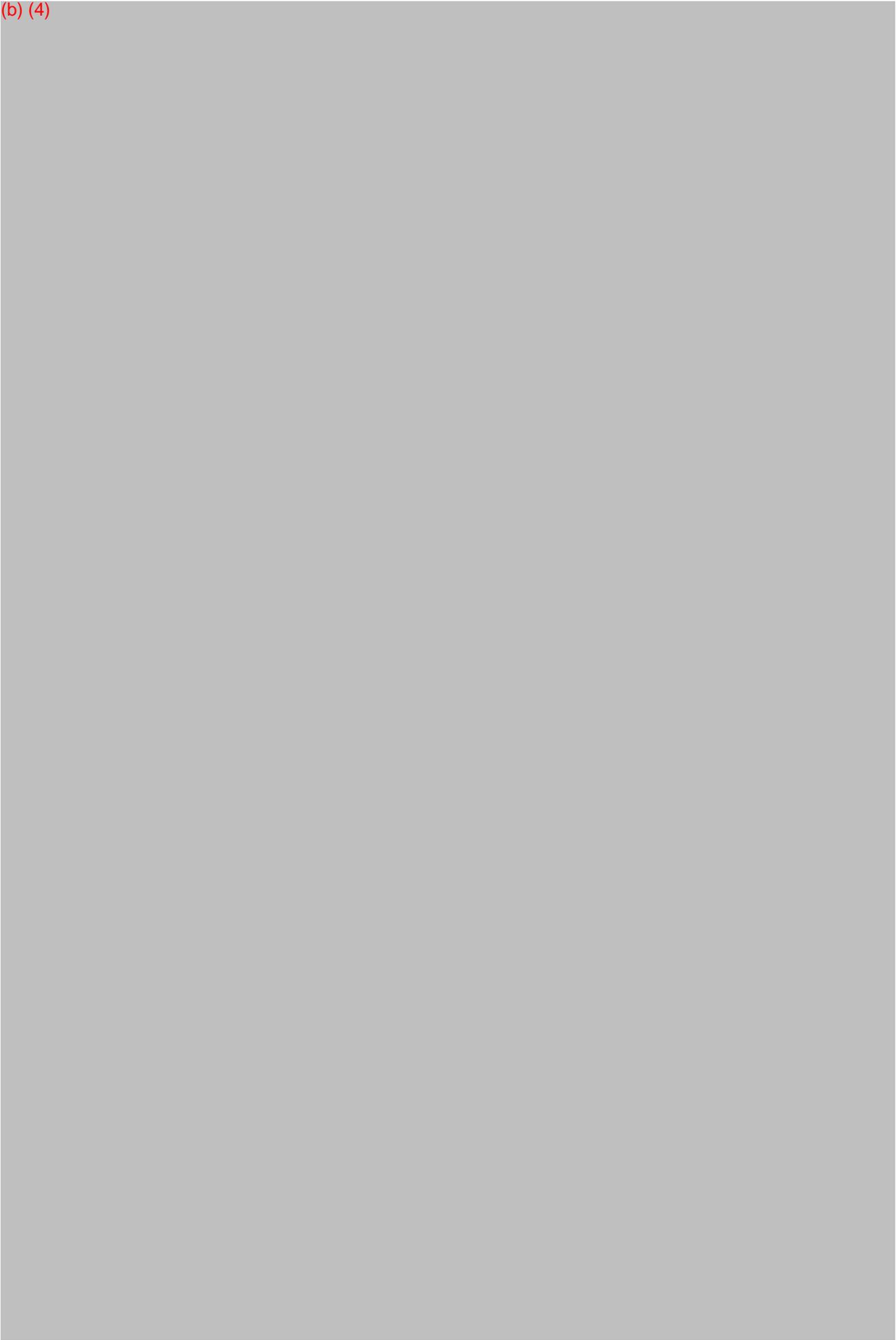
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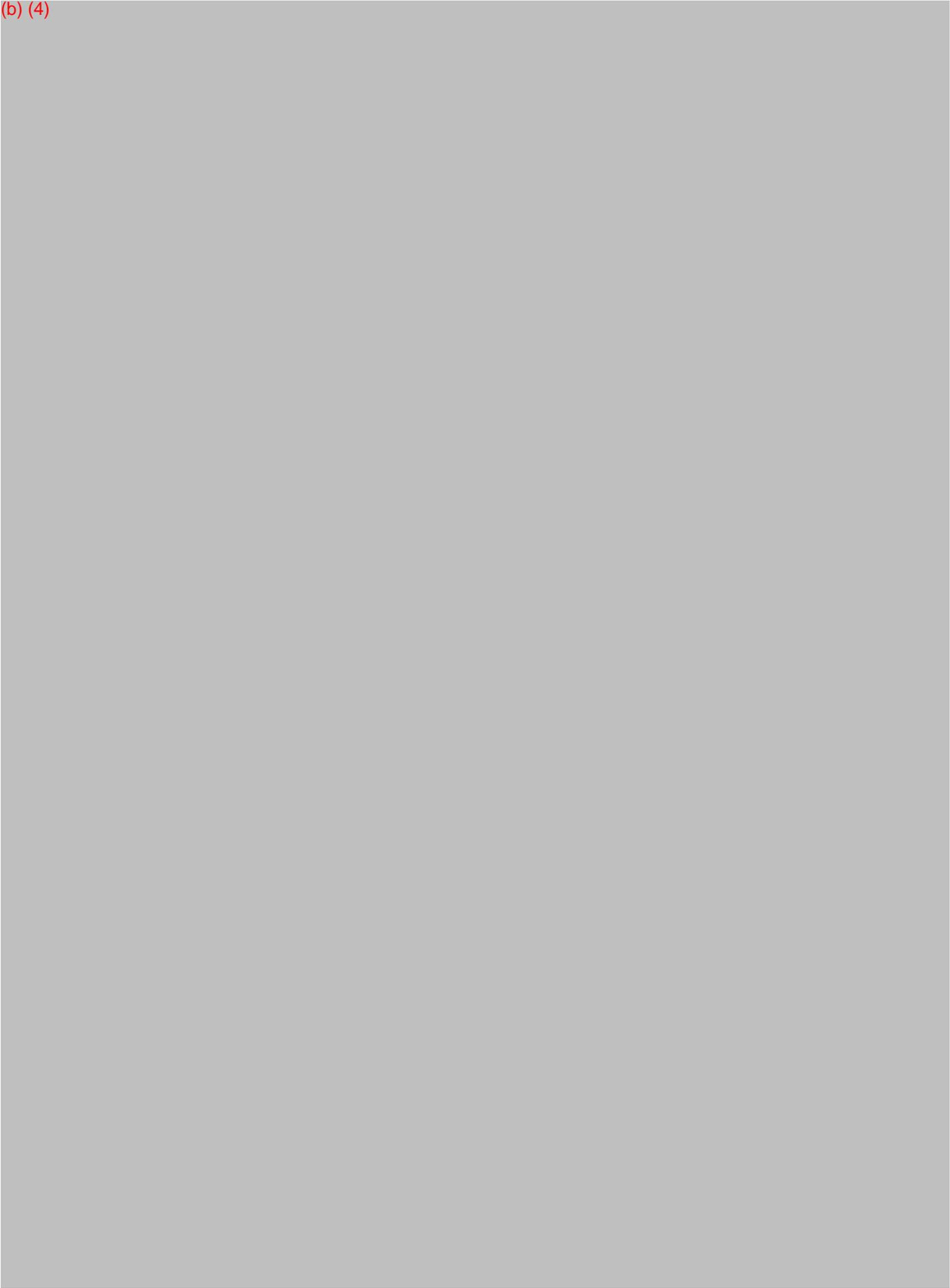
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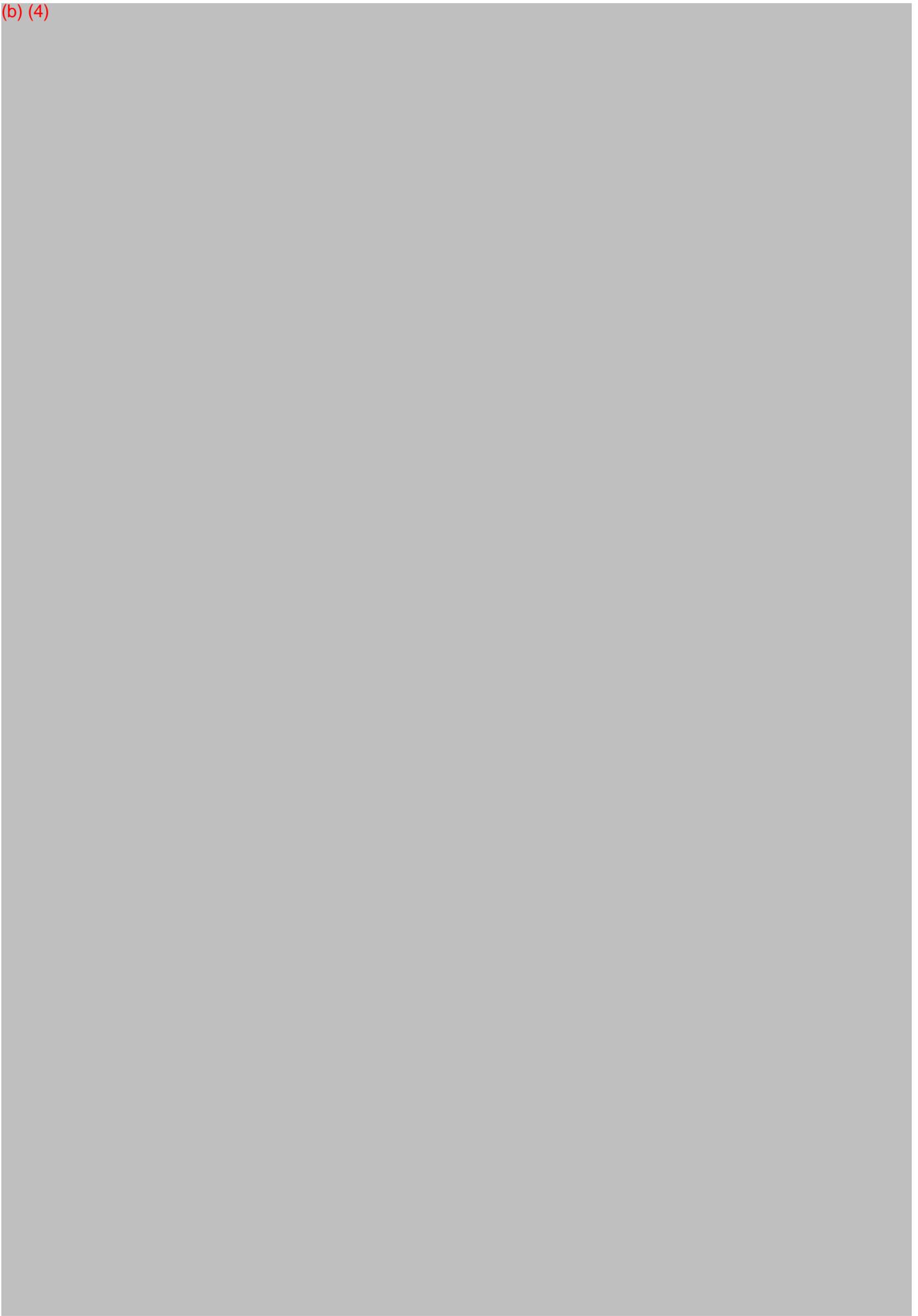
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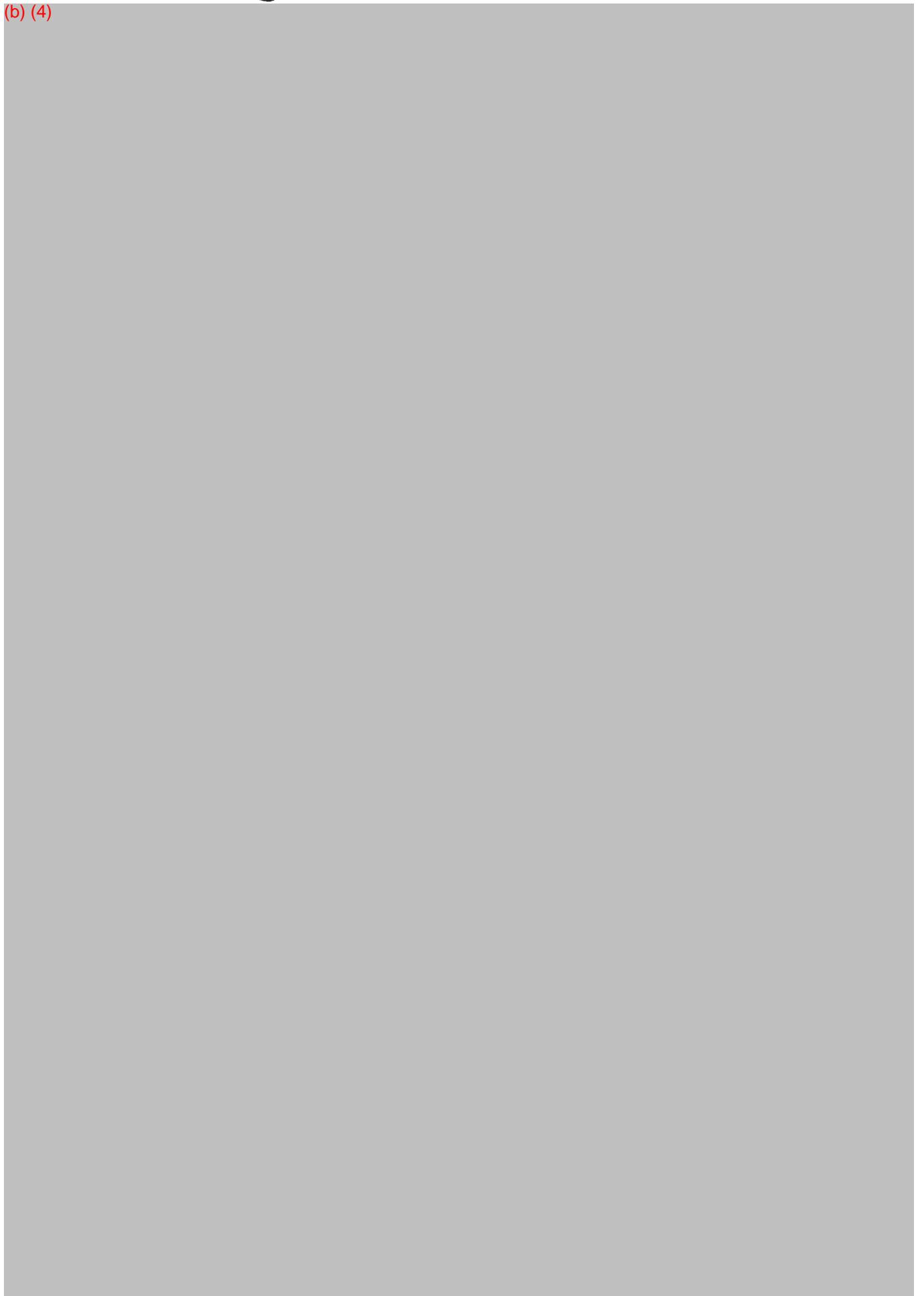
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[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, the undersigned executes this Agreement as an instrument under seal as of the date first set forth above.

Borrower: **ENERGIZE-ECI EB-5 VISA REGIONAL CENTER, LLC.**

By: _____

Partner

Lender: **ENERGIZE-ECI I, LP**
By: **ENERGIZE-ECI EB-5 VISA REGIONAL CENTER, LLC,**
General Partner

By: _____

Partner

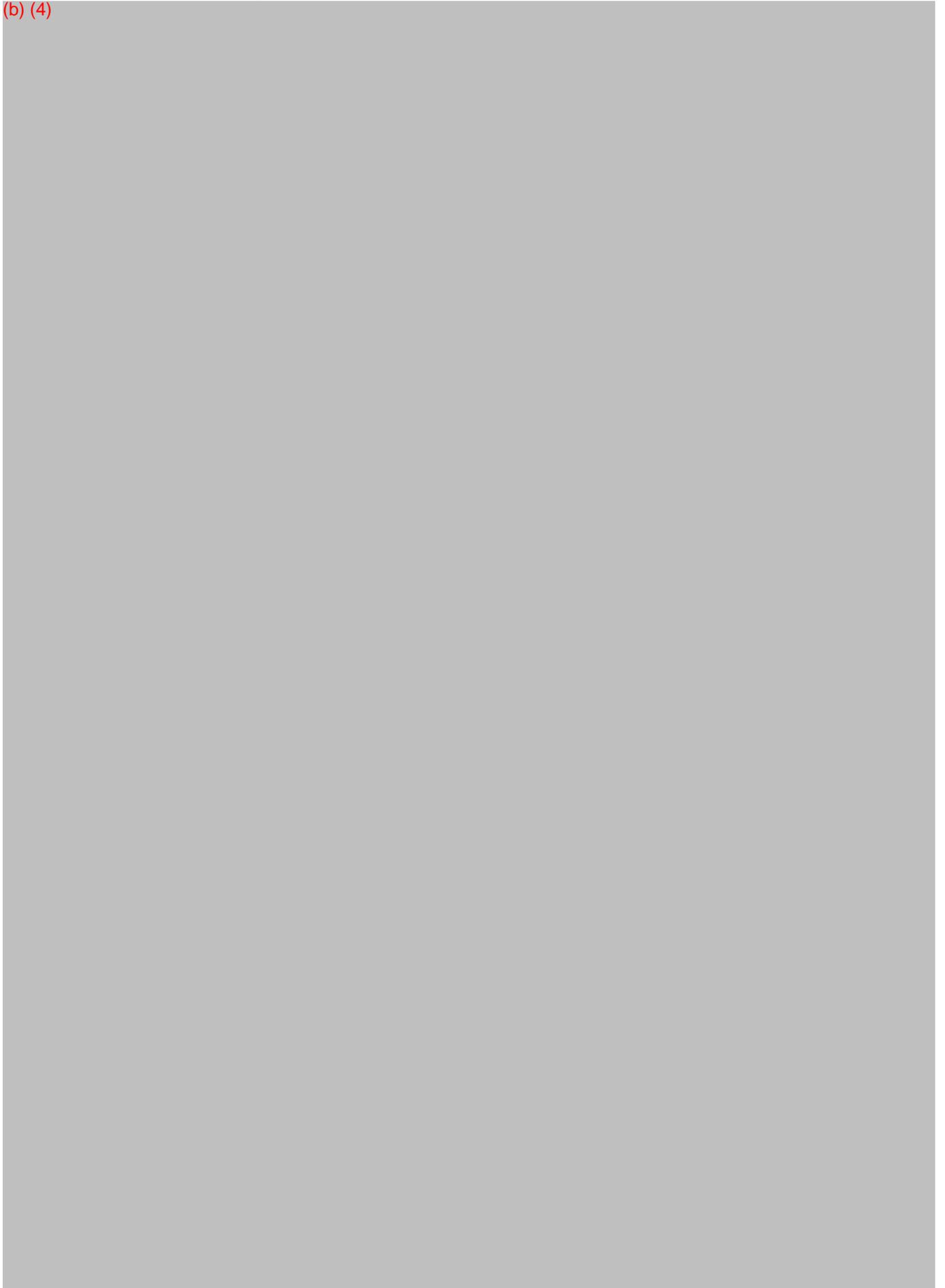
PROMISSORY NOTE

_____, 2011

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ENERGIZE-ECI I, LP
By ENERGIZE-ECI EB-5 VISA REGIONAL CENTER, LLC,
Its General Partner

By: _____
Partner
Duly Authorized

Dated: _____, 2011

Borrower:

ENERGIZE-ECI EB-5 VISA REGIONAL CENTER, LLC

By: _____
Partner
Duly Authorized

Dated: _____, 2011

STATE OF INDIANA :

COUNTY OF :

On this, the ____ day of _____, 2011 before me, the undersigned officer, personally appeared _____ who acknowledged himself to be a Partner in ENERGIZE-ECI EB-5 VISA REGIONAL CENTER, LLC, a Indiana limited liability company of 345 S. High St. (2nd floor), P.O. Box 1912, Muncie, Indiana 47308-1912, and as Partner, being authorized to do so, executed the foregoing instrument freely and voluntarily for the purposes therein contained by signing the name of the company in the capacity of Partner. IN WITNESS WHEREOF, I have hereunto set my hand and notarial seal.

Notary Public
My Commission Expires:



Energize - ECI
EB5 Visa Regional Center

LIMITED PARTNERSHIP

EXHIBIT 6

**LIMITED PARTNERSHIP AGREEMENT OF
ENERGIZE-ECI I, LP**

a Indiana Limited Partnership

Dated _____, 2011

Energize-ECI I, LP

345 S. High St. (2nd floor)

P.O. Box 1912

Muncie, Indiana 47308-1912 USA

**ENERGIZE-ECI I, LP
LIMITED PARTNERSHIP AGREEMENT**

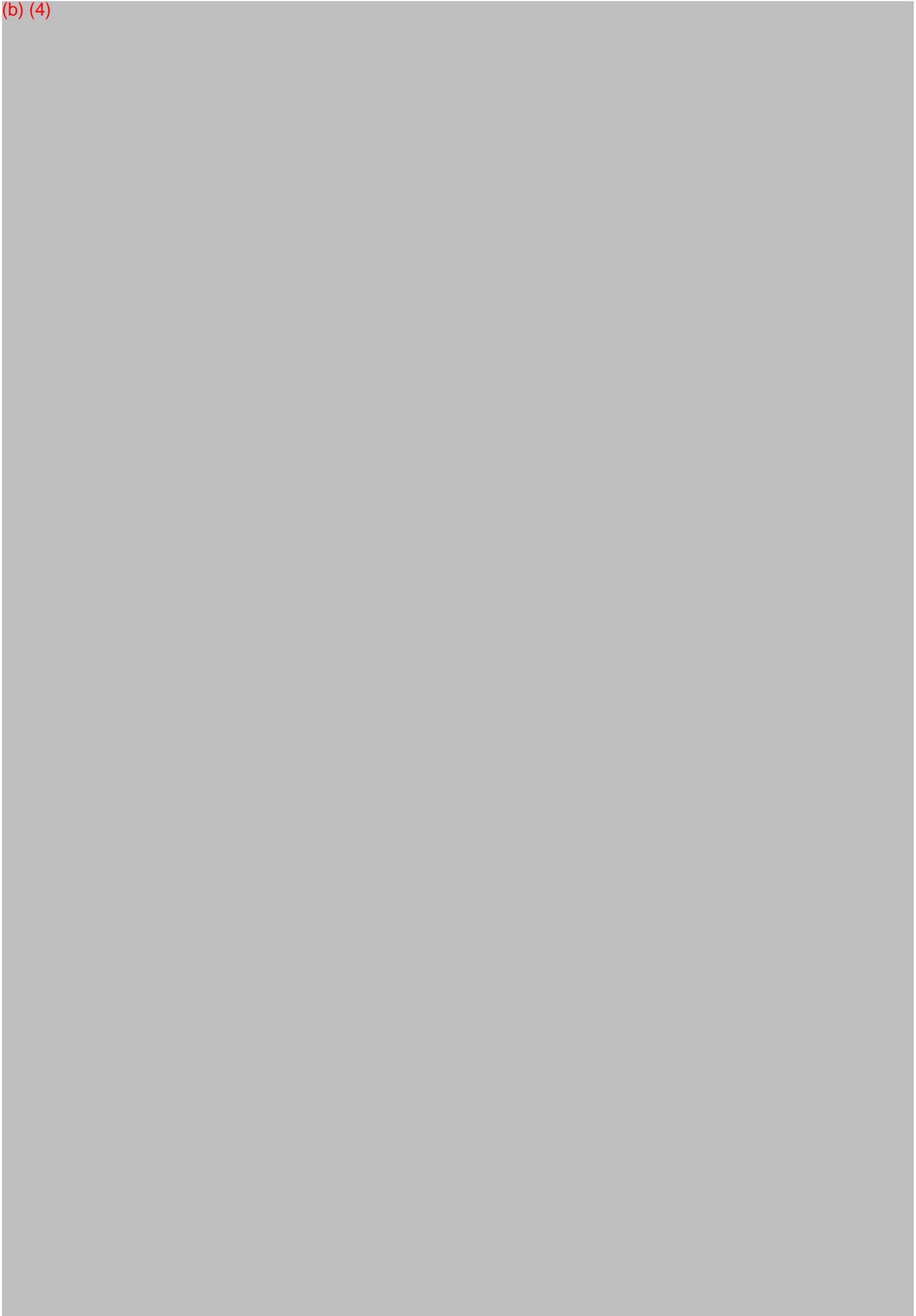
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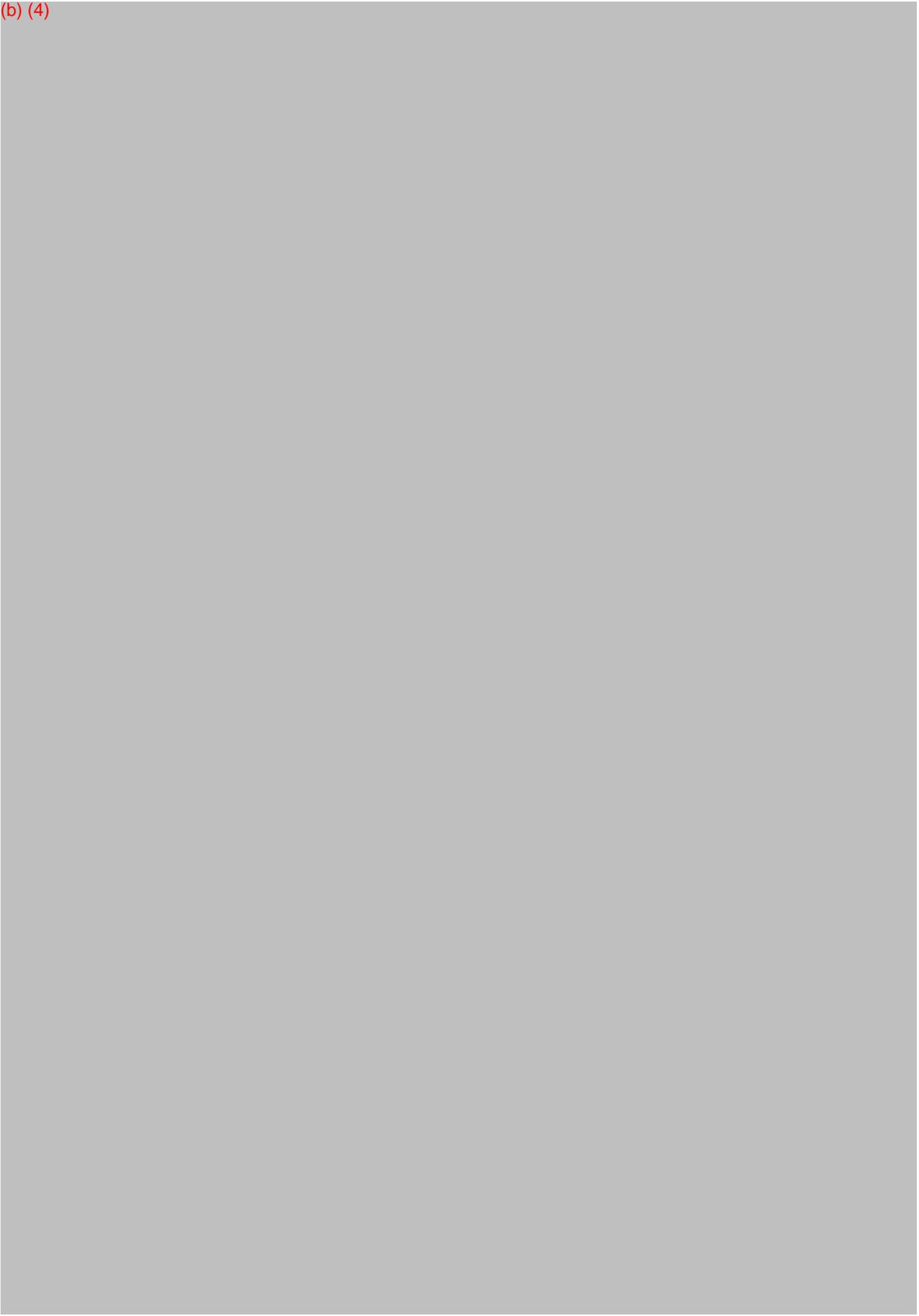
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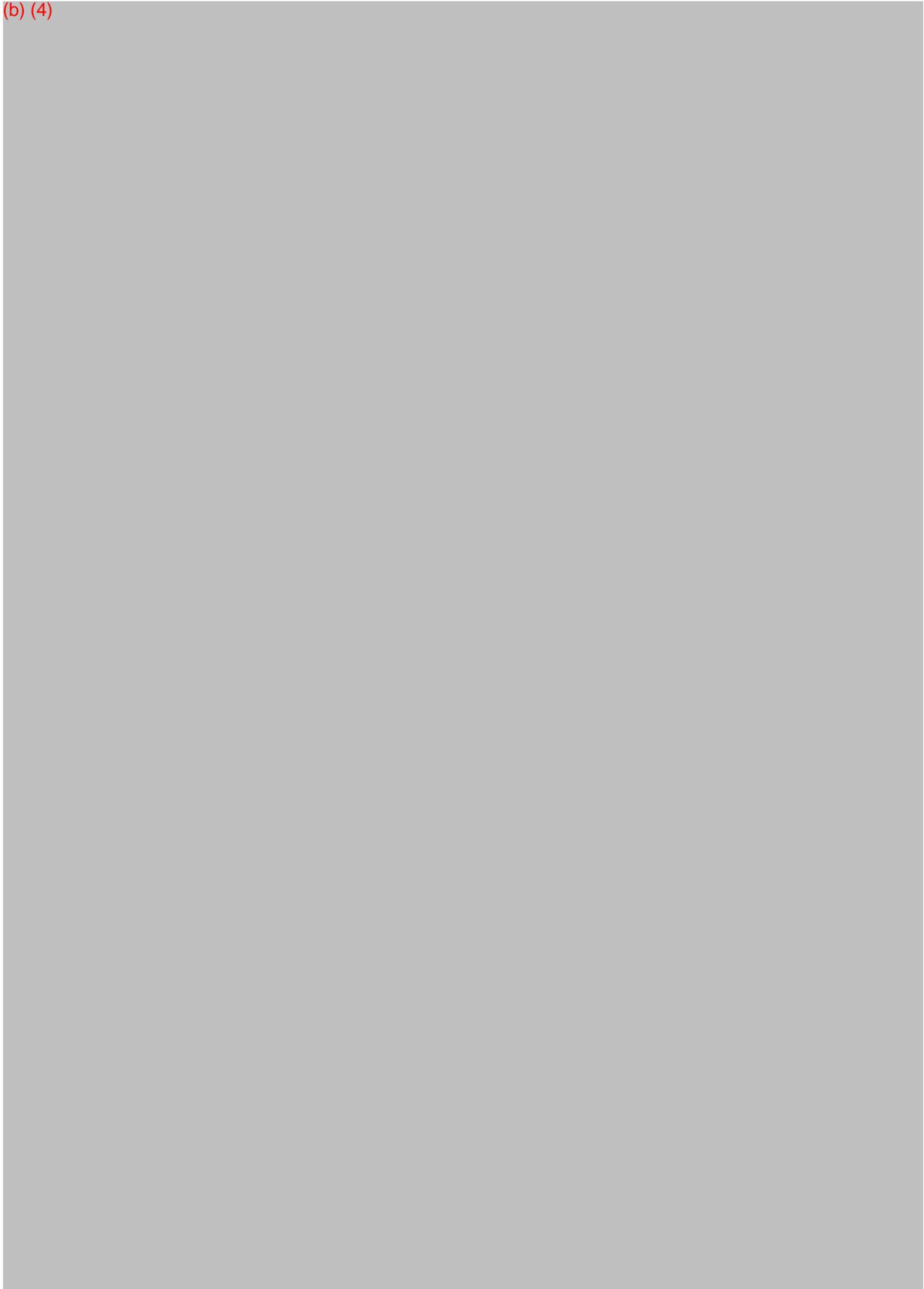
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(b) (4)



(b) (4)



[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, each party has executed this Limited Partnership Agreement on the day and year first written above.

GENERAL PARTNERS

LIMITED PARTNERS

By:
Partner

SCHEDULE A

REGISTER OF PARTNERS, UNITS
as of _____, 2011

<u>Name / Address of Partner</u>	<u>Units</u>	<u>Capital Contribution</u>	<u>Percentage Interest</u>
---	---------------------	------------------------------------	-----------------------------------

General Partners

Limited Partners



Energize - ECI
EB5 Visa Regional Center

SUBSCRIPTION AGREEMENT

EXHIBIT 7

ENERGIZE-ECI EB-5 VISA REGIONAL CENTER

SUBSCRIPTION AGREEMENT

Name of Investor: _____
(Print)

Energize-ECI EB-5 Visa Regional Center Regional Center

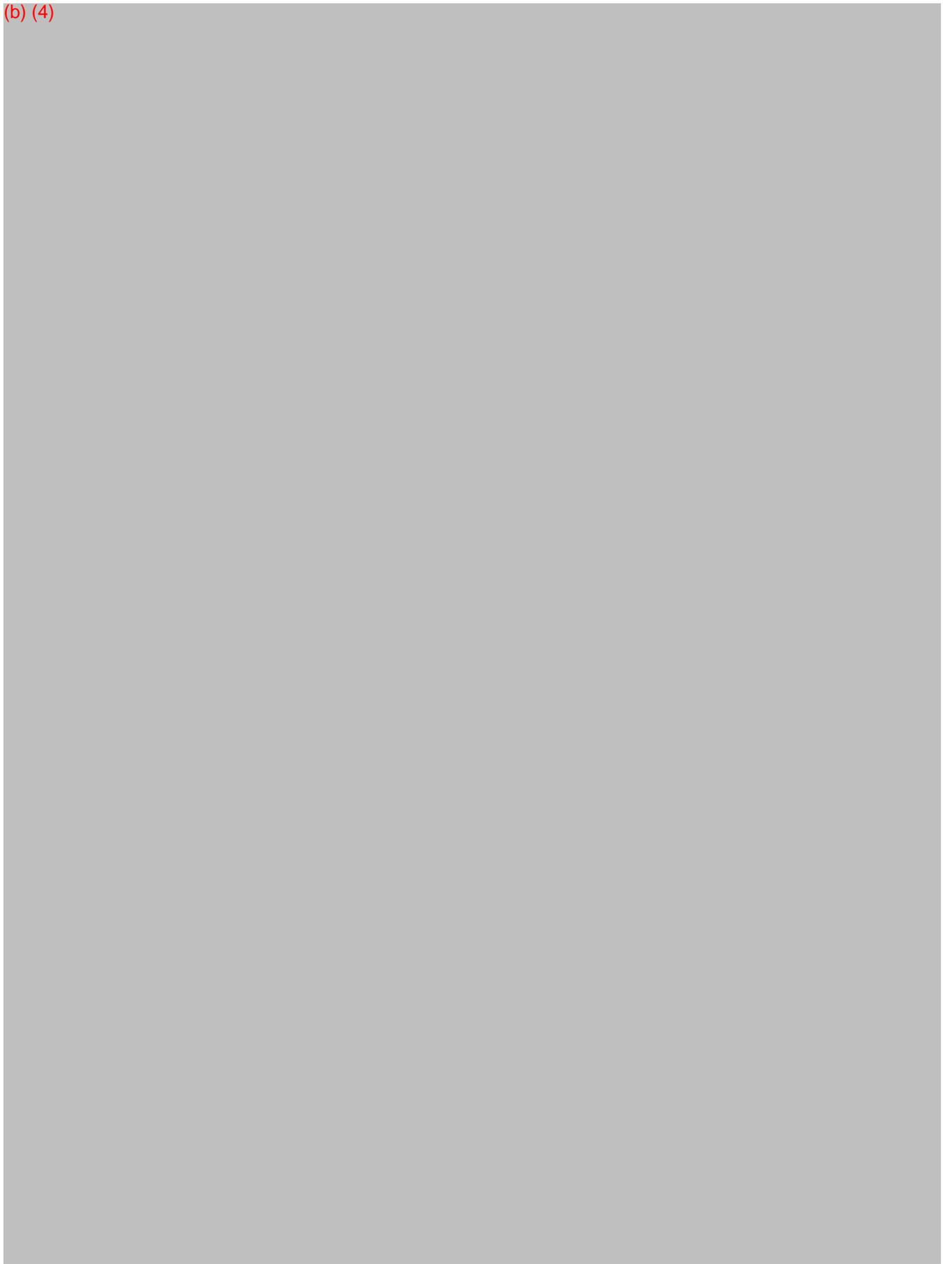
Mr. E. Roy Budd
345 S. High St. (2nd floor)
P.O. Box 1912
Muncie, Indiana 47308-1912

Telephone: (765) 254-1420
Fax: (765) 254-1450
Email: info@energize-eci.rog

(b) (4)



(b) (4)



(b) (4)



The undersigned has (have) executed this Subscription Agreement on this _____ day of 2011, at _____

SUBSCRIBER (1)

SUBSCRIBER (2)

Signature

Signature

(Print Name of Subscriber)

(Print Name of Subscriber)

(Street Address)

(Street Address)

(City, State and Zip Code)

(City, State and Zip Code)

(Social Security or Tax Identification Number)

(Social Security or Tax Identification Number)

Number of Units _____

Dollar Amount of Units (Minimum investment: \$500,000.00 per unit for EB-5 Investors plus a \$50,000.00 administrative fee).

PLEASE MAKE CHECKS PAYABLE TO: "Energize-ECI EB-5 Visa Regional Center"

MANNER IN WHICH TITLE IS TO BE HELD:

Community Property*

Individual Property

Joint Tenancy With Right of Survivorship*

Separate Property

Corporate or Fund Owners **

Tenants-in-Common*

Pension or Profit Sharing Plan

Tenants-in-Entirety*

Trust or Fiduciary Capacity (trust documents must accompany this form)

Keogh Plan

Fiduciary for a Minor

Individual Retirement Account

* Signature of all parties required

Other (Please indicate)

** In the case of a Fund, state names of all partners.

SUBSCRIPTION ACCEPTED:

Energize-ECI EB-5 Visa Regional Center:

By: _____
Mr. E. Roy Budd, General Partner

_____-_____-_____(Date)

(b) (4)





Energize - ECI
EB5 Visa Regional Center

**ESCROW AGENTS |
ESCROW ADMINISTRATION
SERVICES AGREEMENT**

EXHIBIT 9

ESCROW ADMINISTRATION SERVICES AGREEMENT

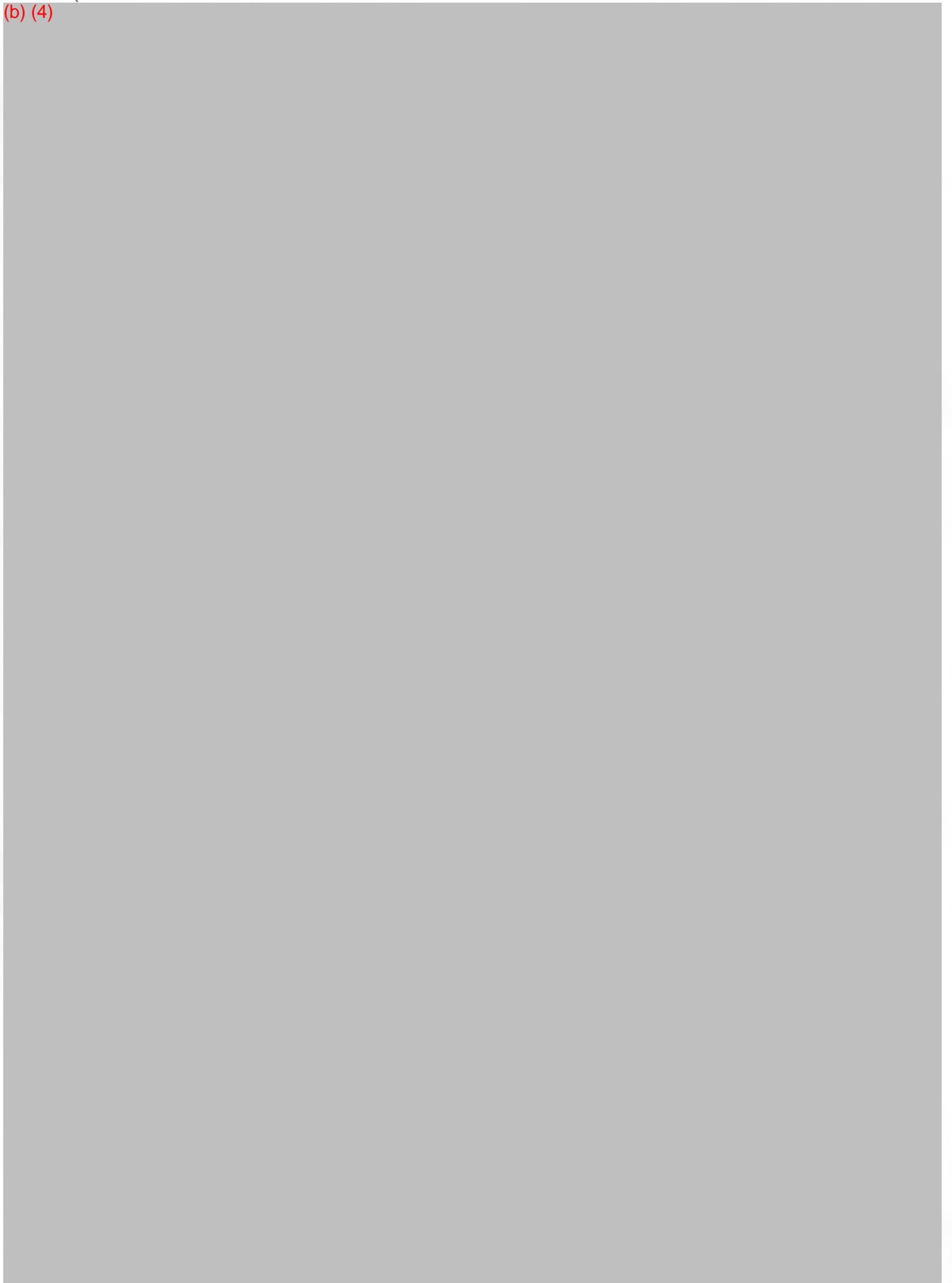
This Escrow Administration Services Agreement (“Agreement”) is made effective as of _____ (the “Effective Date”) by and between _____ (“Subscriber Representative”), and NES Financial Corp., a California corporation (“Administrative Agent”). The Subscriber Representative and Administrative Agent may be referred to hereinafter individually as a “Party” or collectively as the “Parties”.

RECITALS

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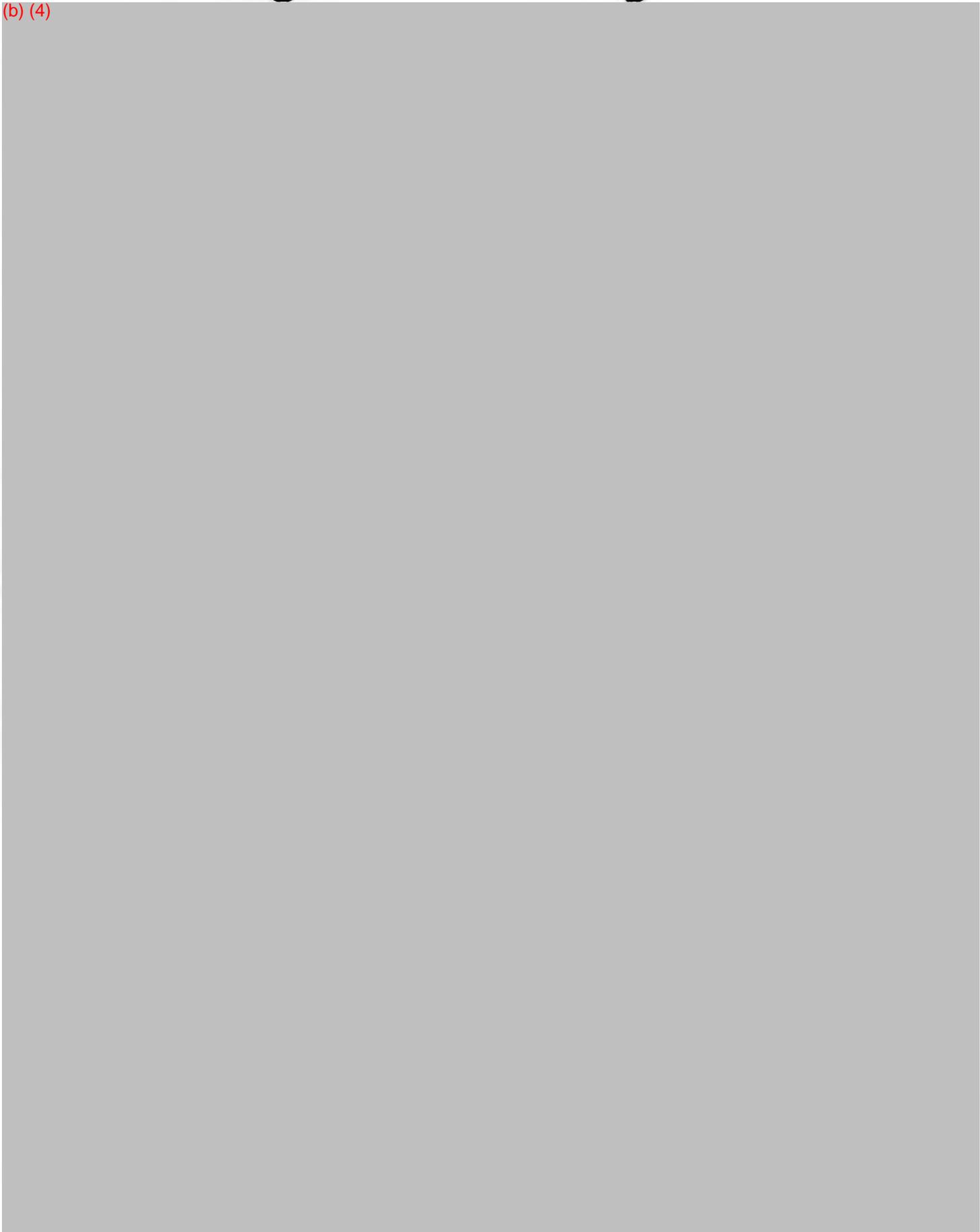
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This Agreement is effective as of the Effective Date.

Administrative Agent:

Subscriber Representative:

NES Financial Corp.
a California corporation

By: _____

Name: _____

Title: _____

By: _____

Name: _____

Title: _____

DRAFT

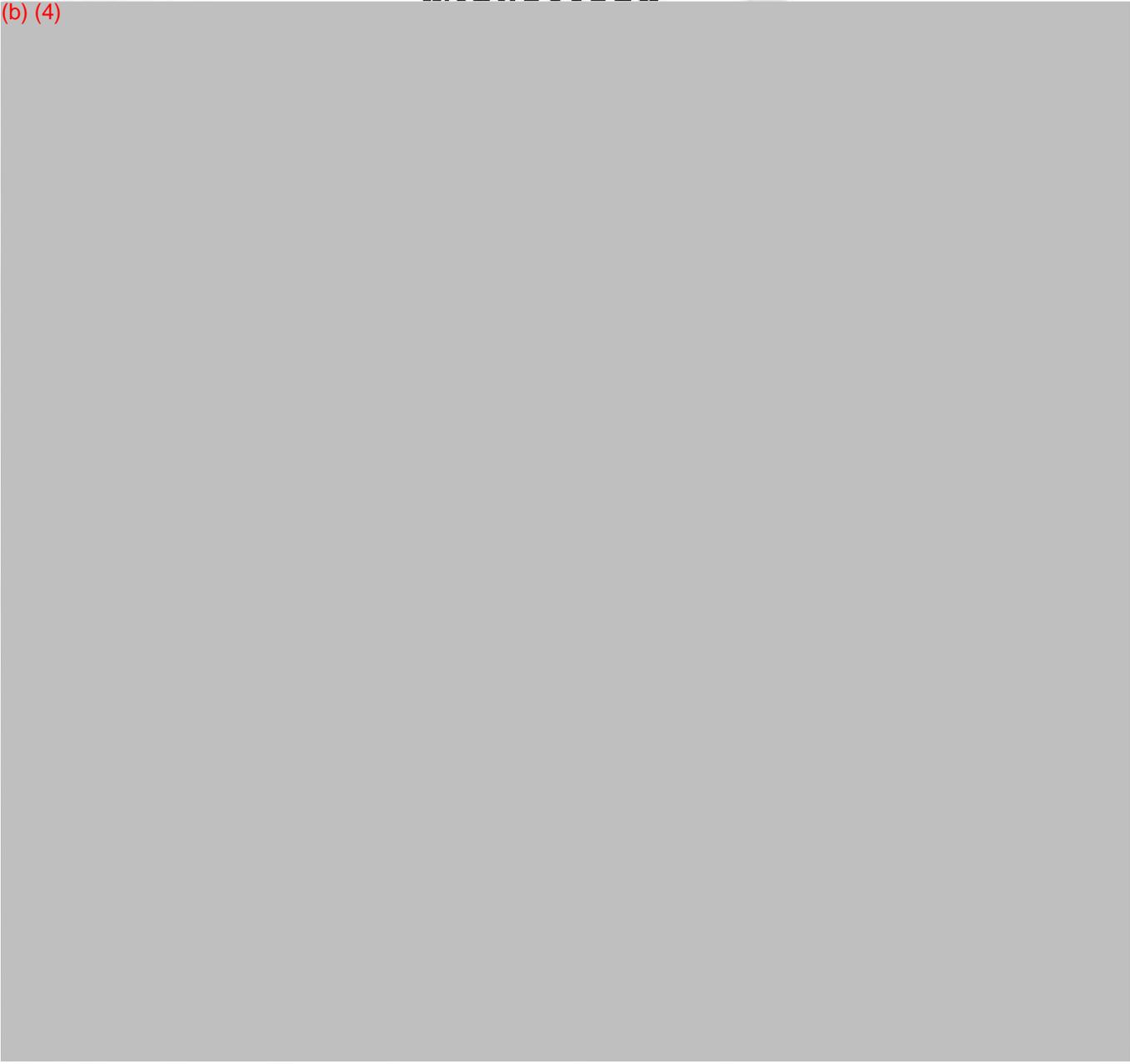
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PROCESSING FEE ESCROW AGREEMENT

This Processing Fee Escrow Agreement (the "Agreement") effective as of **Error! Not a valid bookmark self-reference.** by and among _____ ("LP"), _____ (the "Subscriber Representative"), NES Financial Corp., a California corporation ("Administrative Agent") and SUNTRUST BANK, a Georgia banking corporation (the "Escrow Agent") (collectively the "Parties").

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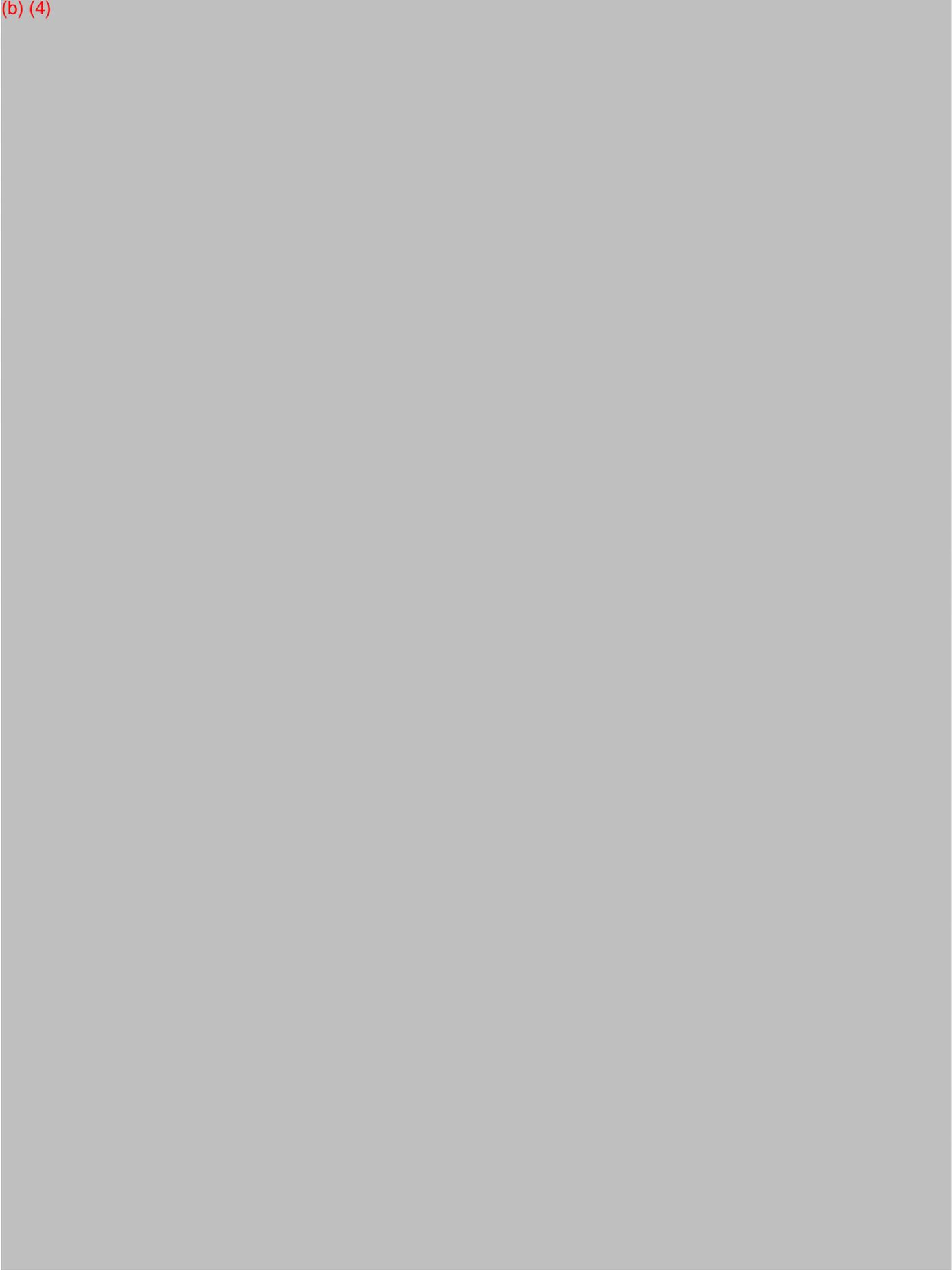
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(b) (4)



(b) (4)



IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the day and year first above written.

“LP”

By: _____

Name:

Title:

“SUBSCRIBER REPRESENTATIVE”

By: _____

Name:

Title:

“ADMINISTRATIVE AGENT”

NES Financial Corp.

By: _____

Name:

Title:

“ESCROW AGENT”

SUNTRUST BANK

By: _____

Name:

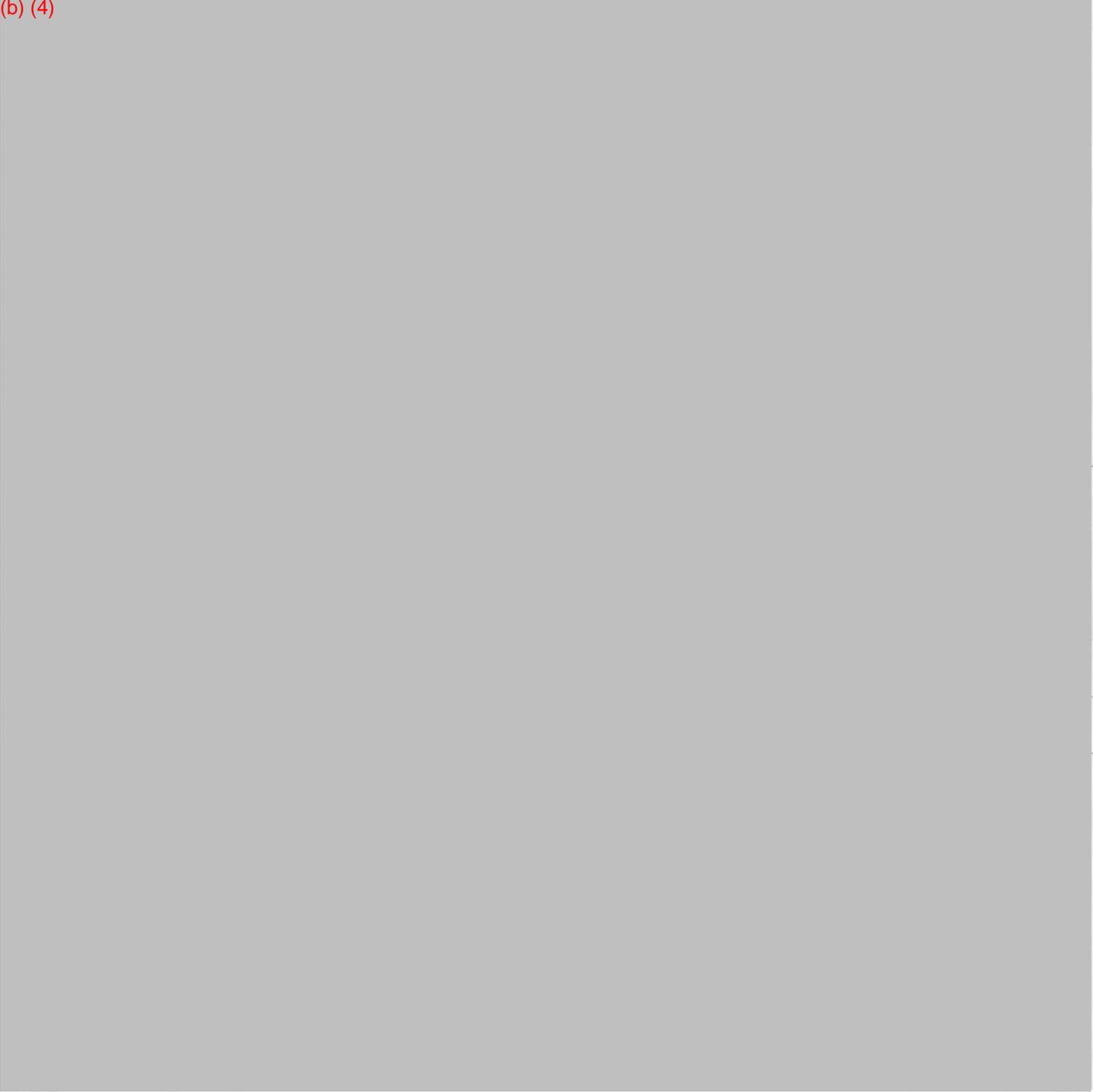
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SAMPLE

EXHIBIT A

(b) (4)



Schedule of Fees

EXHIBIT B



Energize - ECI EB5 Visa Regional Center

**INDUSTRY SECTOR
BUSINESS PLANS**

EXHIBIT 10

ENERGIZE-ECI EB-5 VISA/REGIONAL CENTER

Plastic Recycling Project

Seeking (b) (4) in EB-5 funding

CONFIDENTIAL BUSINESS REVIEW

**PRICELESS PLASTIC TRADING OF INDIANA, LLC
8646 West Pico Boulevard
Los Angeles, California 90035**

NOTICE

The information presented in this document is highly sensitive and confidential and is presented for investment purposes only. This Confidential Business Review and the information presented is confidential and no part of it shall be disclosed to others except as authorized by the prior written consent of Priceless Plastic Trading of Indiana, LLC. This Confidential Business Review cannot be reproduced, in whole or in part, or used in any other manner without the prior written consent of Priceless Plastic Trading of Indiana, LLC.

For Further Information, Contact:

Robert Alan Davis
Priceless Plastic Trading of Indiana, LLC
8646 West Pico Boulevard
Los Angeles, California 90035
(310) 869-7071
ceo@proximitymfg.com

The information contained in this confidential business review is being presented to give investors a thorough understanding of the Project known as the Plastic Recycling Project.

The contact address of Priceless Plastic Trading of Indiana, LLC is 8646 West Pico Boulevard Los Angeles, California 90035. The telephone number is (310) 869-707.

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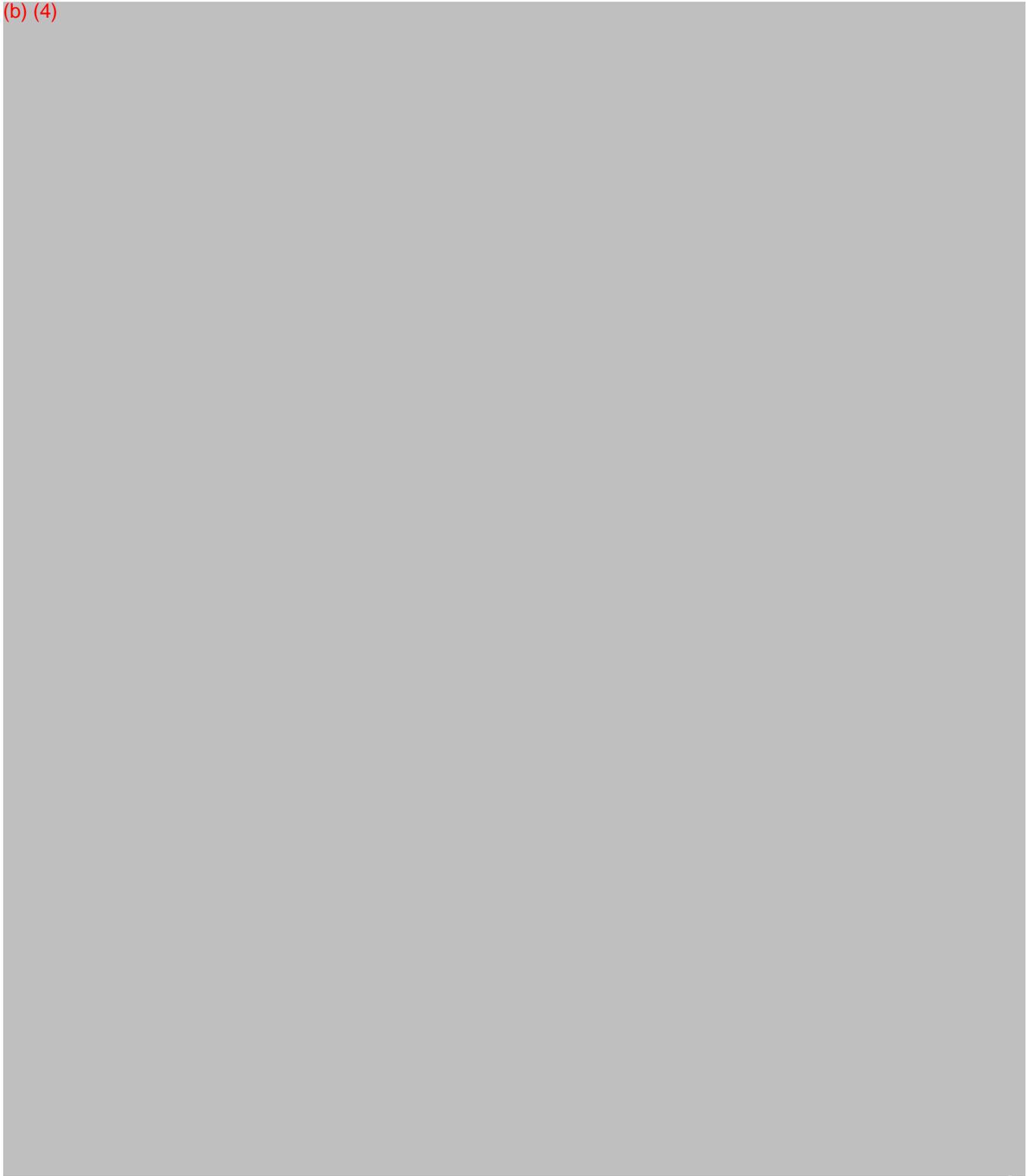
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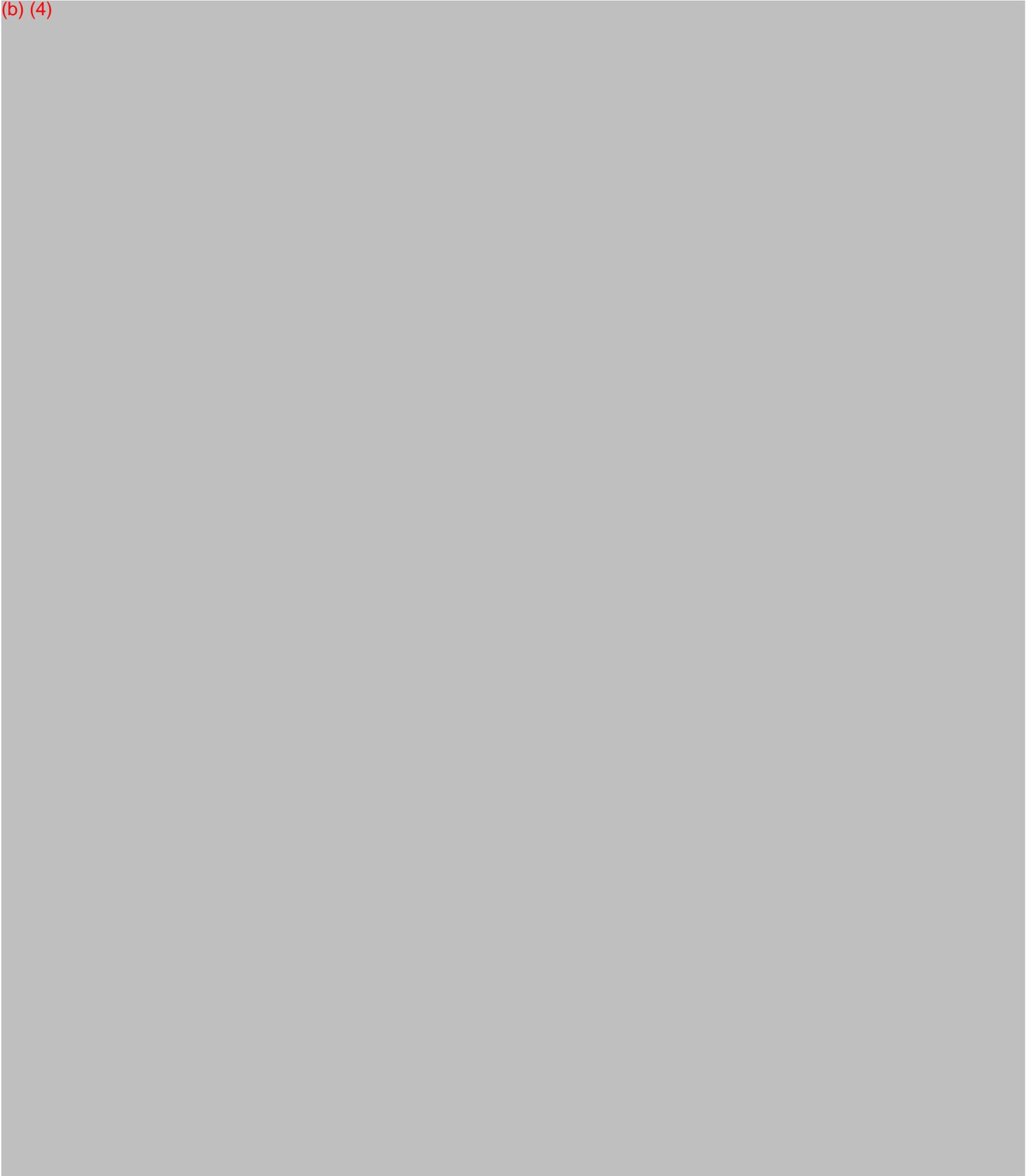
GLOSSARY OF TERMS

The following definitions and terms shall apply in this Confidential Business Review unless otherwise specifically provided to the contrary.

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(b) (4)



EXECUTIVE SUMMARY

Description of the Company

The Company (Priceless Plastic Trading of Indiana, LLC) is an Indiana limited liability company that will apply to the Limited Partnership, through the Regional Center, for EB-5 loans to provide capital for the development of the business of the Company. The Limited Partnership will be the Lender of the EB-5 investor funds.

Regional Center Definition and Overview

The Management of Energize-ECI is currently processing an application for approval by the United States Citizenship and Immigration Service (USCIS) to open and operate as a USCIS designated EB-5 Regional Center to be based in Muncie, Indiana that will have as its geographical area the following East Central Indiana counties: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, and Rush Counties.



Figure 1: Counties Comprising the Regional Center

The following is an overview of how the Regional Center will operate under the EB-5 Program.

Structure of Regional Center

The name of the Regional Center is Energize-ECI EB-5 Visa/Regional Center, LLC, and is managed by E. Roy Budd. The Regional Center will be linked to the lender, PPT Foreign

(b) (4)



Structure of Priceless Plastic Trading of Indiana, LLC

(b) (4)



The mission of the Company is to obtain funding for development of various profitable ventures within Targeted Employment Areas (TEA) located within the geographical area of the Region Center (the "Region"). Specifically, the Company intends to develop and/or acquire and refurbish plastic recycling facilities. The Company's goals are to (a) create jobs, and (b) provide a profitable return on investment for the Company and the limited partners of PPTFI, LP.

Implementation of Business Plan

(b) (4)



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Under the EB-5 Pilot Program: (i) qualified foreign investors must make a qualifying investment in a new enterprise and complete the required immigration procedures; and (ii) a qualifying investment must be invested in a project which creates at least ten (10) full time direct and/or indirect jobs for qualified U.S. workers for each \$500,000 invested when such investments are made within a targeted employment area. The subject project will create a sufficient number of

full time direct and/or indirect jobs such that the investments in the subject project will qualify as qualifying investment under the EB-5 Program.

Please see the econometric analysis appearing as Exhibit 2 of this Confidential Business Review that: (i) quantifies the benefits of the Company to the state and local economy; and (ii) demonstrates that each investment in PPTFI, LP will create at least ten (10) full time direct and/or indirect jobs for qualified U.S. workers for each \$500,000 invested by each EB-5 Investor.

Please see the discussion of the EB-5 opportunity and EB-5 Program and requirements appearing in the “EB-5 Investor and Regional Center Information” section of this Confidential Business Review.

(b) (4)



(b) (4)

Please see the “Management” and “Employment and Staffing” section of this Confidential Business Review for more information.

COMPANY INFORMATION

Office of the Company

Priceless Plastic Trading of Indiana, LLC; 8646 West Pico Boulevard; Los Angeles, California, 90035; (310) 869-7071; ceo@proximitymfg.com.

Structure of the Company

The Company is an Indiana limited liability limited company formed pursuant to the laws of the State of Indiana.

A limited liability company (LLC), also known as a company with limited liability (WLL), is a flexible form of enterprise that blends elements of partnership and corporate structures. It is a legal form of company that provides limited liability to its owners in the vast majority of United States jurisdictions. LLCs do not need to be organized for profit.

Often incorrectly called a “limited liability corporation” (instead of company), it is a hybrid business entity having certain characteristics of both a corporation and a partnership or sole proprietorship (depending on how many owners there are). An LLC, although a business entity, is a type of unincorporated association and is not a corporation. The primary characteristic an LLC shares with a corporation is limited liability, and the primary characteristic it shares with a partnership is the availability of pass-through income taxation. It is often more flexible than a corporation and it is well-suited for companies with a single owner.

Flexibility and Default Rules

The phrase “unless otherwise provided for in the operating agreement” (or its equivalent) is found throughout all existing LLC statutes and is responsible for the flexibility the members of the LLC have in deciding how their LLC will be governed (provided it does not go outside legal bounds). State statutes typically provide automatic or “default” rules for how an LLC will be governed unless the operating agreement provides otherwise.

Similarly, the phrase “unless otherwise provided for in the bylaws” is also found in all corporation law statutes but often refers only to a narrower range of matters.

Income Taxation

For U.S. Federal income tax purposes, LLCs are treated by default as a pass-through entity. If there is only one member in the company, it is treated as a “disregarded entity” for tax purposes, and the owner reports the LLC’s income on his or her own tax return on Schedule C. For LLCs with multiple members, the LLC is treated as a partnership and must file the IRS Form 1065. Individual partners would receive a K-1 for their share of income or losses to be reported on that owner’s tax return.

As an option, LLCs may also elect to be taxed like a corporation by filing IRS Form 8832. They can be treated as a regular C corporation (taxation of the entity's income prior to any dividends or distributions to the members and then taxation of the dividends or distributions once received as income by the members), or an LLC can elect to be treated as an S-corporation. Some commentators have recommended an LLC taxed as an S-corporation as the best possible small business structure. It combines the simplicity and flexibility of an LLC with the tax benefits of an S-corporation (self-employment tax savings).

Notwithstanding the foregoing, all Persons considering an investment in the PPTFI, LP are urged to consult with its/their own tax advisors regarding United States Federal, state, local, and foreign tax consequences to it/them of such investment.

Advantages of an LLC

- Check-the-box taxation. An LLC can elect to be taxed as a sole proprietor, partnership, S corporation or C corporation (as long as they would otherwise qualify for such tax treatment), providing for a great deal of flexibility.
- Limited liability, meaning that the owners of the LLC, called "members," are protected from some or all liability for acts and debts of the LLC depending on state shield laws.
 - Much less administrative paperwork and record keeping than a corporation.
 - Pass-through taxation (i.e., no double taxation), unless the LLC elects to be taxed as a C corporation.
- Using default tax classification, profits are taxed personally at the member level, not at the LLC level.
- LLCs in most states are treated as entities separate from their members, whereas in other jurisdictions, case law has developed deciding LLCs are not considered to have separate legal standing from their members.
 - LLCs in some states can be set up with just one natural person involved.
 - Membership interests of LLCs can be assigned, and the economic benefits of those interests can be separated and assigned, providing the assignee with the economic benefits of distributions of profits/losses (like a partnership), without transferring the title to the membership interest (see, for example, the Virginia and Delaware LLC Acts).
 - Unless the LLC has chosen to be taxed as a corporation, income of the LLC generally retains its character, for instance as capital gains or as foreign sourced income, in the hands of the members.
 - Less risky to be "stolen" by fire-sale acquisitions. (More protection against hungry investors)
 - Employees operate as a team (more cooperation, trust, optimism, motivation)
 - Owns its own Intellectual Property

Independent Advice

No Person should construe the contents of this Confidential Business Review or any written or oral communication from the Company or the employees, agents or affiliates of the Company, as advice of any kind, including without limitation, tax, legal, accounting, or investment advice.

Prospective Investors should consult its/their own independent advisors, including legal counsel, in connection with the rights and obligations relating to an investment in the PPTFI, LP.

EB-5 INVESTOR AND REGIONAL CENTER INFORMATION

The immigrant EB-5 Program is a highly beneficial permanent residence option for the wealthy individual. Since there is no quota waiting list in this preference category, it enables a foreign national to obtain permanent residence status more expeditiously than with most other options.

The EB-5 category requires an investment of \$1 million (or \$500,000 in a high unemployment or rural area) in a commercial enterprise that will employ 10 full-time US workers. Although the investor's role cannot be completely passive, he or she does not have to be involved in any way in the day-to-day management of the business unless he or she wants to do so. It is critically important that the investor be able to document the lawful source of investment funds and whether his or her own or funds were given to him or her as a gift.

The permanent residence obtained by the investor is conditional for two years and can be made permanent upon satisfying USCIS that the investment proceeds have not been withdrawn and the requisite jobs have been created at the end of the two year period.

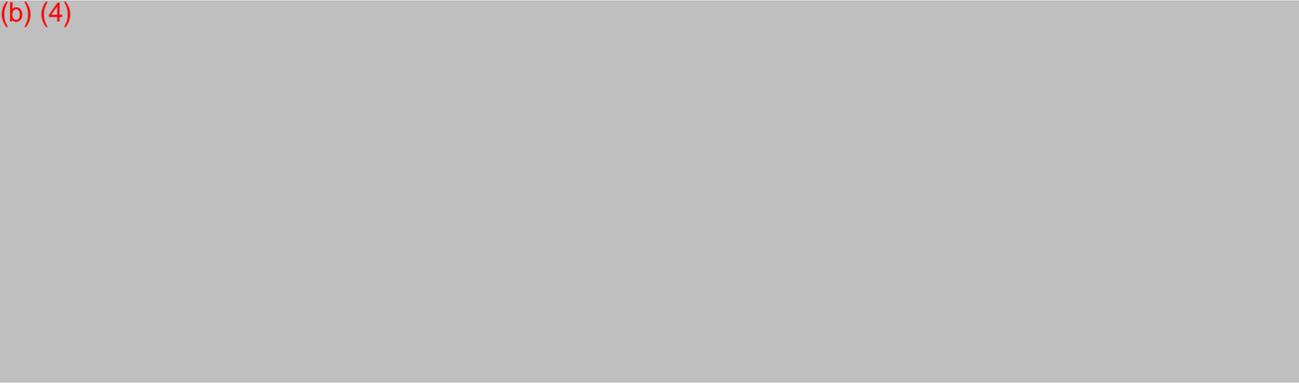
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Figure 4: The Company Business Model

Regional Centers

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Immigrant Investors: Two Choices, One Goal

Foreign nationals seeking permanent resident status in the U.S. are relying on the investment route more frequently than ever before. Various reasons might be surmised for the increase in popularity of the investment option, including the increasing unavailability of other options under U.S. immigration laws and the significantly decreased value of the U.S. dollar. The result is that the required amount of investment—either \$500,000 or \$1,000,000—translates into smaller equivalent amounts to foreign nationals using currencies with greatly enhanced value in conversions to dollars.

The foreign national who wishes to use the investment option for permanent residence has two basic choices. One choice is to find his or her own individual investment vehicle in which he or she will invest and play a role in management or policy making. The second option is a government-approved “regional center” investment. Both options have advantages and disadvantages that will be discussed in further detail.

As an overview, the major advantage of the individual investment option is that the foreign national accomplishes not only an immigration purpose, but also a purpose of investing in a business that may provide significant returns as well as a source of income and a livelihood on an ongoing basis. However, there are far more immigration law hurdles to be overcome than with the regional center investment.

The regional center investment is often the quickest and most secure option (assuming the investment is made in a regional center with a strong immigration track record). The immigration process is often quicker and there are far fewer legal issues to be confronted. However, the investor is not running his or her own business and the rate of return may be lower than in a successful individual investment.

What is the Minimum Investment?

With either option, the amount of the investment is \$1,000,000, unless the investor can prove that the investment is in a “rural area,” or in an area that has experienced unemployment of at least 150% of the national average rate. If so, the amount of the required investment is \$500,000.

Most (but not all) of the regional centers are located in such \$500,000 “targeted employment areas.”

Job Creation Requirement

Both options require the investor to prove that his or her investment has resulted in the creation of “fulltime employment” of 10 U.S. workers. The big difference is that individual investors must prove direct employment of the 10 employees. With regional centers, U.S. Citizenship and Immigration Services (USCIS) has pre-approved the employment creation using a standard that allows a combination of direct employment and indirect employment using various accepted econometric models.

Role of Foreign Investors as Limited Partners

Both investment options prohibit purely passive investment. In other words, the investor must be engaged in the “management” of the enterprise. In this regard, it should be noted that most of the regional centers are limited partnerships. Pursuant to regulation, if the petitioning investor is a limited partner and the limited partnership agreement provides the petitioner with the rights, powers and duties normally granted to limited partners under the Uniform Limited Partnership Act, the investor will be considered sufficiently engaged in the management of the enterprise. As a practical and legal matter, this requirement can be met by a limited partner without the necessity of the investor committing to any specific amount of time or engaging in any day-to-day management, since such activities are performed by the general partner.

Potential Investment Hurdles & Risk Mitigation

One of the biggest stumbling blocks for the individual investor is proving that the investment has been made in a “new commercial enterprise.” This issue is pre-approved for the regional center investments. A “new commercial enterprise” can be created by an individual investor in one of three ways:

- Establishing a brand new business,
- Acquiring an existing business and engaging in significant “restructuring or reorganization” (although this alternative is rarely used and has not been defined); or,
- Expanding an existing business.

This option requires the investor to prove not only the creation of 10 new jobs but also the expansion of either net worth or the number of employees of the business by at least 40%. If the investor invests in a “troubled business” (a business with substantial losses as quantified by the regulations), there may be an opportunity to qualify based on preserving existing employees as opposed to adding new ones.

Another significant issue for both the individual and the regional center investor is proving the “lawful source of funds.” Substantial documentation is required to prove that the investor did not

acquire the funds through unlawful means. If the funds are the result of a gift, this requirement must be met for the giftor as well. Similarly, if the funds are the result of a loan from an individual, this requirement is applicable to the creditor. Documentation utilized to meet this requirement may include tax returns, real estate transactions, securities transactions, inheritance documentation, stock dividends, employment records, bank records, etc.

Related to—but separate from—the lawful source of funds requirement is the requirement to trace the funds from the individual investor to the new commercial enterprise. In some cases this is as simple as a wire transfer document from an individual's bank account to the investment enterprise. In other cases involving countries with restrictions on outbound currency transfers, this can be extremely complex, often involving transfers to multiple parties. It is important to note that the investment must come from the individual investor. An investment from a corporate entity, including a wholly-owned corporate entity, will not qualify.

Qualifying for Green Card Status

With both the individual and the regional center investor, upon approval of the permanent resident application, the foreign national receives “conditional permanent resident status.” This means that the “green card” that the investor receives is valid for two years. During the 21- to 24-month window after approval, the investor must file an application to remove conditions on residence. As part of this process, the investor must prove that the investment funds have not been withdrawn and that the requisite jobs have been created. For individual investors, this can be highly problematic if the vicissitudes of business are such that a downturn in the economy has resulted in a reduction in the workforce. For the regional center investor, although indirect employment creation in the community is allowed and although USCIS has pre-approved the employment creation element for purposes of approval of the original investor petition, the regional center has the burden to prove two years later that the actual projected employment has occurred. For this reason, even though all of the regional centers have been pre-approved, the choice of regional center is a critical one. As of the date of this article, only a small number of the regional centers have actually gone through the entire process resulting in successful permanent green cards for their investors.

While the immigrant investor options are not the panacea for all foreign nationals seeking permanent residence status in the U.S., it has provided a solution for many during times when other traditional paths have been blocked. For the investors who choose this option, it is important to put together a team including not only the immigration lawyer, but also business, tax, and/or securities counsel, to advise on the multiplicity of issues that go into determining whether the investor option is a good decision for a particular client.

REGIONAL INFORMATION

The counties that comprise the Region were selected due to their proximity and the similar nature of their geographical, demographic, and economic statistics. These nine contiguous counties constitute a natural region in East Central Indiana that is predominantly rural, dominated by similar industries, similar in demographic makeup, and economically interconnected.

Indiana

Indiana is located in the Midwestern United States and Great Lakes Region, and with approximately 6.3 million residents, is ranked 16th in population and 17th in population density in the U.S. Indiana is ranked 38th in land area, and is the smallest state in the continental U.S. west of the Appalachian Mountains. Its capital and largest city is Indianapolis, the second largest of any state capital.

Indianapolis is home to several major sports teams and athletic events including the NFL's Indianapolis Colts, the NBA's Indiana Pacers, and the Brickyard 400 and Indianapolis 500 motorsports races. Indiana has several metropolitan areas with populations greater than 100,000 and a number of smaller industrial cities and towns. The state has several well-known colleges including Purdue University, Indiana University, and the University of Notre Dame. Indiana has a diverse economy with a gross state product of \$214 billion in 2005.

Geography

With a total area of 36,418 square miles (94,320 km²), Indiana ranks as the 38th largest state in size. The state has a maximum dimension north to south of 250 miles (400 km) and a maximum east to west dimension of 145 miles (233 km). The state is bordered on the north by Michigan, on the east by Ohio, and on the west by Illinois. The Ohio River separates Indiana from Kentucky on the southern border. Indiana is one of eight states that make up the Great Lakes region. The state includes two natural regions of the United States, the Central Lowland and the Interior Low Plateau. The average altitude of Indiana is about 760 feet (230 m) above sea level. The highest point in the state is Hoosier Hill, which is 1,257 feet (383 m) above sea level. Only 2,850 square miles (7,400 km²) have an altitude greater than 1,000 feet (300 m) and this area is enclosed within 14 counties. About 4,700 square miles (12,000 km²) have an elevation of less than 500 feet (150 m).

Demographics

As of 2008, there were an estimated 6,376,792 people residing in the state. The population density was 169.5 persons per square mile. The racial makeup of the state was 88.0% White, 9.1% African American, 1.4% Asian, 1.2% from a biracial or multiracial background, and 0.3% Native American. Hispanic or Latino of any race made up 5.2% of the population. The Hispanic population is Indiana's fastest growing minority. In the state, 24.9% of the population are under the age of 18, 6.9% are under the age of five and 12.8% are 65 years of age or older. The median age is 36.4 years. In 2005, 77.7% of Indiana residents lived in metropolitan counties, 16.5% lived in micropolitan counties and 5.9% lived in non-core counties.

German is the largest ancestry reported in Indiana, with 22.7% of the population reporting that ancestry in the Census. Persons citing American (12.0%) and English ancestry (8.9%) are also numerous, as are Irish (10.8%) and Polish (3.0%). Most of those citing American ancestry are actually of English descent, but have family that has been in North America for so long, in many cases since the early colonial era, that they identify simply as "American."

The center of population of Indiana is located in Hamilton County, in the town of Sheridan. Population growth since 1990 has been concentrated in the counties surrounding Indianapolis, with four of the top five fastest-growing counties in that area: Hamilton, Hendricks, Johnson, and Hancock. The other county is Dearborn County, which is near Cincinnati. Hamilton County has also been the fastest growing county in the area consisting of Indiana and its bordering states of Illinois, Michigan, Ohio, and Kentucky and the 27th fastest growing county in the country.

In 2005, the median household income for Indiana residents was \$43,993. Nearly 498,700 Indiana households had incomes from \$50,000 to \$74,999, accounting for 20% of all households. Hamilton County's median household income is nearly \$35,000 higher than the Indiana average. At \$78,932, it ranks seventh in the country among counties with less than 250,000 people. The next highest median incomes in Indiana are also found in the Indianapolis suburbs; Hendricks County has a median of \$57,538, followed by Johnson County at \$56,251.

Economy

In 2000, Indiana had a work force of 3,084,100. The total gross state product in 2005 was \$214 billion in 2000 chained dollars. Indiana's per capita income, as of 2005, was \$31,150. A high percentage of Indiana's income is from manufacturing. The Calumet region of northwest Indiana is the largest steel producing area in the U.S. Indiana's other manufactures include pharmaceuticals and medical devices, automobiles, electrical equipment, transportation equipment, chemical products, rubber, petroleum and coal products, and factory machinery.

Despite its reliance on manufacturing, Indiana has been much less affected by declines in traditional Rust Belt manufactures than many of its neighbors. The explanation appears to be certain factors in the labor market. First, much of the heavy manufacturing, such as industrial machinery and steel, requires highly skilled labor, and firms are often willing to locate where hard-to-train skills already exist. Second, Indiana's labor force is located primarily in medium-sized and smaller cities rather than in very large and expensive metropolises. This makes it possible for firms to offer somewhat lower wages for these skills than would normally be paid. Firms often see in Indiana a chance to obtain higher than average skills at lower than average wages.

Indiana is home to the international headquarters and research facilities of pharmaceutical company Eli Lilly in Indianapolis, the state's largest corporation, as well as the world headquarters of Mead Johnson Nutritionals in Evansville. Overall, Indiana ranks fifth among all U.S. states in total sales and shipments of pharmaceutical products and second highest in the number of biopharmaceutical related jobs.

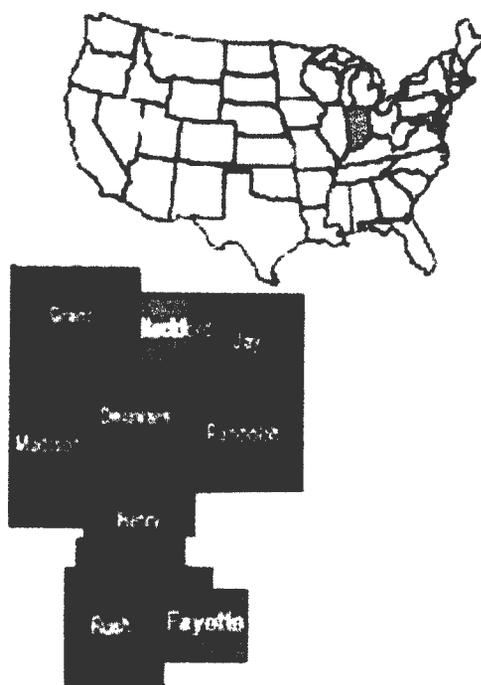
Indiana is located within the U.S. Corn Belt and Grain Belt. The state has a feedlot-style system raising corn to fatten hogs and cattle. Along with corn, soybeans are also a major cash crop. Its

proximity to large urban centers, such as Indianapolis and Chicago, assure that dairying, egg production, and specialty horticulture occur. Other crops include melons, tomatoes, grapes, mint, popping corn, and tobacco in the southern counties. Most of the original land was not prairie and had to be cleared of deciduous trees. Many parcels of woodland remain and support a furniture-making sector in the southern portion of the state.

Indiana's economy is considered to be one of the most business-friendly in the U.S. This is due in part to its conservative business climate, low business taxes, relatively low union membership, and labor laws.

East Central Indiana

The Region consists of 9 contiguous counties in East Central Indiana, located between Indianapolis and Fort Wayne. The East Central Indiana region has a land area of 1,356 square miles and a population density of 161.5 people per square mile. With the exception of the cities of Muncie and Marion, the area is primarily rural with numerous small towns and communities. The land of East Central Indiana is primarily low, gently rolling hills and shallow valleys connected by flat plains and separated by meandering rivers.



East Central Indiana by the Numbers

- Population Total: 446,773
- Total Housing Units: 210,508
- K-12 Education Enrollment: 76,122
- Median Household Income: \$37,405
- Total Resident Labor Force: 227,951
- Unemployment Rate: 11.1%
- Cost of Living Index: 92.1%

East Central Indiana counties participating in the Energize-ECI regional center will include: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, and Rush. Each offers its own distinctive blend of resources, opportunities, and traditional core values based on hard work and the spirit of innovation.



East Central Indiana Transportation

- 75% of the U.S. and Canadian populations can be reached within a one-day truck drive from East Central Indiana.
- Delaware County has a major airport.
- Interstates 69, 70, and 74 go through East Central Indiana.
- Rail service runs throughout the region.
- Indiana has three state-of-the-art international water ports—each a Foreign Trade Zone.

Metropolitan Statistical Areas (MSAs)

Blackford County

Largest city – Hartford City – 6,302 population

Rural Area – Entire County is a Rural Area (RA), offering a \$500,000 investment threshold per EB-5 applicant.

TEAs – Blackford has TEAs, but they aren’t needed as the County is an RA.

Delaware County

Largest city – Muncie (an MSA) – 64,975 population

Delaware County is in the Muncie Metropolitan Statistical Area, so entire county is a part of the MSA.

Rural Areas – None because county is an MSA.

Targeted Employment Areas – There are several existing TEAs in Delaware County and Muncie (Census Tract areas with an unemployment rate of 14.6% or greater – 150% the U.S. unemployment rate). EB-5 Visa Applicants in these TEAs qualify for a \$500,000 investment. Documentation is attached to demonstrate specialized geographic, political or Census Tract areas to be designated as TEAs in Muncie and Delaware County.

Census Tracts in Delaware Co. with Unemployment Rates of 14.6%+

Census Tract #2.00	18.3% Unemployment Rate
Census Tract #3.00	18.8% Unemployment Rate
Census Tract #4.00	22.5% Unemployment Rate
Census Tract #6.00	20.3% Unemployment Rate
Census Tract #9.02	16.9% Unemployment Rate
Census Tract #12.00	16.7% Unemployment Rate
Census Tract #17.00	23.1% Unemployment Rate
Census Tract #26.02	15.0% Unemployment Rate

Fayette County

Largest city – Connersville – 13,931 population

Rural Area – Entire County is a Rural Area (RA), offering a \$500,000 investment threshold per EB-5 applicant.

TEAs – Fayette has TEAs, but they aren't needed as the County is an RA.

Grant County

Largest city – Marion – 30,212 population

Since the City of Marion has a population over 20,000, only the county (political area outside the City of Marion city limits, qualifies as an RA.

Rural Areas – Grant County, excluding the City of Marion is a Rural Area (RA), with a \$500,000 investment threshold.

Targeted Employment Areas – There are several existing TEAs in Grant County and Marion(Census Tract areas with an unemployment rate of 14.6% or greater – 150% the U.S. unemployment rate). EB-5 Visa Applicants in these TEAs qualify for a \$500,000 investment. Documentation is attached to demonstrate specialized geographic, political or Census Tract areas to be designated as TEAs in the City of Marion.

Census Tracts in City of Marion with Unemployment Rates of 14.6%+

Census Tract #2.00	21.3% Unemployment Rate
Census Tract #7.00	15.4% Unemployment Rate
Census Tract #104	14.7% Unemployment Rate
Census Tract #105	14.8% Unemployment Rate

Henry County

Largest city – New Castle – 19,229 population

Rural Area – Entire County is a Rural Area (RA), offering a \$500,000 investment threshold per EB-5 applicant.

TEAs – Henry has TEAs, but they aren't needed as the County is an RA.

Jay County

Largest city – Portland – 6,158 population

Rural Area – Entire County is a Rural Area (RA), offering a \$500,000 investment threshold per EB-5 applicant.

TEAs – Jay has TEAs, but they aren't needed as the County is an RA.

Madison County

Largest city – Anderson – 57,975 population

Madison County is in the Anderson Metropolitan Statistical Area, so entire county is a part of the MSA.

Rural Areas – None because county is an MSA

Targeted Employment Areas – There are several TEAs (Census Tract areas with an unemployment rate of 14.6% or greater in Madison County and Anderson – (150% the U.S. unemployment rate). EB-5 Visa Applicants in these TEAs qualify for a \$500,000 investment. Documentation is attached to demonstrate specialized geographic, political or Census Tract areas to be designated as TEAs in Anderson and Madison County.

Census Tracts in Madison Co. with Unemployment Rates of 14.6%+

Census Tract #3.00	14.7% Unemployment Rate
Census Tract #4.00	16.6% Unemployment Rate
Census Tract #5.00	22.9% Unemployment Rate
Census Tract #8.00	21.8% Unemployment Rate
Census Tract #10	14.7% Unemployment Rate
Census Tract #102	23.8% Unemployment Rate

Randolph County

Largest city – Winchester – 4,601 population

Rural Area – Entire County is a Rural Area (RA), offering a \$500,000 investment threshold per EB-5 applicant.

TEAs – Randolph has TEAs, but they aren't needed as the County is an RA.

Rush County

Largest city – Rushville – 6,068 population

Rural Area – Entire County is a Rural Area (RA), offering a \$500,000 investment threshold per EB-5 applicant.

TEAs – Rush has TEAs, but they aren't needed as the County is an RA.

PLASTIC RECYCLING INDUSTRY IN GENERAL

Plastic Recycling

The term "plastic" encompasses a variety of man-made materials, normally formulated using petroleum as a raw material. "Virgin" plastic (which usually comes in the form of pellets) is created synthetically and used in a staggering array of products, from toys and bottles to automobile panels and bumpers. Plastic is relatively inexpensive, yet very durable, and most forms of plastic take centuries or millennia to biodegrade, which causes a serious solid waste problem in our nation's landfills as countless plastic products are disposed of every day. Fortunately, as the country becomes more environmentally conscious, a larger percentage of plastic products are being recycled by various means.



There are, however, a wide variety of plastics (including nylon, rubber, polypropylene, polyethylene, polystyrene, and many others) that require various methods of recycling. Several common types of recyclable plastics are denoted with numbered recycling symbols, as shown in the figure to the left, which are used to help sort and classify recyclable plastic. These used plastics for recycling generally come from two main sources: post-consumer, and post-industrial. Each source often requires expensive hand-sorting (to remove non-recyclable material and sort the recyclable plastics into groups of similar type or color), which often necessitates shipment to China, where this labor-intensive process is much more economical. Of course, this causes other environmental problems as well (including more petroleum used for shipping), as well as outsourcing jobs and profit out of the U.S.

Used plastic (post-consumer, post-industrial, or from some other source) can be recycled in various ways and re-used for many purposes. The first method of plastic recycling creates "regrind," produced by machines that cut up used plastic components into small pieces. This regrind is sometimes sold as-is for use in lower-quality, non-food-grade products, such as laundry hampers or clothes hangars. Sometimes, the regrind is washed with a warm water bath, which creates "clean regrind," a slightly higher-quality form of regrind.



Colorful “regrind” recycled plastic on the left; more uniform “repro” plastic on the right.

Regrind recycled plastic is sometimes further processed into “repro” -grade recycled plastic, otherwise known as reprocessed plastic or pelletized plastic. This process includes taking clean regrind and processing it by melting it at high temperature, then shaping it into long, thin wires through the use of an extrusion machine. The resulting tubes of reprocessed material are chopped up into pellets. This repro material is of higher quality than simple regrind, and can be used for higher-quality consumer products, and therefore is worth more than regrind, though still less than virgin pellets.

A virtually overlooked area of plastics recycling in the U.S. is the recycling of plastic automobile bumpers and other car parts. A higher and higher percentage of many cars is being produced from recyclable plastic material; however, no company in the U.S. currently recycles this plastic. Instead, it usually ends up in a landfill, where its non-biodegradable nature means it will remain for centuries to come. There exists a market opportunity for a company to purchase used or ruined automotive plastic bumpers and other scrap parts at low cost, and recycle it for resale. Such a process would create jobs, help the environment by recycling plastic currently headed to landfills, and make a profit.

Market Analysis Summary

Strong demand for recycled plastics is working in the industry’s favor. Major users of plastic packaging, apparently responding to consumer desires, have begun incorporating at least some recycled plastic content in their products as part of the growing interest in recycling. Recycled resin demand is on the rise as prices for polypropylene (“PP”) recycled resins continue to rise in value or appreciate against their virgin counterparts.

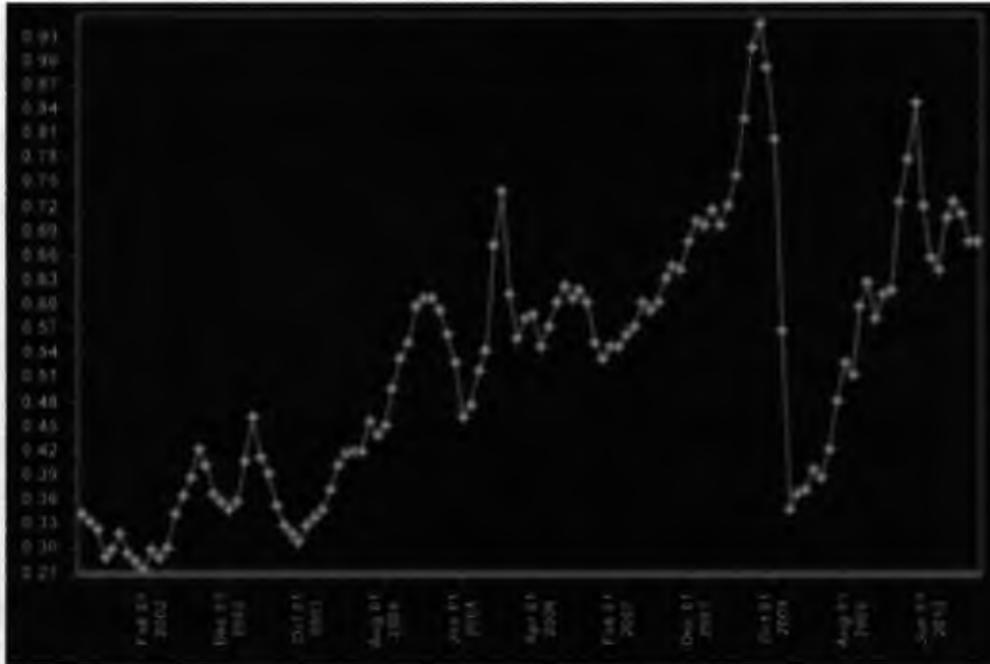


Figure 5: Virgin resin plastic prices

In volume, PP is currently represents one of the least-collected and recycled resins. The supply of recycled PP is in excess of 500 million pounds per year, and is growing every year. The plastics industry has developed new markets and applications for recycled resins from both post-consumer and post-industrial sources.

PP has lagged polyethylene in the quantity of recycled recovered resins. It is one of the most visible and valuable, and its use is increasing. In 2007, the global market for polypropylene had a volume of 45.1 million tons, which led to a turnover of about \$65 billion (47.4 billion Euro).

The packaging industry holds the largest share at 54%, followed by the automotive industry with a share of 15.6%, as per GBI Research. The low density of polypropylene makes it suitable for these applications. When used in the automotive industry, it reduces the weight of the vehicles, improving fuel efficiency and significantly reducing costs. GBI says that global PP demand grew at a Compound Annual Growth Rate (CAGR) of 3.6% until 2009. The global polypropylene demand is expected to grow at a CAGR of 4.6% from 2009 to 2020, estimated to reach 59.6 million tons in 2020. Of the total global demand in 2009, Asia held the largest share at 51.9%, followed by Europe with 22.3%. Demand in Asia is led by China and India, the hugely populated, fastest growing economies of the world in terms of GDP. Per capita PP consumption in India is very low but it is growing very fast with the GDP growth. The per capita PP consumption in China is high but continues to increase at a very high rate to satisfy the needs of the country's huge population. The share of Asia in the global PP demand is expected to grow until 2020. Over the past decade, China has emerged as the principal manufacturing and export location for low-value plastic products in the world due to low manufacturing costs and significant government support. Rapid increase in downstream processing capacity additions, primarily geared towards export markets, will be the main driver of PP demand in the future.

With over 30% of the demand dependent on imports, China will continue to remain the largest importer of PP in the world, in spite of the many capacity additions expected to come on-stream in the next few years. The Chinese PP market size was \$14,439,000,000 in 2008 and is forecast to grow by more than 10%, accounting for 41% of the global PP demand in 2020. Of the more than 90 billion pounds of plastics produced annually in the United States, less than 5% is from recycled sources. Plastics, after aluminum, represent the second highest value material in the waste stream and have the highest projected growth rate.

The top 10 global polypropylene company list has one Middle East and one Asian company: SABIC, based in Saudi Arabia, and Sinopec, based in China. These two companies together accounted for 11% of the \$69,516,000,000 global PP market in 2008. SABIC has grown to be a top producer of polypropylene with acquisitions of DSM Petrochemicals and the plastics division of General Electric, giving it access to developed markets of Europe and North America. Other Middle East-based producers will follow SABIC's strategy of leveraging the domestic cost advantage to tap export markets. Sinopec accounts for over 90% of the Chinese polypropylene production, and with the Chinese demand projected to grow by more than 10% annually through 2020, the company will continue to maintain its market dominance in China. In other Asian countries, a similar market structure exists with domestic companies dominating the home markets.

U.S. demand for recycled plastic will also continue to expand and new markets will develop as technologies permit the efficient segregation and reprocessing of high-purity resins. Improved quality of resins, environmental issues, and higher prices for virgin resin will contribute to growth.

Packaging is expected to be the largest market segment for recycled plastics, with sheet and lumber following. Surveys indicate that Americans are increasingly willing to collect and separate discarded packages, foregoing a degree of convenience to make products more disposable, and even paying a premium for a recycled item.

Increasingly, communities are refusing to consider incineration until every effort is made first to recycle; public sentiment is strongly in favor of products that can be recycled or are made of recycled materials. The recycling industry intends to accelerate the rate of plastic recycling as part of its commitment to develop solutions to the solid waste problem. More plastics will be recycled annually than any other recyclable material. Priceless believes a significant answer to America's waste problem lies in creating high value, recycled thermoformable raw materials for the packaging market.

Our founders recognize that an opportunity exists and propose a vertically integrated conversion facility that will employ state-of-the-art technologies to produce products utilizing 100% recycled PP post-automotive stock, cleaned and refined in our own facility.

Target Market Segment Strategy

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PP Regrind and Repro Demand

Polypropylene demand remains solid, fueled, in part, by substitution for high density polyethylene and acrylonitrile-butadiene-styrene resins on a cost-performance basis. Growth is particularly strong in the automotive sector, which is a huge and growing market for plastics. The drivers in the automotive sector are improved performance and reduced weight by substituting for metal. In some applications, polypropylene has been replacing polyurethane and other plastics because of its ability to be recycled. Polypropylene demand will continue to grow at about two times GDP because of favorable cost and balance of properties, compared with other materials. Meanwhile, there is a growing gap between propylene demand, which is growing at an average 5 percent per year, and the supply from ethylene crackers and refineries. Propylene produced from steam crackers will not be able to keep pace with growth in propylene demand for petrochemicals. Since ethylene is the primary product from steam crackers, new steam crackers are only built to meet growth in ethylene demand. World propylene demand has consistently outpaced ethylene demand over the past 10 years, and this scenario is expected to continue for at least another 10 years.

Propylene from FCC units is also not able to keep pace with propylene demand from petrochemicals. Similar to ethylene, world propylene demand has consistently outpaced gasoline and distillates over the past 10 years and is expected to continue for the next 10.

Dedicated propylene units may eventually serve a significant portion of propylene requirements. Today, stand-alone production units for propylene (there are none in the US) can produce just 2,400 million pounds, or 2 percent of current world supplies. That could increase to 10,000 million pounds, or 6 percent, by 2010. Several methods of stand-alone propylene production are currently available, including deep catalytic cracking, propane dehydrogenation, metathesis, olefins cracking technologies, and methanol to olefins.

Because a limited amount of recycled polypropylene is produced in the U.S., manufacturers are forced to buy wide spec PP (virgin resin that is outside of spec but still usable) which is normally sold at a discount to virgin prices, but still higher than recycled PP pricing. Some manufacturers are also forced to import materials from Mexico, India, and South America. Some manufacturers are being forced to use more expensive virgin resin.

The current pricing for virgin resin is \$0.65–0.73 per lb. and \$0.46–0.49 for PP regrind. The spread between the two has traditionally been maintained at approximately \$0.20 per lb.¹

Industry Analysis

¹ All information is based on industry research and data provided by the American Plastics Council.

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Barriers to Entry

Limited supply of finished raw material.

Recycled PP resins are in high demand, and the market is currently under-supplied. Many manufacturers are delaying expansion because of uncertainty of supply. Entrants would have to consider sourcing post-consumer or post-industrial waste and clean and refine it rather than attempting to purchase regrind on the open market. Even at that, there is not an over-abundance of post-consumer or post-industrial material in the marketplace.

Equipment costs are high and industry specific, resulting in a high exit cost.

Because of the scarcity of PP regrind and PP repro, entrants may be forced to establish cleaning and refining facilities for post-consumer or post-industrial scrap. The equipment required is costly and very industry specific. It would not easily be re-sold as a system.

There is a market for used reprocessing and extrusion equipment, which normally sees 60–70% of new value being realized.

Vertical integration is an important consideration and difficult to accomplish successfully.

Because of the scarcity of PP resin, and to maximize profit potential, entrants must consider a two-stage production facility. Cleaning and refining post-consumer and post-automotive and extruding the resulting regrind into repro and commercially viable products requires a management team such as the one Priceless has, with a broad range of expertise, experience, industry contacts, and knowledge in both areas.

Firm contracts for supply and sales.

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Freight is a major cost of operations; proximity to source of supply and markets is crucial.

Hauling plastic materials is expensive, so entrants will have to consider establishing facilities close to materials and markets. Entrants with existing operations would have to consider new separate facilities in many cases, reducing economies of scale and making management more difficult.

Competition and Buying Patterns

There has been a strong demand (sellers' market) for our products for several years. Traditional buying patterns in this industry are based on quality, price, reputation of manufacturer, freight costs, delivery times, and proximity to markets. During such a sellers' market, buying patterns are often more influenced by availability.

Main Competitors

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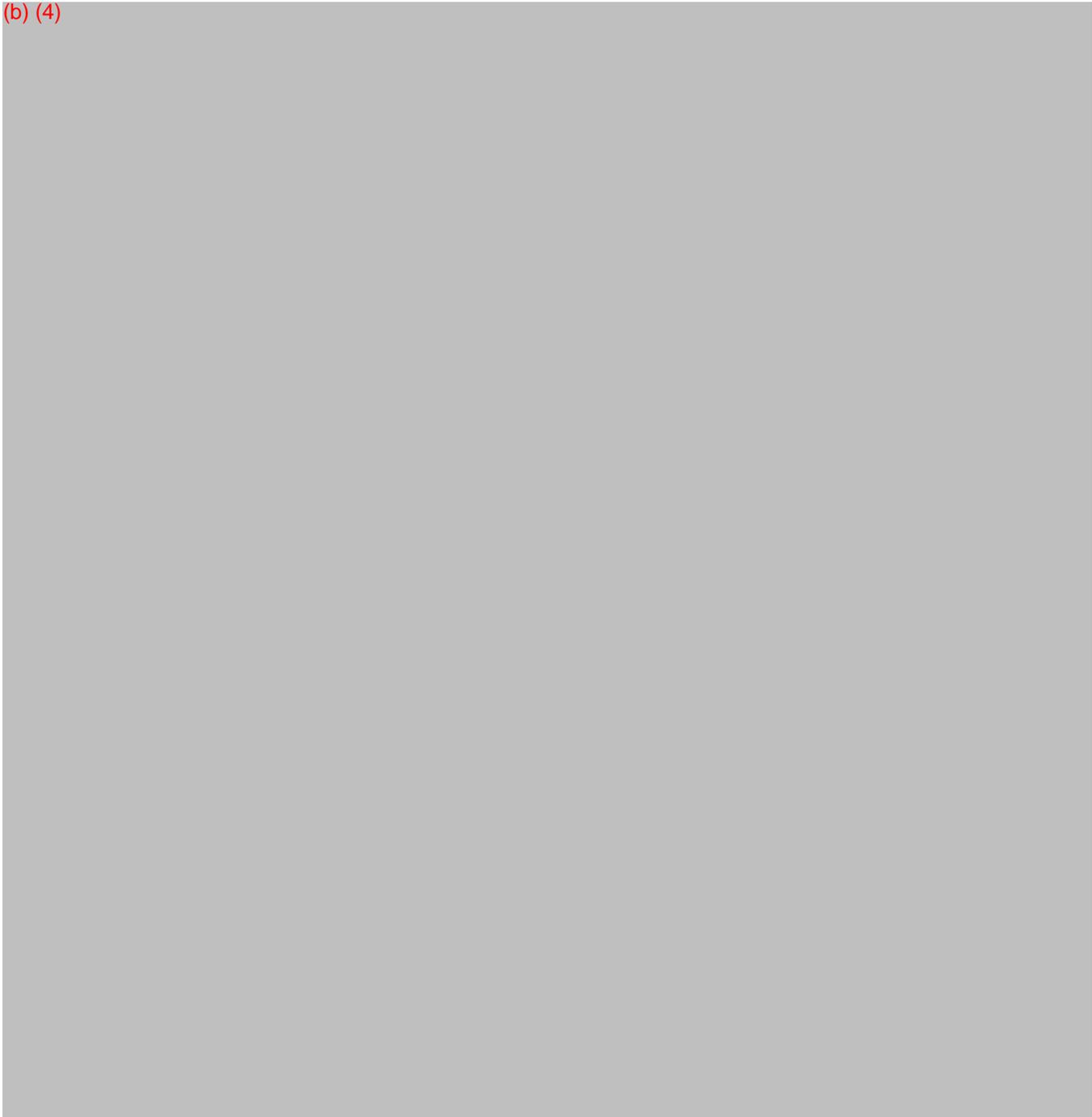


PLASTIC RECYCLING PROJECT

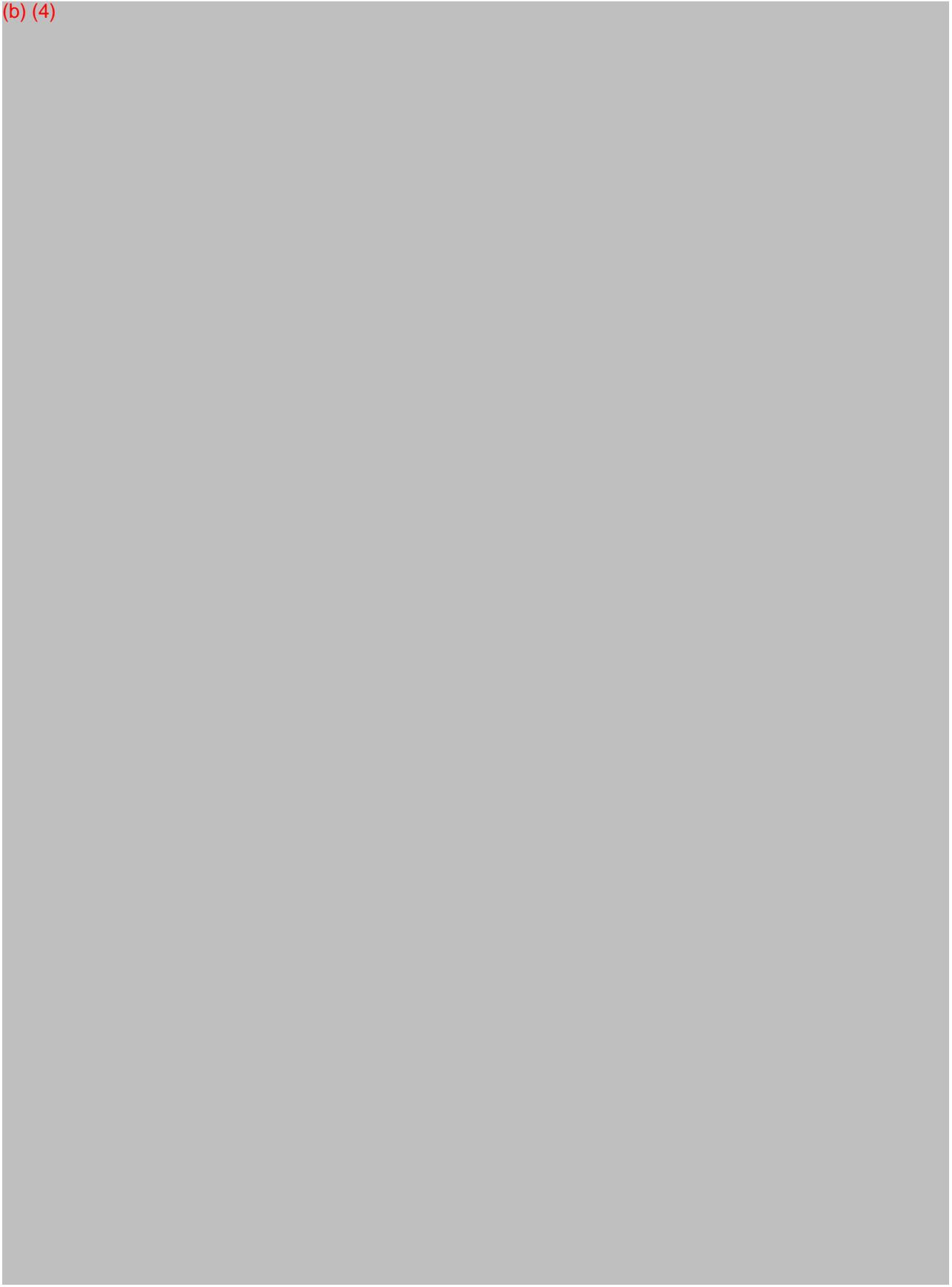
Contained in the "Financial" section of this Confidential Business Review is a detailed description of the finances for a plastics recycling facility being considered for development by The Company. Also attached is a detailed Pro Forma Financial Plan (Exhibit 1), which details costs, profits, and other financial metrics.

Financial Summary

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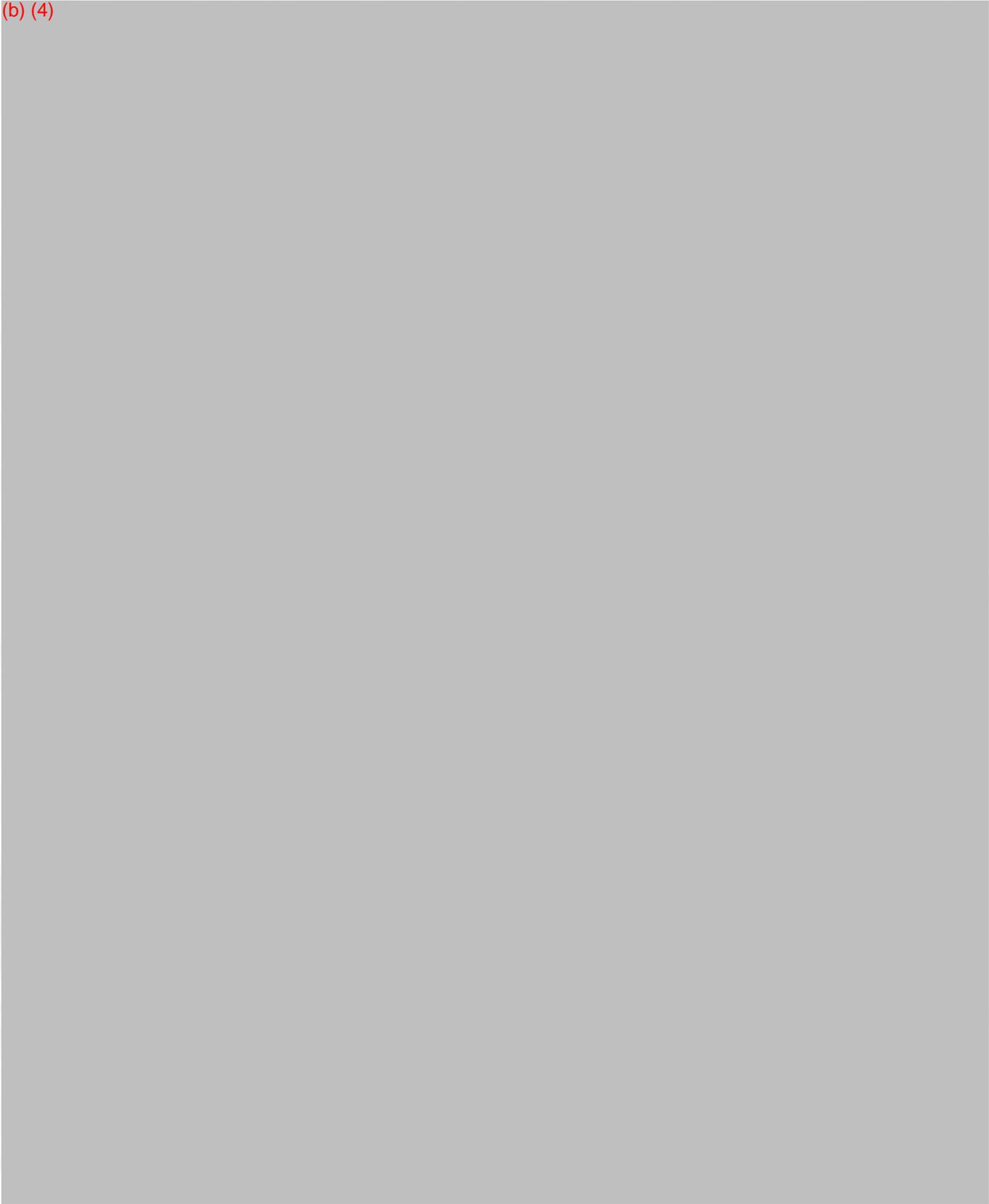
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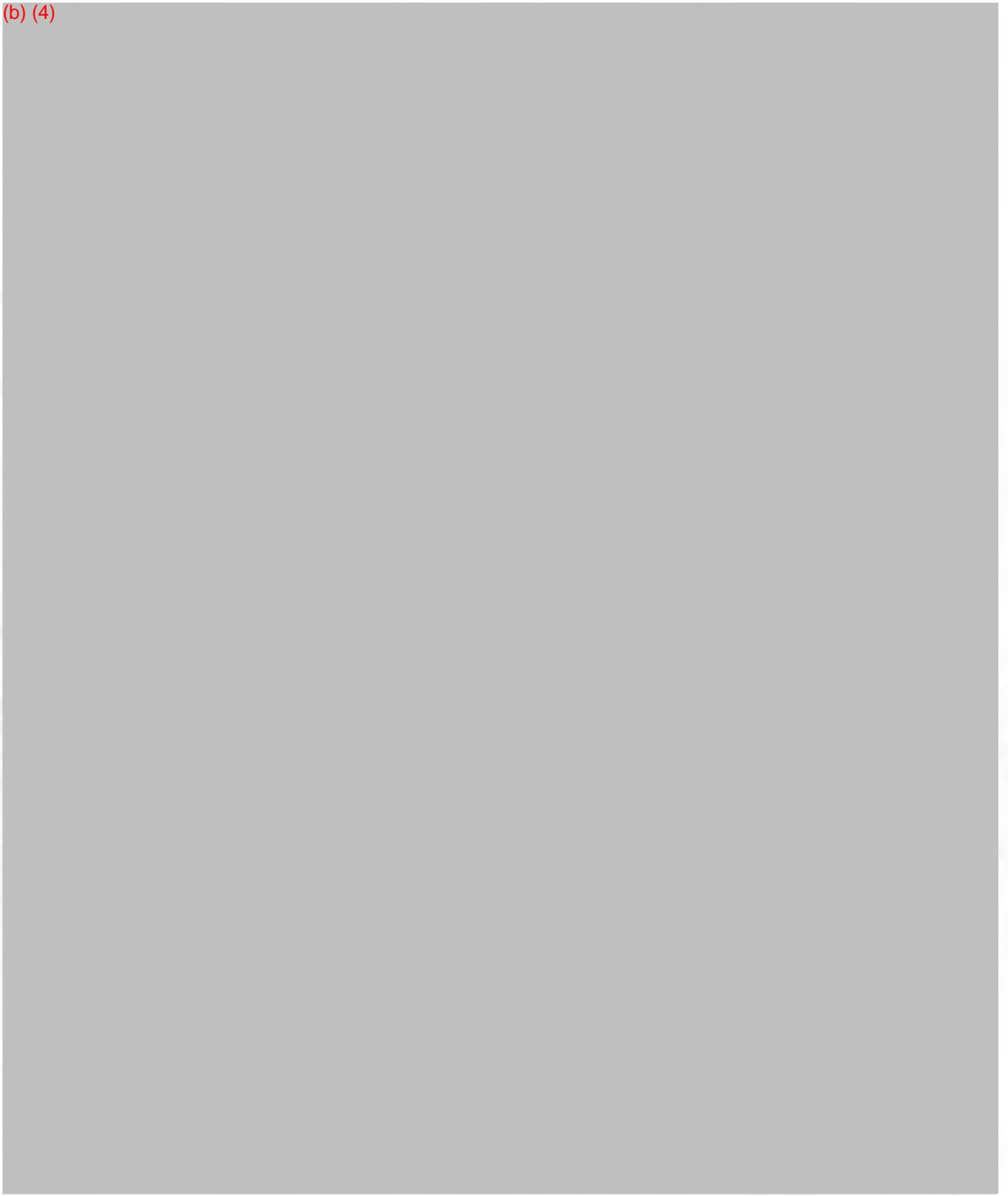


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FINANCIAL

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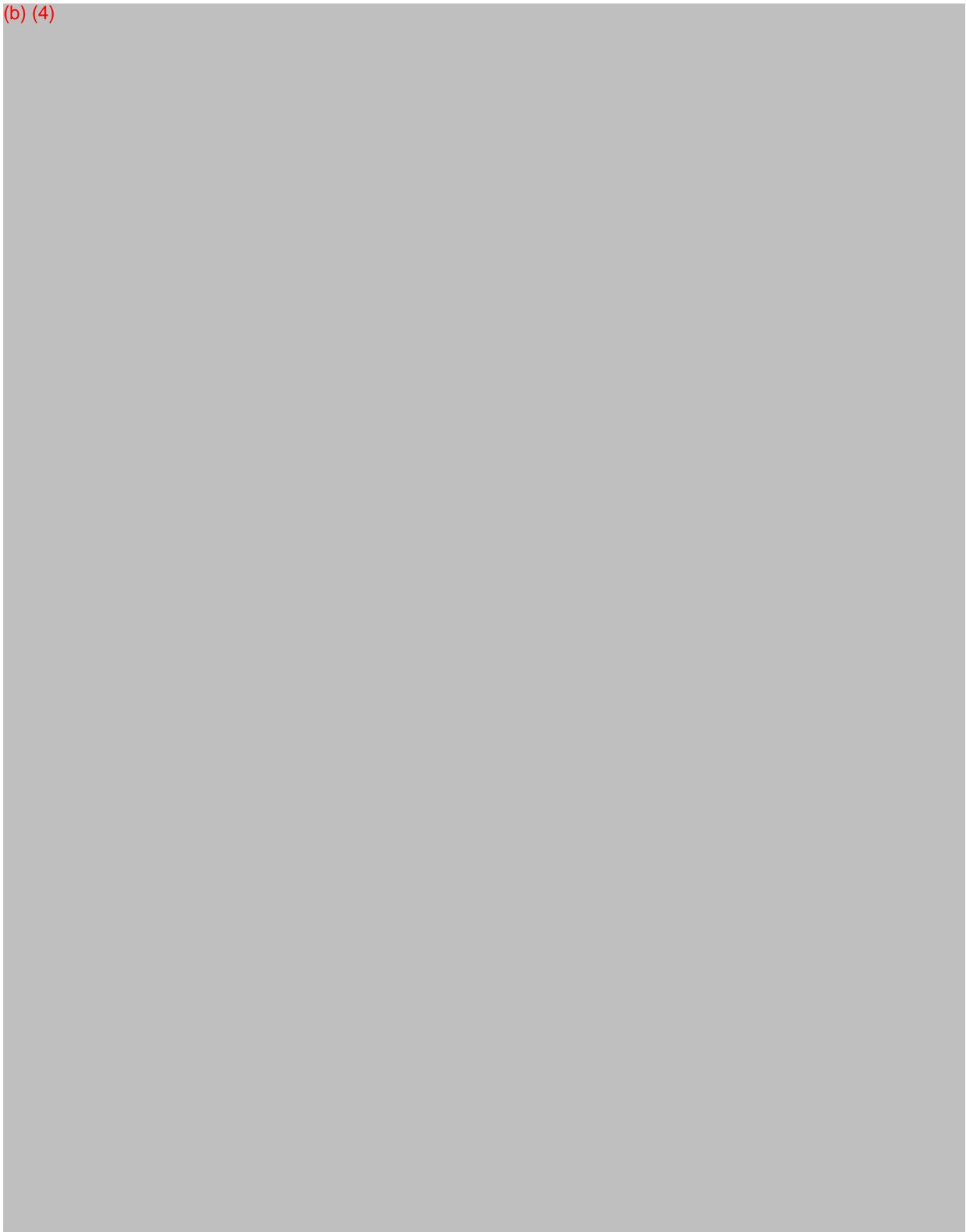
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Foreign Investor Return on Investment

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Method of Financing

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It is anticipated that a substantial number of investors will be Alien Entrepreneurs (“EB-5 Investors”) desiring to take advantage of the EB-5 Program offered pursuant to the Immigration Act. The EB-5 Program permits a qualified EB-5 Investor to obtain U.S. permanent residency (*i.e.*, a “green card”) for such EB-5 Investor and members of his/her immediate family within two (2) years after making a passive investment of \$1,000,000 (or \$500,000 in a qualified Regional Center).

Under Section 203(b)(5) of the Immigration Act, immigrant visas are available to qualified foreign individuals seeking permanent resident status on the basis of an investment of capital in a new commercial enterprise which qualifies under the EB-5 Program.

The EB-5 Program provides for the issuance of conditional or temporary (*i.e.*, 24 months) green cards to a qualified foreign investor and its family that invests a minimum of \$1,000,000 (U.S.) in a new commercial enterprise that creates at least ten (10) full-time permanent jobs for United States workers.

If the new commercial enterprise creates the jobs required by the EB-5 Program, unconditional or permanent green cards will be issued after the expiration of the twenty-four (24) month conditional or temporary residency status period.

The investment is required to be maintained for a period of not less than five (5) years.

The EB-5 Program is, in the opinion of the Company, the most flexible investor immigration program in the world because it has no requirements regarding age, business training, experience, or language skills.

Provided that he/she is physically present in the United States for at least 180 days after issuance of a green card and/or has obtained a Reentry Permit, if necessary, before departing from the United States, a green card holder and his/her family are free to return to their country of origin for business or personal purposes, as long as he/she maintains a residence in the United States and can maintain business and professional interest in his/her country of origin or, subject to the regulations of his/her country of origin, elsewhere.

The EB-5 Program allows qualified foreign investors a great deal of flexibility and freedom because it does not require them to manage their U.S. investment on a daily basis, but, rather,

only requires them to be “actively engaged” in the commercial enterprise. This requirement is satisfied by the EB-5 Investor becoming a limited partner in a limited partnership. A limited partner has no personal liability in excess of his/her investment in the new commercial enterprise, which means that he/she can make a capital investment as a limited partner and then pursue other professional and/or personal interests and activities as he/she deems appropriate.

If a qualified foreign investor and/or his/her family elects to become citizens of the United States, the period after the issuance of conditional permanent residence status is credited against the five (5) year period required to be spent as a permanent resident in the United States in order to qualify to be eligible to be a United States citizen.

As a permanent resident, provided that he/she is physically present in the United States for at least 180 days after issuance of a green card and/or has obtained a Reentry Permit, if necessary, before departing from the United States, a green card holder and his/her family are free to return to their country of origin for business or personal purposes, as long as he/she maintains a residence in the United States.

Upon receipt of conditional permanent resident status, a qualified foreign investor and his/her family (i.e. spouse and children under the age of 21 at the time of application) are entitled to the same benefits as all other lawful permanent residents of the United States, including:

- Living and working anywhere in the United States.
- No employment authorization required to accept employment in the United States.
- Ability to develop and operate one or more businesses in the United States.
- Ability to sponsor relatives to acquire green cards.
- Freedom to travel within and outside of the United States and return to the United States without obtaining an additional visa or authorization.
- Educational benefits afforded to permanent residents of the United States, such as, admission to state universities at resident costs.
- Qualify to become a citizen of the United States after he/she has been a permanent resident for more than five (5) years.

Cautionary Statements Regarding Projections

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MANAGEMENT

Energize-ECI EB-5 Visa Regional Center, LLC Management

E. Roy Budd – President

Mr. Budd founded Energize-ECI, Inc., a successful nine-county regional economic development marketing partnership in 2005. This highly-regarded private/public partnership has conducted many business and contact development trips to Asia, Europe, and to many U.S. cities. Prior to this he founded Solutions, Inc., a workforce and economic development consulting firm based in Boston. He is a former President/CEO of Opportunity, Inc. in Hampton Roads, VA, the Commonwealth's largest workforce development program. He holds BA and MA degrees from Virginia Commonwealth University. He is a Certified Master Consultant from Business Retention and Expansion International and holds certification from the Economic Development Institute at the University of Oklahoma. Budd has published articles on workforce and economic development and is frequently interviewed by the media regarding economic development issues. He serves on the boards of many workforce and economic development organizations and has a strong background in international business development. Mr. Budd and the other principals have been researching and developing the proposed EB-5 Visa Regional Center since 2007. His connections have drawn numerous prospective EB-5 applicants and developers to learn more about the opportunities existing in East Central Indiana. Mr. Budd will focus on investor and developer recruitment, and will also cultivate relationships with brokers and foreign officials and contacts to attract investment to the Regional Center geographic area of service.

Thomas L. Farris – Vice President

Mr. Farris has served as a senior executive and President/CEO of advertising/marketing/PR firms for over forty years. He also was a principal in several entrepreneurial business ventures, and has served as a business development consultant to businesses of all sizes in a wide variety of industries. Farris has worked on many economic development projects in the past five years, including: establishing a four-county economic development planning district; creating economic development strategies and visioning programs; writing many successful grants; serving as a consultant to the Energize-ECI Regional Planning Commission and Energize-ECI, Inc. and acting as a consultant to organizations about economic development, business retention and expansion matters. Farris holds a BS degree in marketing and economics from the Miller College of Business of Ball State University and has completed graduate work in marketing and economics. He is a 2009 graduate of the Economic Development Academy accredited by the International Economic Development Council. He is an accredited grant administrator by the Office of Community and Rural Affairs and participates regularly in economic development oriented seminars and continuing education programs. Farris has been researching the opportunities offered by the establishment of an EB-5 Visa Regional Center in Indiana since 2007, and is considered one of Indiana's most knowledgeable people on the EB-5 Visa program and Targeted Employment Areas and Rural Areas. He has invested many hours of his own time studying successful EB-5 programs and researching investment and development opportunities – and seeing how such programs could bring new jobs and investments to East Central Indiana, the State and the U.S. Farris will focus on TEA/RA management, marketing, investment development and coordination, and public relations aspects of the EB-5 Regional Center.

Marlene Pulley – Administrative Manager/Treasurer

Ms. Pulley has been integral to the successful growth of the Energize-ECI, Inc. regional economic development marketing partnership since its founding in 2005. Prior to that she was associated with the Innovation Connector, a business incubator associated with Ball State University. Before that, Ms. Pulley worked for the Horizon Convention Center. Her 30+ years of operational and administrative experience have allowed Ms. Pulley to develop a focus on the financial operations of businesses. She currently serves as Financial Officer for seven entities, including Energize-ECI, Inc.; Energize-ECI Regional Planning District; the East Central Indiana Local Economic Development Officers; and others. Marlene is also responsible for building a network of professional site consultants, business executives and international business leaders and prospects for advancing the economy of East Central Indiana. She has been involved in the development of the Energize-ECI EB-5 Visa Regional Center, working with Mr. Farris for the past three years on the preliminary and operational aspects of Regional Centers. Her focus with the Energize-ECI EB-5 Visa Regional Center will be administrative, operational and financial management – including the tracking and documentation of investors, investments, job creation and other related USCIS and EB-5 matters.

Priceless Management

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Partners

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Employment/Staffing – General

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EMPLOYMENT AND STAFFING

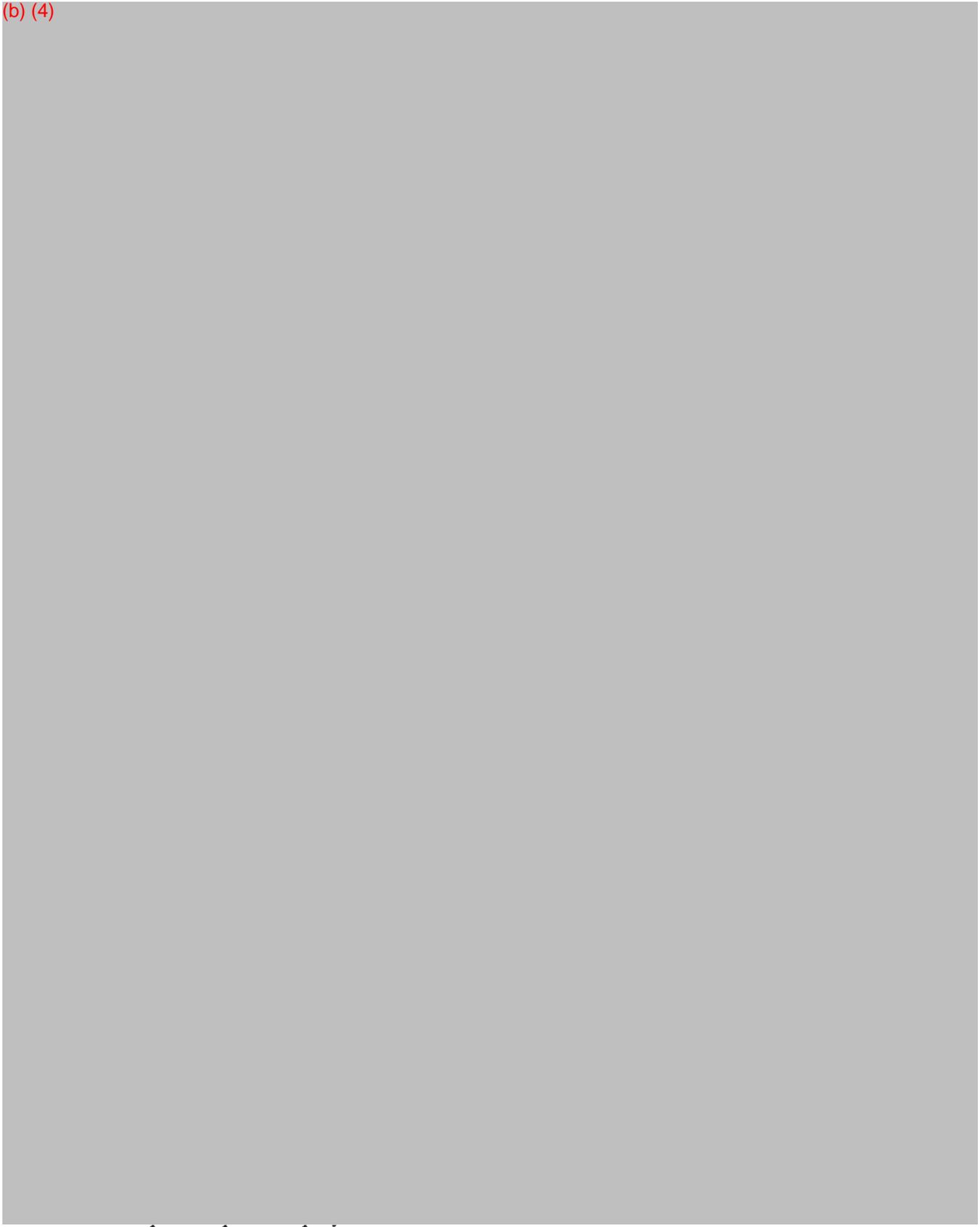
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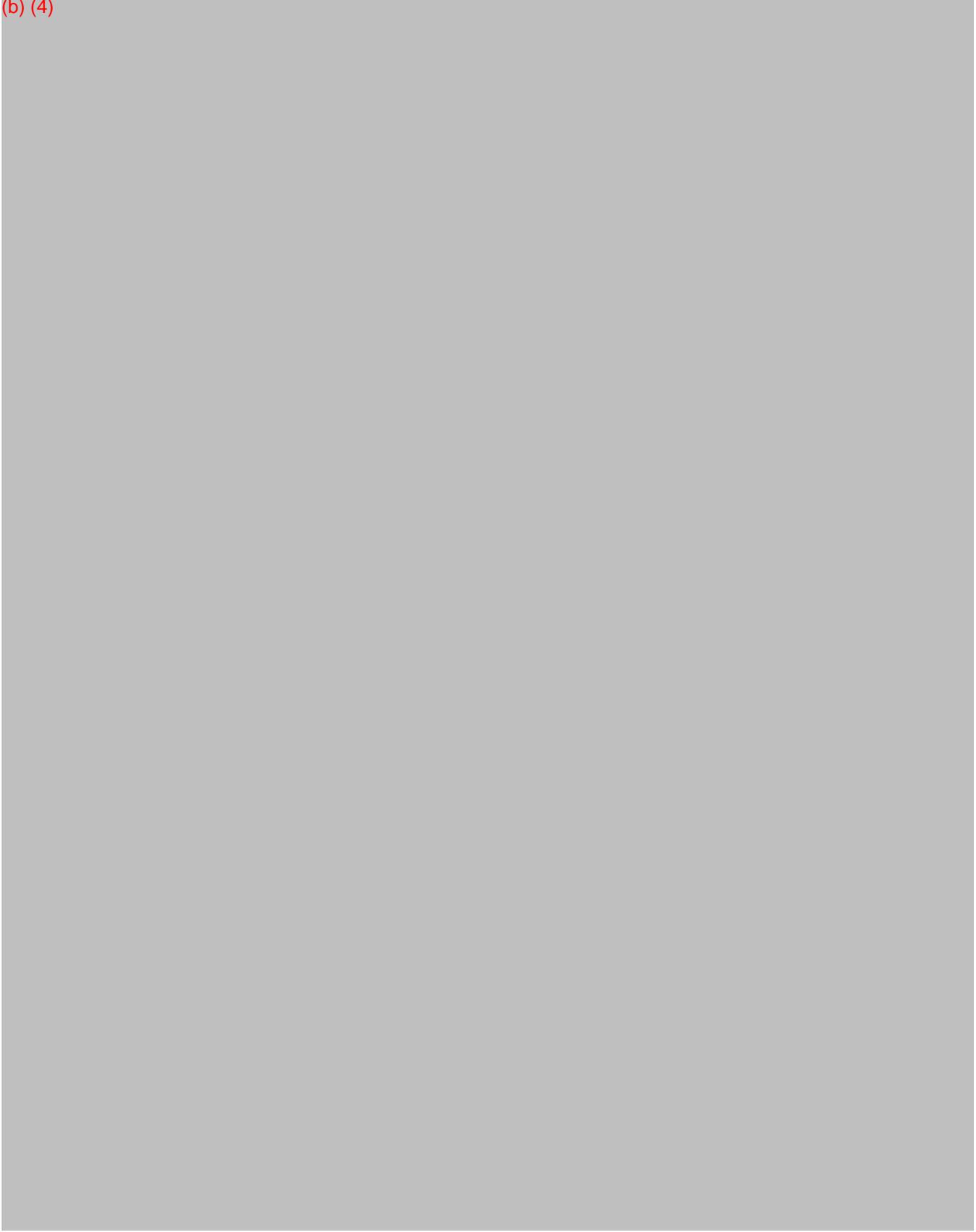
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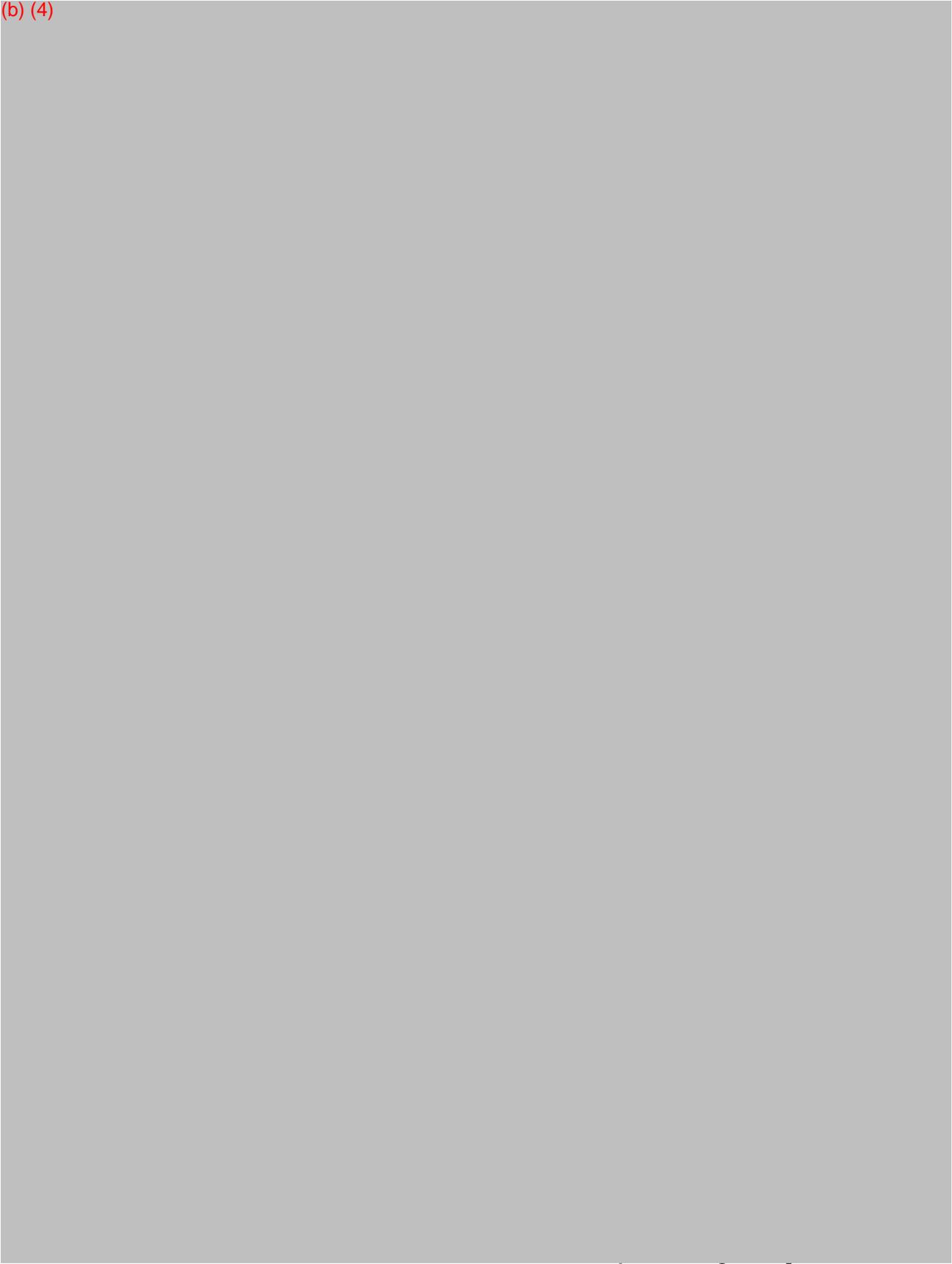
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ENERGIZE-ECI EB-5 VISA/REGIONAL CENTER



Enviropure Fish™ Project

Seeking (b) (4) in EB-5 funding

CONFIDENTIAL BUSINESS REVIEW

Enviropure Seafood Company of Eastern Indiana, LLC (“ESCEI, LLC”)
P.O. Box 1978, Muncie, Indiana, 47308

NOTICE

The information presented in this document is highly sensitive and confidential and is presented for investment purposes only. This Confidential Business Review and the information presented is confidential and no part of it shall be disclosed to others except as authorized by the prior written consent of ESCEI, LLC. This Confidential Business Review cannot be reproduced, in whole or in part, or used in any other manner without the prior written consent of ESCEI, LLC.

For Further Information, Contact:

Paul Kirkland
(251) 978-9357

The information contained in this confidential business review is being presented to give investors a thorough understanding of the Project known as the Enviropure Fish™ Project.

The contact address of ESCEI, LLC is P.O. Box 1978, Muncie, Indiana, 47308. The telephone number is (251) 978-9357, the contact email address is kirklandpaul@gmail.com, and the company website is www.enviropurefish.com.

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GLOSSARY OF TERMS

The following definitions and terms shall apply in this Confidential Business Review unless otherwise specifically provided to the contrary.

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EXECUTIVE SUMMARY

Description of the Company

The Company, Enviropure Seafood Company of Eastern Indiana, LLC (“ESCEI, LLC”), is an Indiana limited liability company, that will apply to the Limited Partnership, through the Regional Center, for EB-5 loans to provide capital for the development of the business of the Company. The Limited Partnership will be the Lender of the EB-5 investor funds.

Venture Definition and Overview

The Management of Energize-ECI is currently processing an application for approval by the United States Citizenship and Immigration Service (USCIS) to open and operate as a USCIS designated EB-5 Regional Center to be based in Muncie, Indiana that will have as its geographical area the following contiguous East Central Indiana counties: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, and Rush Counties.



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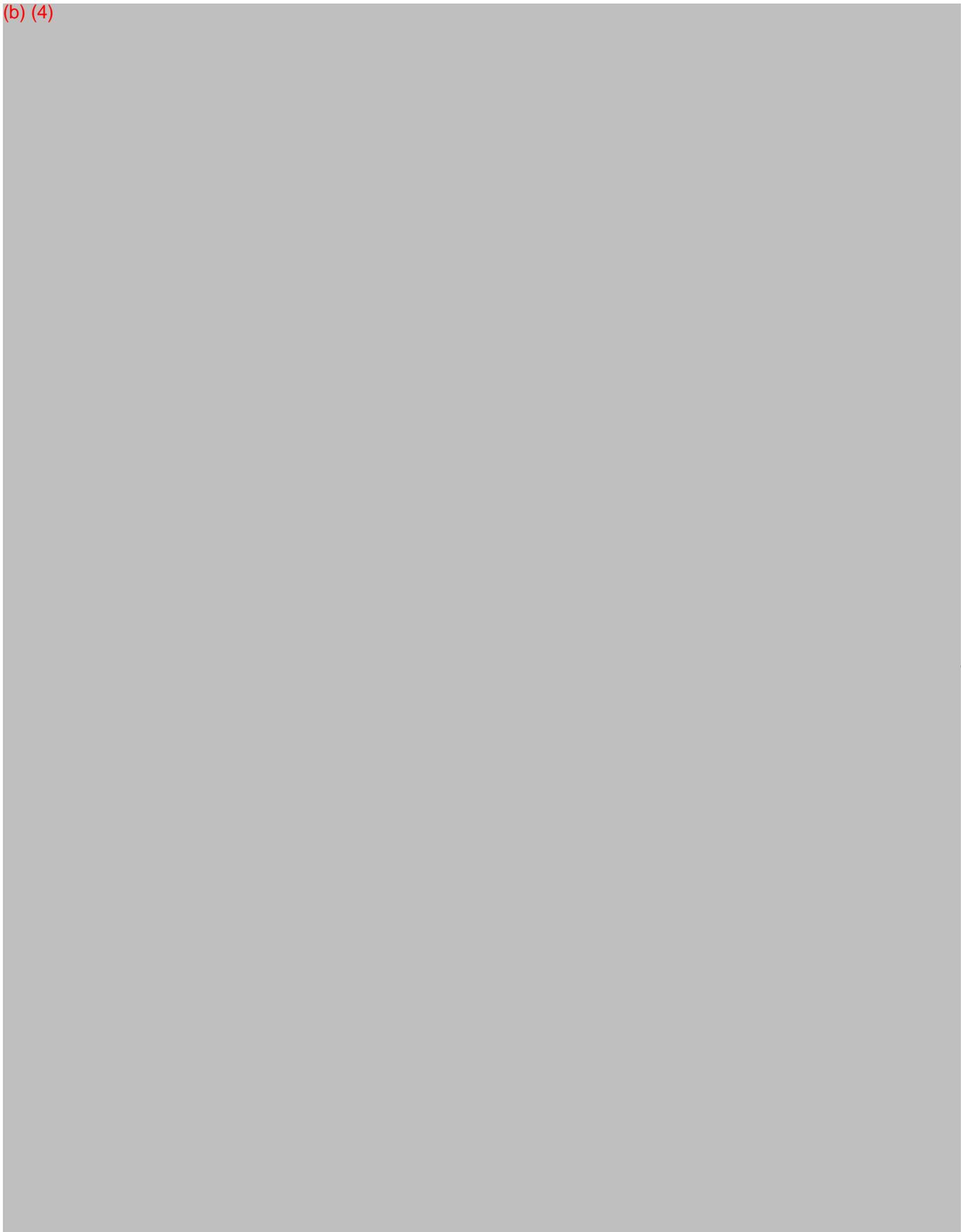
Figure 1: Counties Comprising the Regional Center

The following is an overview of how the Regional Center will operate under the EB-5 Program.

Structure of Regional Center

The name of the Regional Center is Energize-ECI EB-5 Visa/Regional Center, LLC, and is owned E. Roy Budd, Thomas L. Farris, and Marlene Pulley and is managed by E. Roy Budd.

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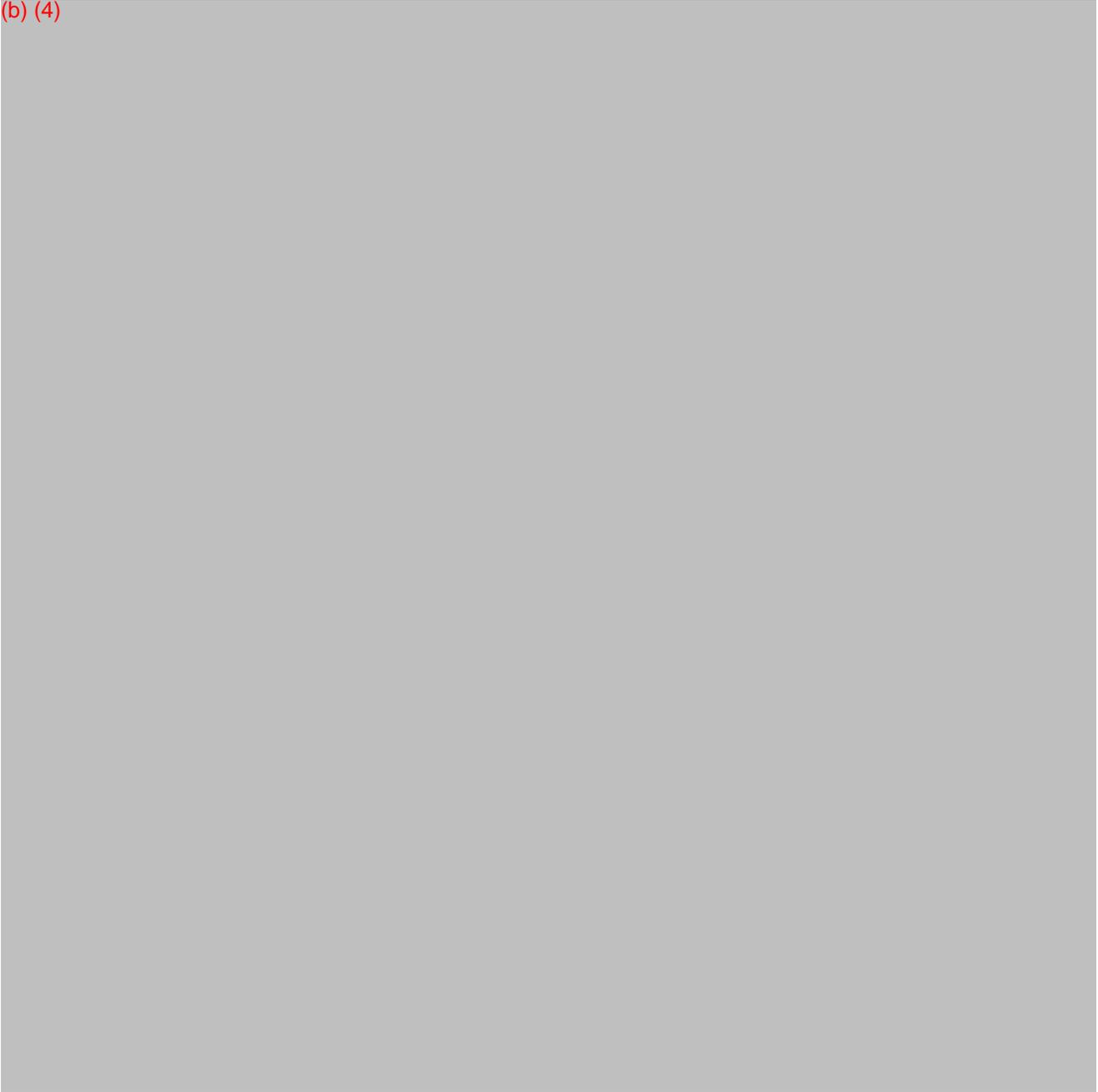
Mission Statement

The mission of the Company is to obtain funding for development of various profitable ventures within Targeted Employment Areas (TEA) located within the geographical area of the Region Center (the “Region”). In addition, our mission is to raise and sell large quantities of Enviropure Fish™ to help offset the dwindling supply of fish harvested from the world’s oceans—thereby bringing the highest quality food fish to people everywhere. According to the Food and Agriculture Organization (United Nations), the oceans of our planet are more than 80% “fished out.” Fishing fleets are getting better at their trade. Employing new sonar and radar technologies and using massive bottom drag lines, they literally can pinpoint schools of fish, lay their nets or drag the ocean floor, and harvest the crop with frightening efficiency.

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Studies have shown that the world's supply of fresh fish has plummeted to levels that are insufficient to serve the public's demand. The number of endangered or depleted species of fish has risen to the point of extreme peril. According to a 2008 study by the United Nations, immediate conservation efforts must be made by all nations to prevent the predicted total depletion of the world's fish supplies by 2048. The study also calls for accelerated efforts to improve fish-cultivation methods to stem the shortfall.

The massive oil spill in the Gulf of Mexico and numerous reports of toxic waste dumps graphically highlight the dangers of cultivating fish outdoors in our oceans, rivers, and lakes. Many experts have predicted as much as a 10-year loss of gulf shrimp, crawfish, catfish, oysters, clams, and other important crops as a result of the massive Gulf oil spill. In addition, many

governments have issued health warnings cautioning against the ingestion of too much tuna, swordfish, and reef fish located near major U.S. population areas as well as fish imported from countries where farming methods include the use of growth hormones, antibiotics, and steroids to increase the crop.

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Financial

The Company anticipates that it will be able to operate seafood-cultivation facilities in the Region on a profitable basis.

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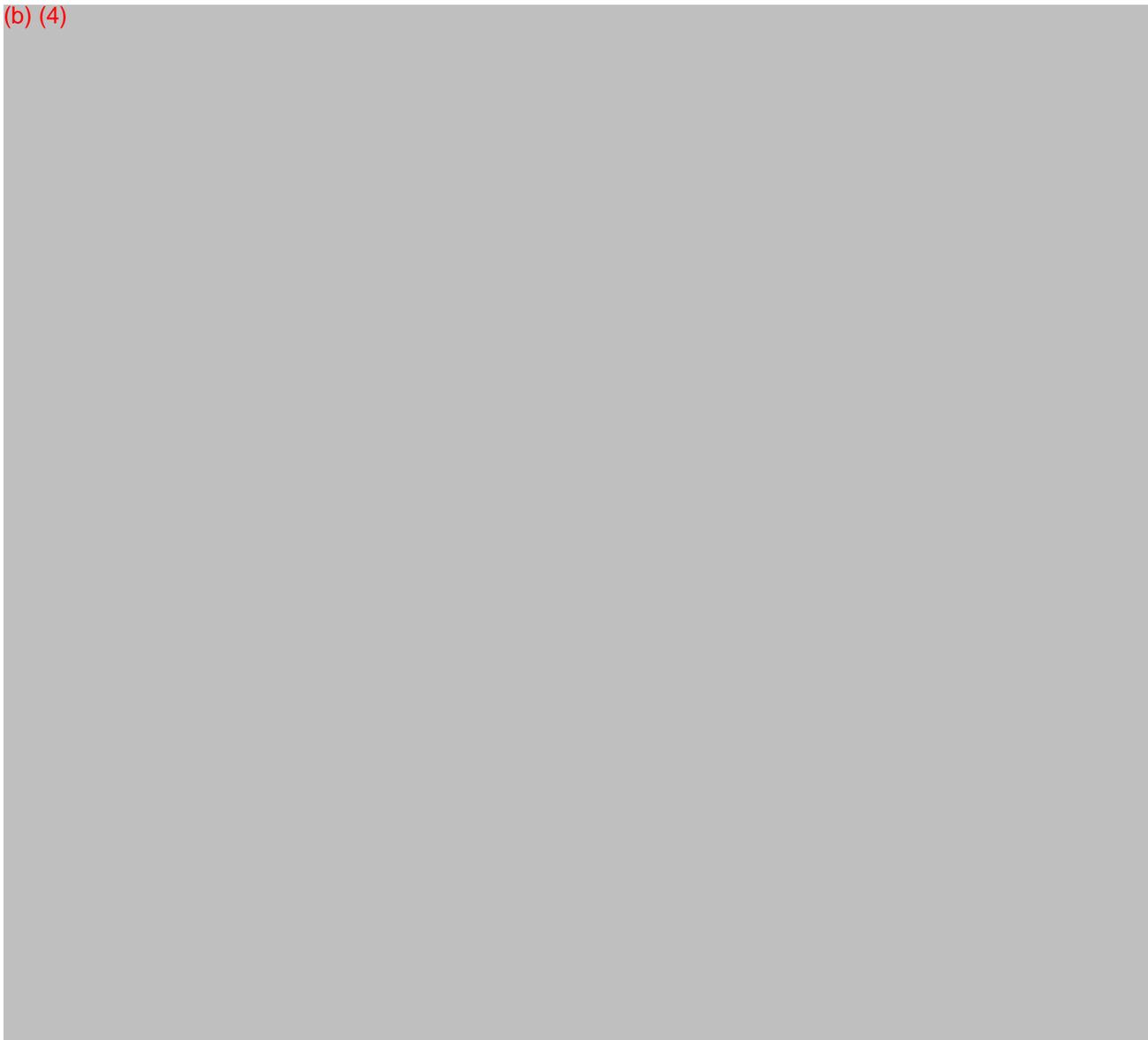
Under the EB-5 Pilot Program: (i) qualified foreign investors must make a qualifying investment in a new enterprise and complete the required immigration procedures; and (ii) a qualifying investment must be invested in a project which creates at least ten (10) full time direct and/or

indirect jobs for qualified U.S. workers for each \$500,000 invested when such investments are made within a targeted employment area. The subject project will create a sufficient number of full time direct and/or indirect jobs such that the investments in the subject project will qualify as qualifying investment under the EB-5 Program.

Please see the econometric analysis appearing as Exhibit 2 of this Confidential Business Review that: (i) quantifies the benefits of the Company to the state and local economy; and (ii) demonstrates that each investment in ESCEIFI, LP will create at least ten (10) full time direct and/or indirect jobs for qualified U.S. workers for each \$500,000 invested by each EB-5 Investor.

Please see the discussion of the EB-5 opportunity and EB-5 Program and requirements appearing in the "EB-5 Investor and Regional Center Information" section of this Confidential Business Review.

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Please see the “Management” and “Employment and Staffing” section of this Confidential Business Review for more information.

COMPANY INFORMATION

Office of the Company

The contact address of Enviropure Seafood Company of Eastern Indiana, LLC is P.O. Box 1978, Muncie, Indiana, 47308. The telephone number is (251) 978-9357, the contact email address is kirklandpaul@gmail.com, and the Project website is www.enviropurefish.com.

Structure of the Company

The Company is an Indiana limited liability limited company formed pursuant to the laws of the State of Indiana.

A limited liability company (LLC), also known as a company with limited liability (WLL), is a flexible form of enterprise that blends elements of partnership and corporate structures. It is a legal form of company that provides limited liability to its owners in the vast majority of United States jurisdictions. LLCs do not need to be organized for profit.

Often incorrectly called a “limited liability corporation” (instead of company), it is a hybrid business entity having certain characteristics of both a corporation and a partnership or sole proprietorship (depending on how many owners there are). An LLC, although a business entity, is a type of unincorporated association and is not a corporation. The primary characteristic an LLC shares with a corporation is limited liability, and the primary characteristic it shares with a partnership is the availability of pass-through income taxation. It is often more flexible than a corporation and it is well-suited for companies with a single owner.

Flexibility and Default Rules

The phrase “unless otherwise provided for in the operating agreement” (or its equivalent) is found throughout all existing LLC statutes and is responsible for the flexibility the members of the LLC have in deciding how their LLC will be governed (provided it does not go outside legal bounds). State statutes typically provide automatic or “default” rules for how an LLC will be governed unless the operating agreement provides otherwise.

Similarly, the phrase “unless otherwise provided for in the bylaws” is also found in all corporation law statutes but often refers only to a narrower range of matters.

Income Taxation

For U.S. Federal income tax purposes, LLCs are treated by default as a pass-through entity. If there is only one member in the company, it is treated as a “disregarded entity” for tax purposes, and the owner reports the LLC’s income on his or her own tax return on Schedule C. For LLCs with multiple members, the LLC is treated as a partnership and must file the IRS Form 1065. Individual partners would receive a K-1 for their share of income or losses to be reported on that owner’s tax return.

As an option, LLCs may also elect to be taxed like a corporation by filing IRS Form 8832. They can be treated as a regular C corporation (taxation of the entity's income prior to any dividends or distributions to the members and then taxation of the dividends or distributions once received as income by the members), or an LLC can elect to be treated as an S-corporation. Some commentators have recommended an LLC taxed as an S-corporation as the best possible small business structure. It combines the simplicity and flexibility of an LLC with the tax benefits of an S-corporation (self-employment tax savings).

Notwithstanding the foregoing, all Persons considering an investment in the ESCEIFI, LP are urged to consult with its/their own tax advisors regarding United States Federal, state, local, and foreign tax consequences to it/them of such investment.

Advantages of an LLC

- Check-the-box taxation. An LLC can elect to be taxed as a sole proprietor, partnership, S corporation or C corporation (as long as they would otherwise qualify for such tax treatment), providing for a great deal of flexibility.
- Limited liability, meaning that the owners of the LLC, called "members," are protected from some or all liability for acts and debts of the LLC depending on state shield laws.
 - Much less administrative paperwork and record keeping than a corporation.
 - Pass-through taxation (i.e., no double taxation), unless the LLC elects to be taxed as a C corporation.
 - Using default tax classification, profits are taxed personally at the member level, not at the LLC level.
 - LLCs in most states are treated as entities separate from their members, whereas in other jurisdictions, case law has developed deciding LLCs are not considered to have separate legal standing from their members.
 - LLCs in some states can be set up with just one natural person involved.
 - Membership interests of LLCs can be assigned, and the economic benefits of those interests can be separated and assigned, providing the assignee with the economic benefits of distributions of profits/losses (like a partnership), without transferring the title to the membership interest (see, for example, the Virginia and Delaware LLC Acts).
 - Unless the LLC has chosen to be taxed as a corporation, income of the LLC generally retains its character, for instance as capital gains or as foreign sourced income, in the hands of the members.
 - Less risky to be "stolen" by fire-sale acquisitions. (More protection against hungry investors)
 - Employees operate as a team (more cooperation, trust, optimism, motivation)

Independent Advice

No Person should construe the contents of this Confidential Business Review or any written or oral communication from the Company or the employees, agents or affiliates of the Company, as advice of any kind, including without limitation, tax, legal, accounting, or investment advice. Prospective Investors should consult its/their own independent advisors, including legal counsel, in connection with the rights and obligations relating to an investment in the ESCEIFI, LP.

EB-5 INVESTOR AND REGIONAL CENTER INFORMATION

The immigrant EB-5 Program is a highly beneficial permanent residence option for the wealthy individual. Since there is no quota waiting list in this preference category, it enables a foreign national to obtain permanent residence status more expeditiously than with most other options.

The EB-5 category requires an investment of \$1 million (or \$500,000 in a high unemployment or rural area) in a commercial enterprise that will employ 10 full-time US workers. Although the investor's role cannot be completely passive, he or she does not have to be involved in any way in the day-to-day management of the business unless he or she wants to do so. It is critically important that the investor be able to document the lawful source of investment funds and whether his or her own or funds were given to him or her as a gift.

The permanent residence obtained by the investor is conditional for two years and can be made permanent upon satisfying USCIS that the investment proceeds have not been withdrawn and the requisite jobs have been created at the end of the two-year period.

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Figure 4: The Company Business Model

Regional Centers

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Immigrant Investors: Two Choices, One Goal

Foreign nationals seeking permanent resident status in the U.S. are relying on the investment route more frequently than ever before. Various reasons might be surmised for the increase in popularity of the investment option, including the increasing unavailability of other options under U.S. immigration laws and the significantly decreased value of the U.S. dollar. The result is that the required amount of investment—either \$500,000 or \$1,000,000—translates into smaller equivalent amounts to foreign nationals using currencies with greatly enhanced value in conversions to dollars.

The foreign national who wishes to use the investment option for permanent residence has two basic choices. One choice is to find his or her own individual investment vehicle in which he or she will invest and play a role in management or policy making. The second option is a government-approved “regional center” investment. Both options have advantages and disadvantages that will be discussed in further detail.

As an overview, the major advantage of the individual investment option is that the foreign national accomplishes not only an immigration purpose, but also a purpose of investing in a business that may provide significant returns as well as a source of income and a livelihood on an ongoing basis. However, there are far more immigration law hurdles to be overcome than with the regional center investment.

The regional center investment is often the quickest and most secure option (assuming the investment is made in a regional center with a strong immigration track record). The immigration process is often quicker and there are far fewer legal issues to be confronted. However, the investor is not running his or her own business and the rate of return may be lower than in a successful individual investment.

What is the Minimum Investment?

With either option, the amount of the investment is \$1,000,000, unless the investor can prove that the investment is in a “rural area,” or in an area that has experienced unemployment of at least 150% of the national average rate. If so, the amount of the required investment is \$500,000.

Most (but not all) of the regional centers are located in such \$500,000 “targeted employment areas.”

Job Creation Requirement

Both options require the investor to prove that his or her investment has resulted in the creation of “fulltime employment” of 10 U.S. workers. The big difference is that individual investors must prove direct employment of the 10 employees. With regional centers, U.S. Citizenship and Immigration Services (USCIS) has pre-approved the employment creation using a standard that allows a combination of direct employment and indirect employment using various accepted econometric models.

Role of Foreign Investors as Limited Partners

Both investment options prohibit purely passive investment. In other words, the investor must be engaged in the “management” of the enterprise. In this regard, it should be noted that most of the regional centers organize limited partnerships into which the foreign investors invest. The limited partnerships invest into an EB-5 approved enterprise, usually in the form of a loan. Pursuant to regulation, if the petitioning investor is a limited partner and the limited partnership agreement provides the petitioner with the rights, powers and duties normally granted to limited partners under the Uniform Limited Partnership Act, the investor will be considered sufficiently engaged in the management of the enterprise. As a practical and legal matter, this requirement can be met by a limited partner without the necessity of the investor committing to any specific amount of time or engaging in any day-to-day management, since such activities are performed by the general partner.

Potential Investment Hurdles & Risk Mitigation

One of the biggest stumbling blocks for the individual investor is proving that the investment has been made in a “new commercial enterprise.” This issue can be resolved in advance if the project has been pre-approved for foreign investments through a regional center. A “new commercial enterprise” can be created by an individual investor in one of three ways:

- Establishing a brand new business,
- Acquiring an existing business and engaging in significant “restructuring or reorganization” (although this alternative is rarely used and has not been defined); or,
- Expanding an existing business.

This option requires the investor to prove not only the creation of 10 new jobs but also the expansion of either net worth or the number of employees of the business by at least 40%. If the investor invests in a “troubled business” (a business with substantial losses as quantified by the regulations), there may be an opportunity to qualify based on preserving existing employees as opposed to adding new ones.

Another significant issue for both the individual and the regional center investor is proving the "lawful source of funds." Substantial documentation is required to prove that the investor did not acquire the funds through unlawful means. If the funds are the result of a gift, this requirement must be met for the giftor as well. Similarly, if the funds are the result of a loan from an individual, this requirement is applicable to the creditor. Documentation utilized to meet this requirement may include tax returns, real estate transactions, securities transactions, inheritance documentation, stock dividends, employment records, bank records, etc.

Related to—but separate from—the lawful source of funds requirement is the requirement to trace the funds from the individual investor to the new commercial enterprise. In some cases this is as simple as a wire transfer document from an individual's bank account to the investment enterprise. In other cases involving countries with restrictions on outbound currency transfers, this can be extremely complex, often involving transfers to multiple parties. It is important to note that the investment must come from the individual investor. An investment from a corporate entity, including a wholly-owned corporate entity, will not qualify.

Qualifying for Green Card Status

With both the individual and the regional center investor, upon approval of the permanent resident application, the foreign national receives "conditional permanent resident status." This means that the "green card" that the investor receives is valid for two years. During the 21- to 24-month window after approval, the investor must file an application to remove conditions on residence. As part of this process, the investor must prove that the investment funds have not been withdrawn and that the requisite jobs have been created. For individual investors, this can be highly problematic if the vicissitudes of business are such that a downturn in the economy has resulted in a reduction in the workforce. For the regional center investor, although indirect employment creation in the community is allowed and although USCIS has pre-approved the employment creation element for purposes of approval of the original investor petition, the regional center has the burden to prove two years later that the actual projected employment has occurred. For this reason, even though all of the regional centers have been pre-approved, the choice of regional center is a critical one. As of the date of this article, only a small number of the regional centers have actually gone through the entire process resulting in successful permanent green cards for their investors.

While the immigrant investor options are not the panacea for all foreign nationals seeking permanent residence status in the U.S., it has provided a solution for many during times when other traditional paths have been blocked. For the investors who choose this option, it is important to put together a team including not only the immigration lawyer, but also business, tax, and/or securities counsel, to advise on the multiplicity of issues that go into determining whether the investor option is a good decision for a particular client.

REGIONAL INFORMATION

The counties that comprise the Region were selected due to their proximity and the similar nature of their geographical, demographic, and economic statistics. These nine contiguous counties constitute a natural region in East Central Indiana that is predominantly rural, dominated by similar industries, similar in demographic makeup, and economically interconnected.

Indiana

Indiana is located in the Midwestern United States and Great Lakes Region, and with approximately 6.3 million residents, is ranked 16th in population and 17th in population density in the U.S. Indiana is ranked 38th in land area, and is the smallest state in the continental U.S. west of the Appalachian Mountains. Its capital and largest city is Indianapolis, the second largest of any state capital.

Indianapolis is home to several major sports teams and athletic events including the NFL's Indianapolis Colts, the NBA's Indiana Pacers, and the Brickyard 400 and Indianapolis 500 motorsports races. Indiana has several metropolitan areas with populations greater than 100,000 and a number of smaller industrial cities and towns. The state has several well-known colleges including Purdue University, Indiana University, and the University of Notre Dame. Indiana has a diverse economy with a gross state product of \$214 billion in 2005.

Geography

With a total area of 36,418 square miles (94,320 km²), Indiana ranks as the 38th largest state in size. The state has a maximum dimension north to south of 250 miles (400 km) and a maximum east to west dimension of 145 miles (233 km). The state is bordered on the north by Michigan, on the east by Ohio, and on the west by Illinois. The Ohio River separates Indiana from Kentucky on the southern border. Indiana is one of eight states that make up the Great Lakes region. The state includes two natural regions of the United States, the Central Lowland and the Interior Low Plateau. The average altitude of Indiana is about 760 feet (230 m) above sea level. The highest point in the state is Hoosier Hill, which is 1,257 feet (383 m) above sea level. Only 2,850 square miles (7,400 km²) have an altitude greater than 1,000 feet (300 m) and this area is enclosed within 14 counties. About 4,700 square miles (12,000 km²) have an elevation of less than 500 feet (150 m).

Demographics

As of 2008, there were an estimated 6,376,792 people residing in the state. The population density was 169.5 persons per square mile. The racial makeup of the state was 88.0% White, 9.1% African American, 1.4% Asian, 1.2% from a biracial or multiracial background, and 0.3% Native American. Hispanic or Latino of any race made up 5.2% of the population. The Hispanic population is Indiana's fastest growing minority. In the state, 24.9% of the population are under the age of 18, 6.9% are under the age of five and 12.8% are 65 years of age or older. The median age is 36.4 years. In 2005, 77.7% of Indiana residents lived in metropolitan counties, 16.5% lived in micropolitan counties, and 5.9% lived in non-core counties.

German is the largest ancestry reported in Indiana, with 22.7% of the population reporting that ancestry in the Census. Persons citing American (12.0%) and English ancestry (8.9%) are also numerous, as are Irish (10.8%) and Polish (3.0%). Most of those citing American ancestry are actually of English descent, but have family that has been in North America for so long, in many cases since the early colonial era, that they identify simply as "American."

The center of population of Indiana is located in Hamilton County, in the town of Sheridan. Population growth since 1990 has been concentrated in the counties surrounding Indianapolis, with four of the top five fastest-growing counties in that area: Hamilton, Hendricks, Johnson, and Hancock. The other county is Dearborn County, which is near Cincinnati. Hamilton County has also been the fastest growing county in the area consisting of Indiana and its bordering states of Illinois, Michigan, Ohio, and Kentucky and the 27th fastest growing county in the country.

In 2005, the median household income for Indiana residents was \$43,993. Nearly 498,700 Indiana households had incomes from \$50,000 to \$74,999, accounting for 20% of all households. Hamilton County's median household income is nearly \$35,000 higher than the Indiana average. At \$78,932, it ranks seventh in the country among counties with less than 250,000 people. The next highest median incomes in Indiana are also found in the Indianapolis suburbs; Hendricks County has a median of \$57,538, followed by Johnson County at \$56,251.

Economy

In 2000, Indiana had a work force of 3,084,100. The total gross state product in 2005 was \$214 billion in 2000 chained dollars. Indiana's per capita income, as of 2005, was \$31,150. A high percentage of Indiana's income is from manufacturing. The Calumet region of northwest Indiana is the largest steel producing area in the U.S. Indiana's other manufactures include pharmaceuticals and medical devices, automobiles, electrical equipment, transportation equipment, chemical products, rubber, petroleum and coal products, and factory machinery.

Despite its reliance on manufacturing, Indiana has been much less affected by declines in traditional Rust Belt manufacturers than many of its neighbors. The explanation appears to be certain factors in the labor market. First, much of the heavy manufacturing, such as industrial machinery and steel, requires highly skilled labor, and firms are often willing to locate where hard-to-train skills already exist. Second, Indiana's labor force is located primarily in medium-sized and smaller cities rather than in very large and expensive metropolises. This makes it possible for firms to offer somewhat lower wages for these skills than would normally be paid. Firms often see in Indiana a chance to obtain higher than average skills at lower than average wages.

Indiana is home to the international headquarters and research facilities of pharmaceutical company Eli Lilly in Indianapolis, the state's largest corporation, as well as the world headquarters of Mead Johnson Nutritionals in Evansville. Overall, Indiana ranks fifth among all U.S. states in total sales and shipments of pharmaceutical products and second highest in the number of biopharmaceutical-related jobs.

Indiana is located within the U.S. Corn Belt and Grain Belt. The state has a feedlot-style system raising corn to fatten hogs and cattle. Along with corn, soybeans are also a major cash crop. Its

proximity to large urban centers, such as Indianapolis and Chicago, assure that dairying, egg production, and specialty horticulture occur. Other crops include melons, tomatoes, grapes, mint, popping corn, and tobacco in the southern counties. Most of the original land was not prairie and had to be cleared of deciduous trees. Many parcels of woodland remain and support a furniture-making sector in the southern portion of the state.

Indiana's economy is considered to be one of the most business-friendly in the U.S. This is due in part to its conservative business climate, low business taxes, relatively low union membership, and labor laws.

East Central Indiana

The Region consists of 9 contiguous counties in East Central Indiana, located between Indianapolis and Fort Wayne. The East Central Indiana region has a land area of 1,356 square miles and a population density of 161.5 people per square mile. With the exception of the cities of Muncie and Marion, the area is primarily rural with numerous small towns and communities. The land of East Central Indiana is primarily low, gently rolling hills and shallow valleys connected by flat plains and separated by meandering rivers.



East Central Indiana by the Numbers

- Population Total: 446,773
- Total Housing Units: 210,508
- K-12 Education Enrollment: 76,122
- Median Household Income: \$37,405
- Total Resident Labor Force: 227,951
- Unemployment Rate: 11.1%
- Cost of Living Index: 92.1%

East Central Indiana counties participating in the Energize-ECI regional center will include: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, and Rush. Each offers its own distinctive blend of resources, opportunities, and traditional core values based on hard work and the spirit of innovation.



East Central Indiana Transportation

- 75% of the U.S. and Canadian populations can be reached within a one-day truck drive from East Central Indiana.
- Delaware County has a major airport.
- Interstates 69, 70, and 74 go through East Central Indiana.
- Rail service runs throughout the region.
- Indiana has three state-of-the-art international water ports—each a Foreign Trade Zone.

Targeted Employment Areas within the Geographical Area of the Regional Center (TEAs)

Blackford County

Largest city – Hartford City – 6,302 population

Rural Area – Entire County is a Rural Area, thus the entire county qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant.

High Unemployment Areas – Blackford has some qualifying High Unemployment Areas, which redundantly qualify as TEAs.

Delaware County

Largest city – Muncie (an MSA) – 64,975 population

Delaware County is in the Muncie Metropolitan Statistical Area, thus to qualify as a TEA the specific geographical area in which the EB-5 enterprise is located is required to be designated by the State of Indiana as a High Unemployment Area in order to meet the investment threshold of \$500,000 per EB-5 applicant.

Rural Areas – None because the entire county is within an MSA.

High Unemployment Areas – There are several existing High Unemployment Areas in Delaware County (Census Tract areas with an unemployment rate of 14.6% or greater – 150% the U.S. unemployment rate). EB-5 Visa Applicants in these High Unemployment Areas qualify for a \$500,000 investment. Documentation is attached to demonstrate specialized geographic, political or Census Tract areas to be designated as TEAs in Muncie and Delaware County.

Census Tracts in Delaware Co. with Unemployment Rates of 14.6%+

Census Tract #2.00	18.3% Unemployment Rate
Census Tract #3.00	18.8% Unemployment Rate
Census Tract #4.00	22.5% Unemployment Rate
Census Tract #6.00	20.3% Unemployment Rate
Census Tract #9.02	16.9% Unemployment Rate
Census Tract #12.00	16.7% Unemployment Rate
Census Tract #17.00	23.1% Unemployment Rate
Census Tract #26.02	15.0% Unemployment Rate

Fayette County

Largest city – Connersville – 13,931 population

Rural Area – Entire County is a Rural Area, thus the entire county qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant.

High Unemployment Areas – Fayette has some qualifying High Unemployment Areas, which redundantly qualify as TEAs.

Grant County

Largest city – Marion – 30,212 population

Rural Areas – Grant County, excluding the City of Marion, is a Rural Area and accordingly qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant. The City of Marion has a population over 20,000 and for that reason cannot qualify as a Rural Area, only the county area outside the City of Marion city limits qualifies as a Rural Area.

High Unemployment Areas – There are several existing High Unemployment Areas in Grant County, including the City of Marion (Census Tract areas with an unemployment rate of 14.6% or greater – 150% the U.S. unemployment rate). Enterprises situated in these High Unemployment Areas meet the \$500,000 investment threshold per EB-5 applicant. Documentation is attached to demonstrate specialized geographic, political or Census Tract areas to be designated as TEAs in the City of Marion.

Census Tracts in City of Marion with Unemployment Rates of 14.6%+

Census Tract #2.00	21.3% Unemployment Rate
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Census Tract #7.00	15.4% Unemployment Rate
Census Tract #104	14.7% Unemployment Rate
Census Tract #105	14.8% Unemployment Rate

Henry County

Largest city – New Castle – 19,229 population

Rural Area – Entire County is a Rural Area, thus the entire county qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant.

High Unemployment Areas – Henry County has some qualifying High Unemployment Areas, which redundantly qualify as TEAs.

Jay County

Largest city – Portland – 6,158 population

Rural Area – Entire County is a Rural Area, thus the entire county qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant.

High Unemployment Areas – County has some qualifying High Unemployment Areas, which redundantly qualify as TEAs.

Madison County

Largest city – Anderson – 57,975 population

Madison County is in the Muncie Metropolitan Statistical Area, thus to qualify as a TEA the specific geographical area in which the EB-5 enterprise is located is required to be designated by the State of Indiana as a High Unemployment Area in order to meet the investment threshold of \$500,000 per EB-5 applicant.

Rural Areas – None because the entire county is within an MSA.

High Unemployment Areas – There are several existing High Unemployment Areas in Madison County (Census Tract areas with an unemployment rate of 14.6% or greater – 150% the U.S. unemployment rate). EB-5 Visa Applicants in these High Unemployment Areas qualify for a \$500,000 investment. Documentation is attached to demonstrate specialized geographic, political or Census Tract areas to be designated as TEAs in Madison County.

Census Tracts in Madison Co. with Unemployment Rates of 14.6%+

Census Tract #3.00	14.7% Unemployment Rate
Census Tract #4.00	16.6% Unemployment Rate
Census Tract #5.00	22.9% Unemployment Rate
Census Tract #8.00	21.8% Unemployment Rate
Census Tract #10	14.7% Unemployment Rate
Census Tract #102	23.8% Unemployment Rate

Randolph County

Largest city – Winchester – 4,601 population

Rural Area – Entire County is a Rural Area, thus the entire county qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant.

High Unemployment Areas – Randolph County has some qualifying High Unemployment Areas, which redundantly qualify as TEAs.

Rush County

Largest city – Rushville – 6,068 population

Rural Area – Entire County is a Rural Area, thus the entire county qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant.

High Unemployment Areas – Rush County has some qualifying High Unemployment Areas, which redundantly qualify as TEAs.

SEAFOOD CULTIVATION INDUSTRY IN GENERAL

The United States currently imports the vast majority of its seafood from abroad. That supply is expensive, as well as difficult to acquire reliably and with proper safety and freshness. Further, the worldwide fish supply is being outpaced by demand, and is in further danger of falling behind due to overfishing and environmental damage.

- Food fish is the second largest imported natural resource in the United States balance of trade behind only petroleum.
- A host of factors has contributed to the rapid depletion of the world's fish population, leading to soaring demand for high-quality fish. These severe shortages are caused by:
 1. Increased per-capita fish consumption;
 2. Overfishing;
 3. Improved fish-catching techniques;
 4. Destruction of the ocean floor, reefs, and sea beds by commercial drag-lines;
 5. Pollution of the world's oceans, lakes, and rivers; and
 6. Unusual weather patterns such as flooding, drought, storms, and temperature extremes.

The U.S. seafood-cultivation industry is in serious need of revitalization and modernization. The United States imports more than 80% of its fish from abroad. Due the lack of government oversight, much of that fish is of questionable origin, pedigree, and quality. World conditions have continued to worsen and, due to the attendant drop-off in natural fish populations, many fishing fleets and fishing villages have suffered to the point of extinction. Alternative sources must be found for the lost production of those fishing fleets and fishing villages.

According to the Food and Agriculture Organization (United Nations 1998/2008), the world's oceans are more than 80% "fished out." Fishing fleets are getting better at their trade. With the new sonar and radar technologies and using massive bottom drag lines, they can literally pinpoint schools of fish, lay their nets or drag the ocean floor, and harvest the crop with frightening efficiency. Despite numerous treaties and protective covenants, the fishing fleets continue to "overfish" with no regard for diminishing fish supplies. To make matters worse, the world's oceans are becoming increasingly polluted each year. In addition to being contaminated with petroleum derivatives, waste materials and man-made pollutants, the world's oceans face added stress due to global warming and its disruption of the eco-system.

According to an article published in the *Washington Post* on November 2, 2006, an international group of ecologists and economists warned that the world will run out of seafood by 2048 if steep declines in marine species continue at current rates. The *Washington Post* story points out that the possible collapse of commercial fisheries could have a serious negative effect on the global economy, with more than 200 million people depending directly or indirectly on fishing for their main source of income. Worldwide, more than one billion people eat seafood as their main source of animal protein.

As the recent oil spill in the Gulf of Mexico demonstrates, the degradation of the world's oceans and fish supplies is not expected to end anytime soon. To the contrary, millions of people are starving in famine-stricken countries. The spread of disease and the discovery of new viral plagues are growing at frightening speed. In fact, epidemiologists at the United States Center for Disease Control state that, in no other period in recent history, has mankind faced such a multitude of crises in such a compressed period of time.

Based upon information, surveys, and studies conducted in recent years, world agencies, led by the United Nations, are predicting a 60 billion-pound shortfall of edible food fish by 2012, and an accelerated collapse of the world supply. Already, supply from traditional channels has become inconsistent and pricey. World leaders understand that, in the near future, the "currencies" of the world economy will be commodity-based and heavily biased towards "clean air," "clean water," and "edible food." According to Peter F. Drucker, renowned business professor and The Father of Modern Management, "Aquaculture will be the growth industry of the next 30 years."¹

Market Definition and Size

Market research from numerous sources suggests that the market for fish, including farmed fish, currently exceeds \$125 billion per year and will grow to more than \$200 billion by 2025. We expect the industrial-scale market niche in which we compete to grow faster than any other sector in the next two decades. The major forces affecting this change will be:

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Business Need

- Presently in the United States, more than 80% of the fish consumed is imported. These imports comprise the second largest component of the United States trade deficit, second only to petroleum. Similar numbers can be reported in European Union countries. For example, Germany imports approximately 70% of its fish. The cost of fish is spiraling upwards as demand grows amongst Germans, who appear to be abandoning their love of red meat. Recent reports indicate that Germany's beef consumption has dropped by 80%. Germany is typical of the European continent, where personal fish consumption has risen significantly.
- Aquaculture, the breeding and cultivation of fish in controlled or semi-controlled environments, has been around for many years. The majority of "fish farming," as it is commonly called, is performed underground in lakes, canals, dug-out pits and within netted pens

¹ *New York Times*, 11/14/99, Money and Business Section.

near the ocean coast. However, reliance on the natural environment is becoming increasingly difficult as it grows more “hostile” with each passing year. The recent BP oil spill in the Gulf of Mexico is a prime example. Like the rest of the planet, the aquifers—the ground below lakes and streams—are not immune to pollution. Already, the seepage from chemical and industrial plants, factories, landfills, hazardous waste, and underground nuclear testing has penetrated many underground streams and has been polluting lakes and rivers. Mutation of certain species is common. Whole species are dying out. Other factors such as loss of fish to predation (often in excess of 40%), hostile weather cycles, acid rain, and depletion of symbiotic plant life make old-style fish farming (“below the ground” applications) highly impractical, unreliable, and unprofitable.

- Wholesale fish prices have risen steadily in the Premium fish category. Over the past three years, the average annual increase has exceeded 15%. For example, the average wholesale price for Chilean Sea Bass, a Premium fish rapidly declining in population due to overfishing, has jumped to more than \$18 per pound of filet in markets throughout the Northeastern United States.
- Due to their long, unpredictable production cycles, the old methods of fish farming are becoming financially impractical, outmoded, or impossible to maintain. A better and more efficient way to raise food fish is rapidly becoming a high priority. With the demand for fish expected to continue rising and the supply dwindling further every day, the Company believes it is equipped to capitalize upon this significant market demand by industrializing fish cultivation through its cutting-edge technology.

Consumer Market

As consumer demand for fish has risen steadily, the Fisheries Statistics division of NOAA’s National Marine Fisheries Service (NMFS) shows a decline in the amount of fish caught in the wild (see Figure 5). This alarming trend has accelerated rapidly since 2003 when wild catch stood at 90.2 million metric tons. Despite increased fish farming, the fast decline of wild catch has caused the grand total to drop from 132.5 million metric tons in 2003 to an alarming record low of slightly below 116 million metric tons in 2007.

YEAR	WORLD AQUACULTURE			WORLD WILD CATCH			GRAND
	INLAND	MARINE	TOTAL	INLAND	MARINE	TOTAL	TOTAL
	metric tons			metric tons			
1994	11754914	9086965	20841879	6725803	85358136	92083939	112925818
1995	13532692	10852294	24384986	7274106	85105326	92379432	116764418
1996	15310649	11283892	26594541	7432933	86409453	93842386	120436927
1997	16987691	11621165	29546953	7547602	86702760	94250362	123797315
1998	17931512	12559262	30490774	8033216	79566249	87599465	118090239
1999	19466962	13914030	33380992	8502285	85226853	93729138	127110130
2000	20424648	15056579	35481227	8734660	86740752	95475412	130956639
2001	21633793	16186297	37820090	8723992	84083189	92807181	130627271
2002	22961662	17027548	39989210	8727721	84275980	93003701	132992911
2003	24240750	18063391	42304141	8941754	81277912	90219666	133523807

Figure 5: NOAA study of worldwide aquaculture and wild catch tonnage.

Consumer market information came from many sources. The field offices of NOAA's National Marine Fisheries Service (NMFS), with the generous cooperation of the coastal states, collected and compiled data on U.S. commercial fish landings, imports and processed fishery products. U.S. fish consumption trends also support the rising demand for quality fish products (see Figure 6). World consumption rose as well during this same period.

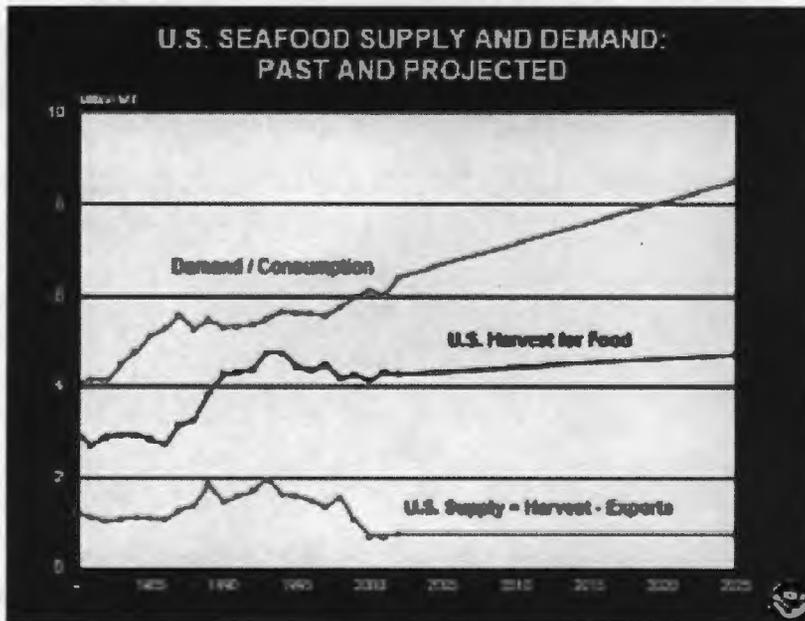


Figure 6: U.S. seafood supply and demand: past and projected.

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According to the World Seafood Report,

published by H. M. Johnson & Associates, this wholesale market for environmentally pure, certified organic food fish is nearly untapped and exceeds \$16 billion in the United States, and is expected to grow at a rate in excess of 5% in 2010 and for the foreseeable future. According to the same report, fish prices in 2006 rose 4.7% (as measured by the CPI) versus a 1% increase for meat and a 2% decline for chicken.

Industry Structure

- The seafood industry has always worn the label of “Hunter-Gatherer” due to the uncertainty of the supply chain. Erratic availability has plagued the marketplace and has caused prices to rise and fall accordingly. Due to the seasonality of fish breeding, a “feast or famine” mind-set has been commonplace as prices for desirable species spiked to extremes. Suppliers such as fishing fleets, privateers, and villages have been forced to extinction during extended periods of low supply. Only those with sufficient capitalization have been capable of weathering the hard times.
- Faced with the increased difficulty of finding robust harvests, the remaining fleets employ advanced fish-finding technologies to locate ocean fish and harvest them with little regard for conservation or the treaties that have been put in place to protect endangered species. In many coastal and semi-shallow ocean areas, the fishermen scour the ocean’s floor with long draglines. These weighted nets destroy the reefs and ocean floor as they harvest every creature in their path regardless of edibility. City-sized sectors of reef bed, measured in the thousands of acres, are left barren and useless each year with little hope of recovery.
- The aquaculture sector of the marketplace consists of a fragmented collection of mostly low-tech old-style farming operations. The vast majority of these consist of smaller “mom and pop” operators farming their lakes, ponds or nearby streams. Some operators use large nets which act as ocean pens. There they grow fish in close quarters. Often these small operators are inexperienced, thinly capitalized, and unprepared to overcome production irregularities. As a result, the majority of these firms go in and out of business with great frequency. The greatest causes of failure fall into the following categories:
 1. Seasonal gluts of supply as the same species come to market during the same time of year. This causes prices to tumble and profits to shrink;
 2. Poor cultivation practices, which kill many of the farmed fish due to disease, cramped quarters, insufficient food supplies, and predation;
 3. Competition from other species, which occurs when predators enter the outdoor farm environment;
 4. Adverse weather conditions;
 5. Pollution and infestation;
 6. Lack of business experience; and
 7. Poor planning.

The more modern aquaculture companies employ numerous methods of cultivation. The most common methods are:

1. Outdoor tanks, which eliminate the elements of underground pollution;

2. Filtration and recirculation, which can reduce exposure to pollution and impurities in the water;
3. Netting to protect against predation from above; and
4. Indoor facilities to keep the elements at bay.

While most of these adjustments do help the farmer to improve his chances for success, lack of integration and insufficient scale to attain the important economies still doom most of these firms to slow growth, no growth or eventual failure.

Still fewer are the firms that operate large-scale cultivation programs. Most of these:

1. Specialize in one or two species;
2. Work outdoors or in the oceans;
3. Lack growth capital;
4. Have limited scientific knowledge;
5. Still must contend with seasonal factors; and
6. Can cause more harm than good by destroying the natural surroundings as concentrated effluent and new diseases enter the ecosystem.

Competitive Environment

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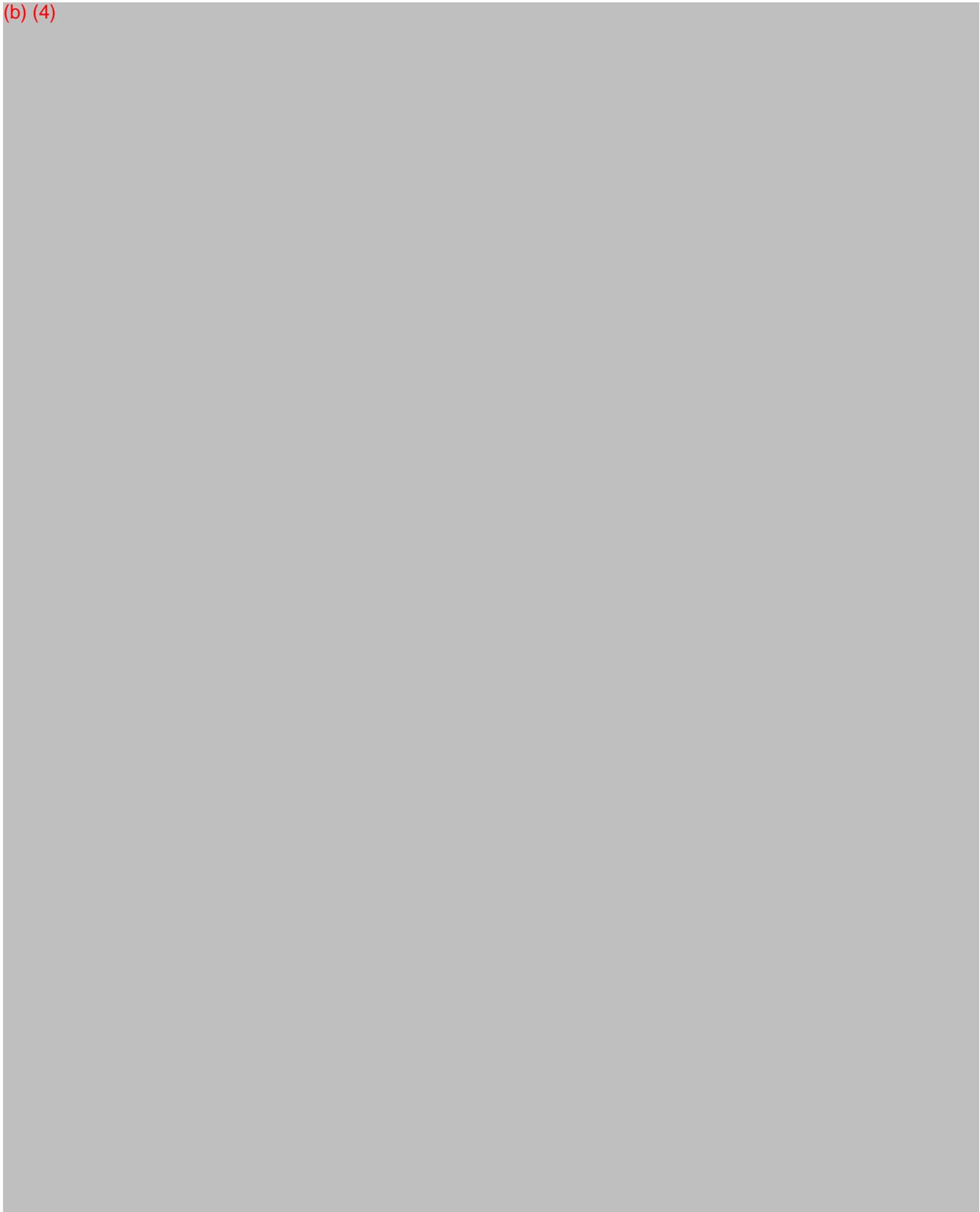


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ENVIROPURE FISH™ PROJECT

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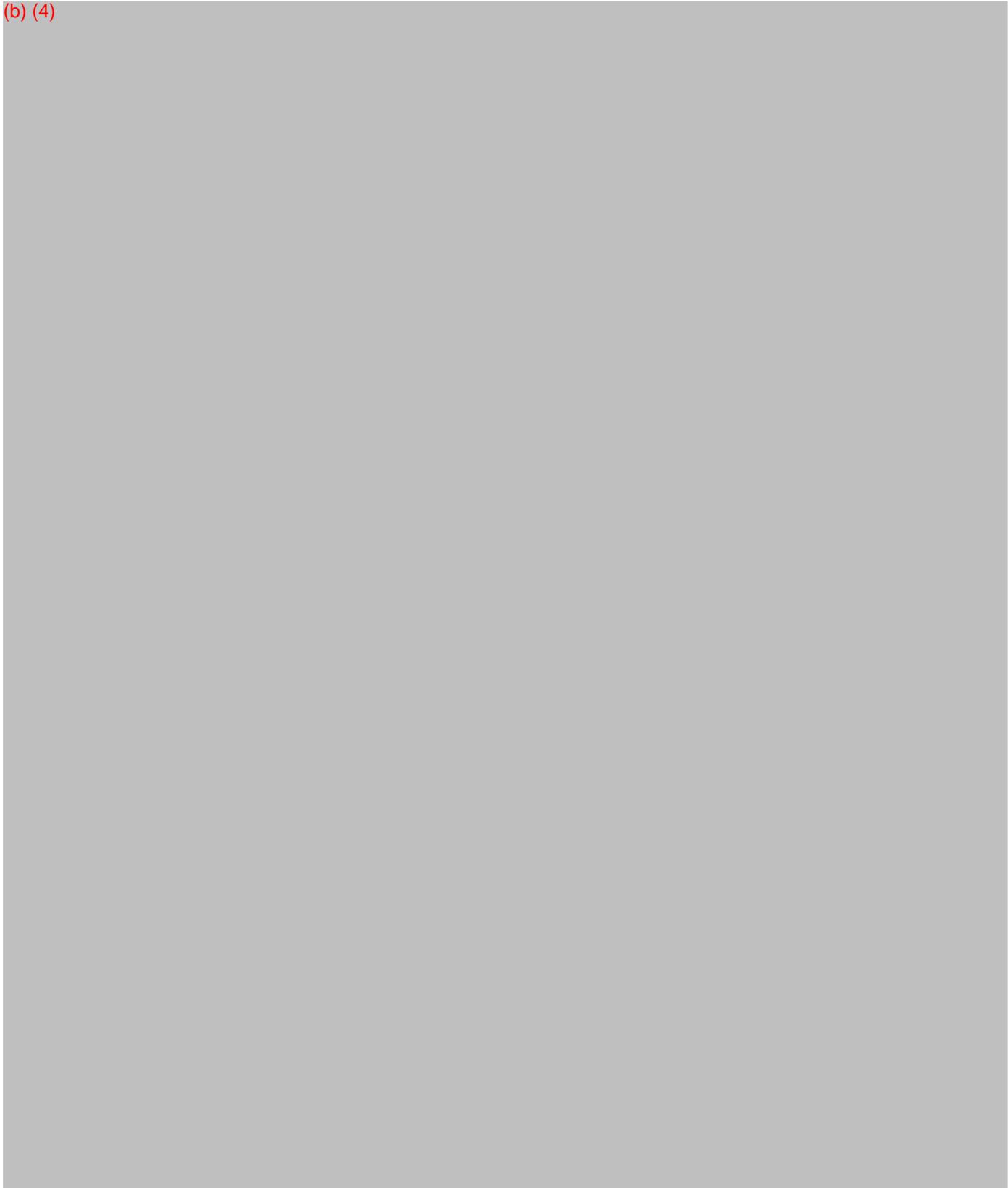
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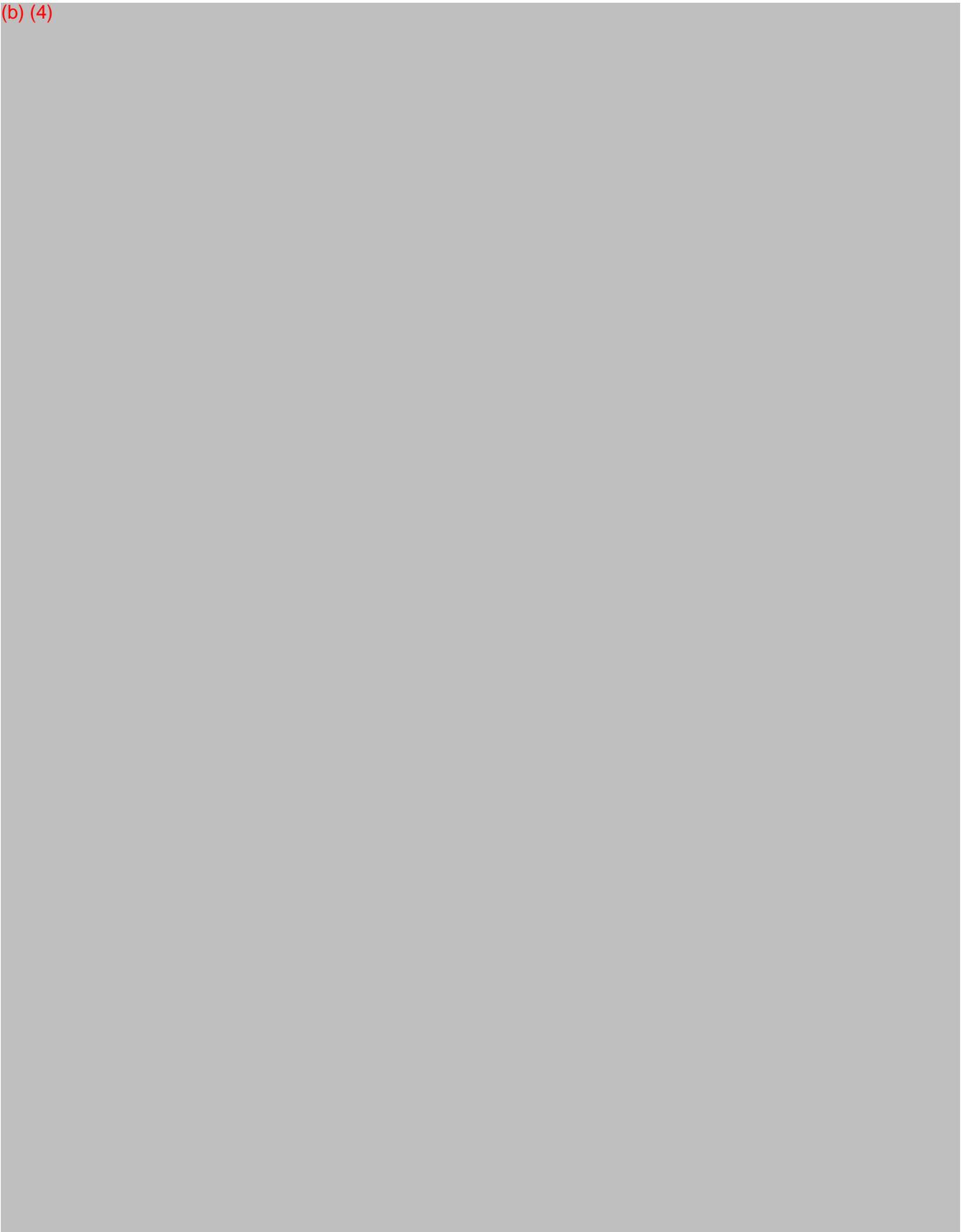
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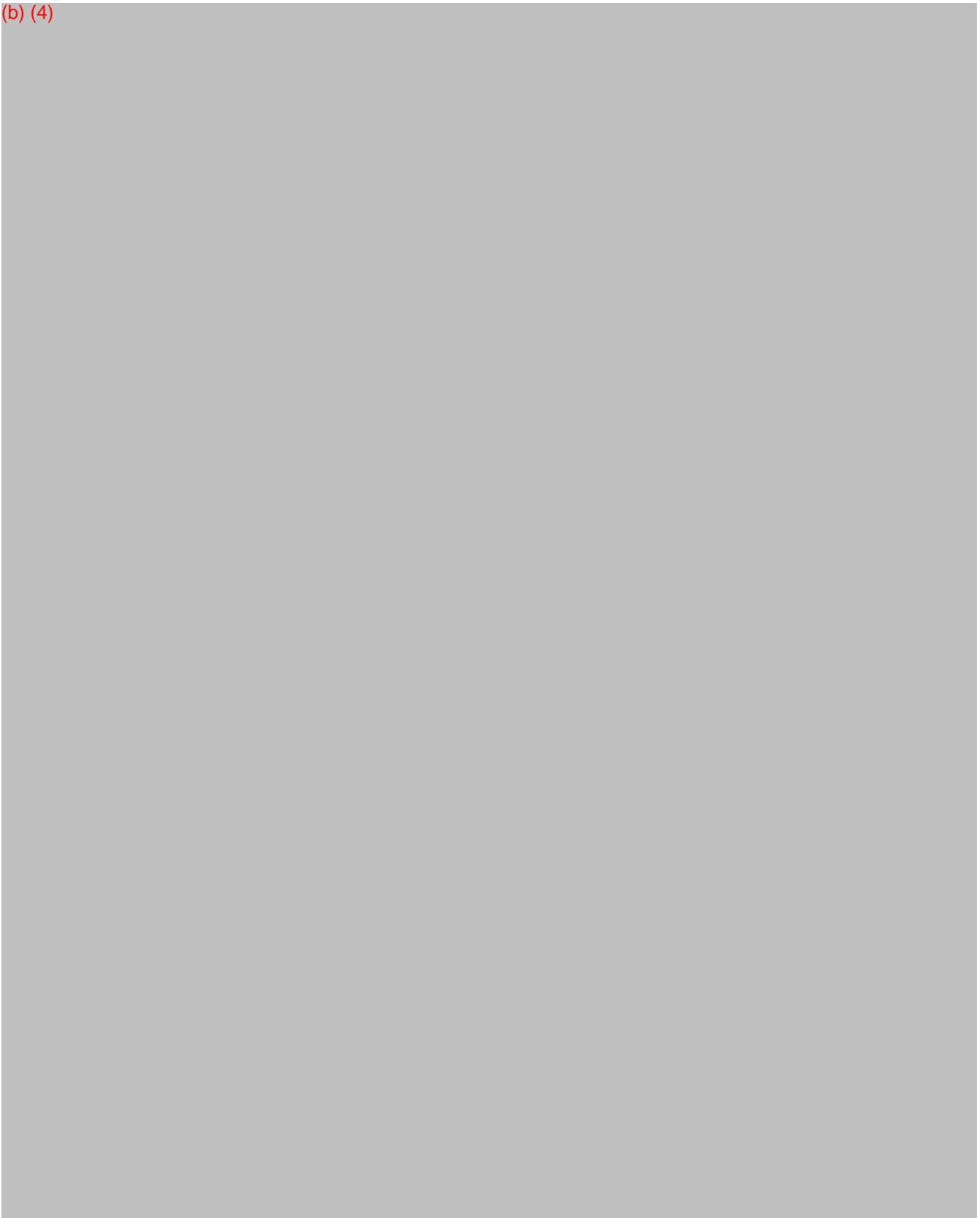
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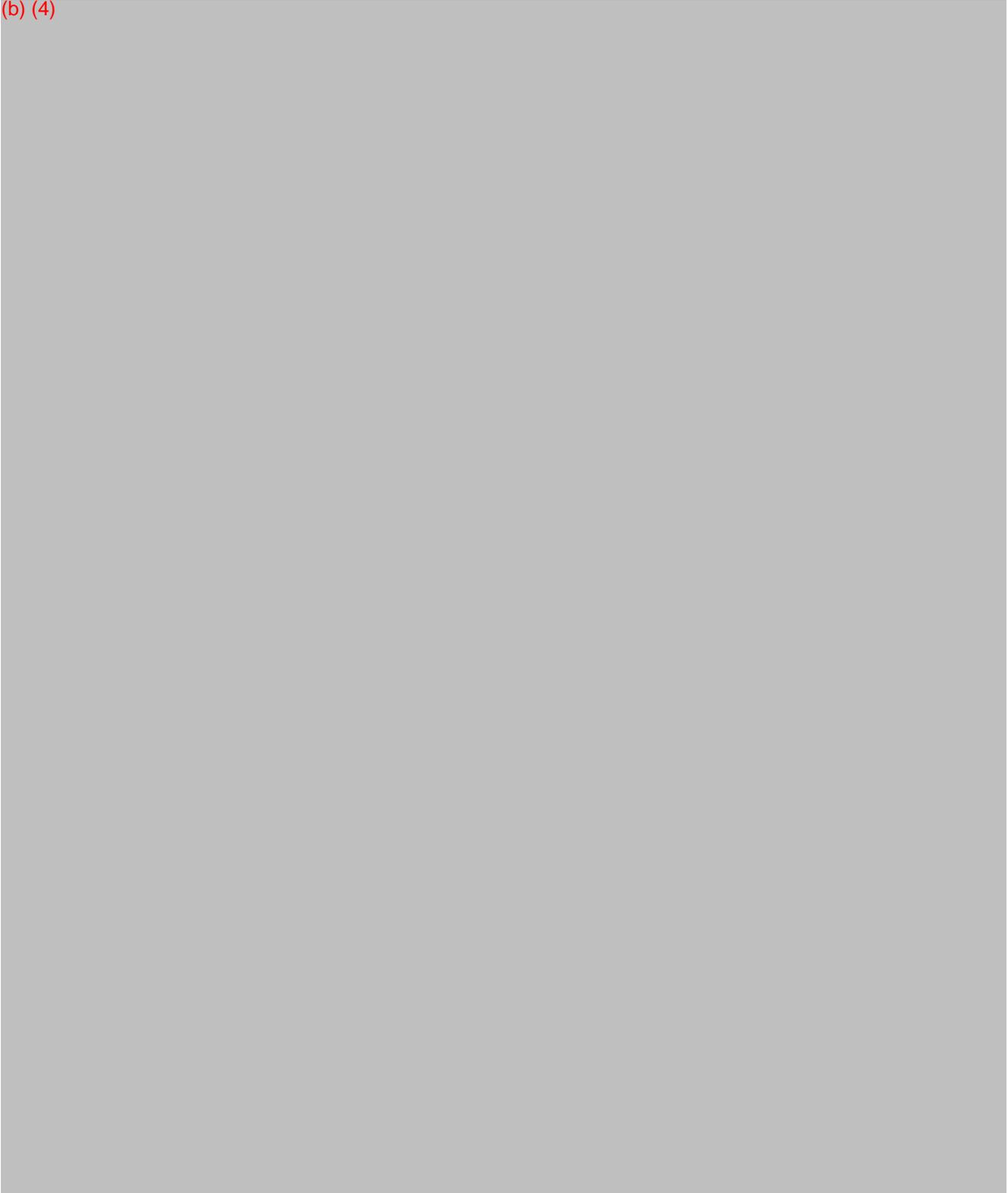


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Risk Factors

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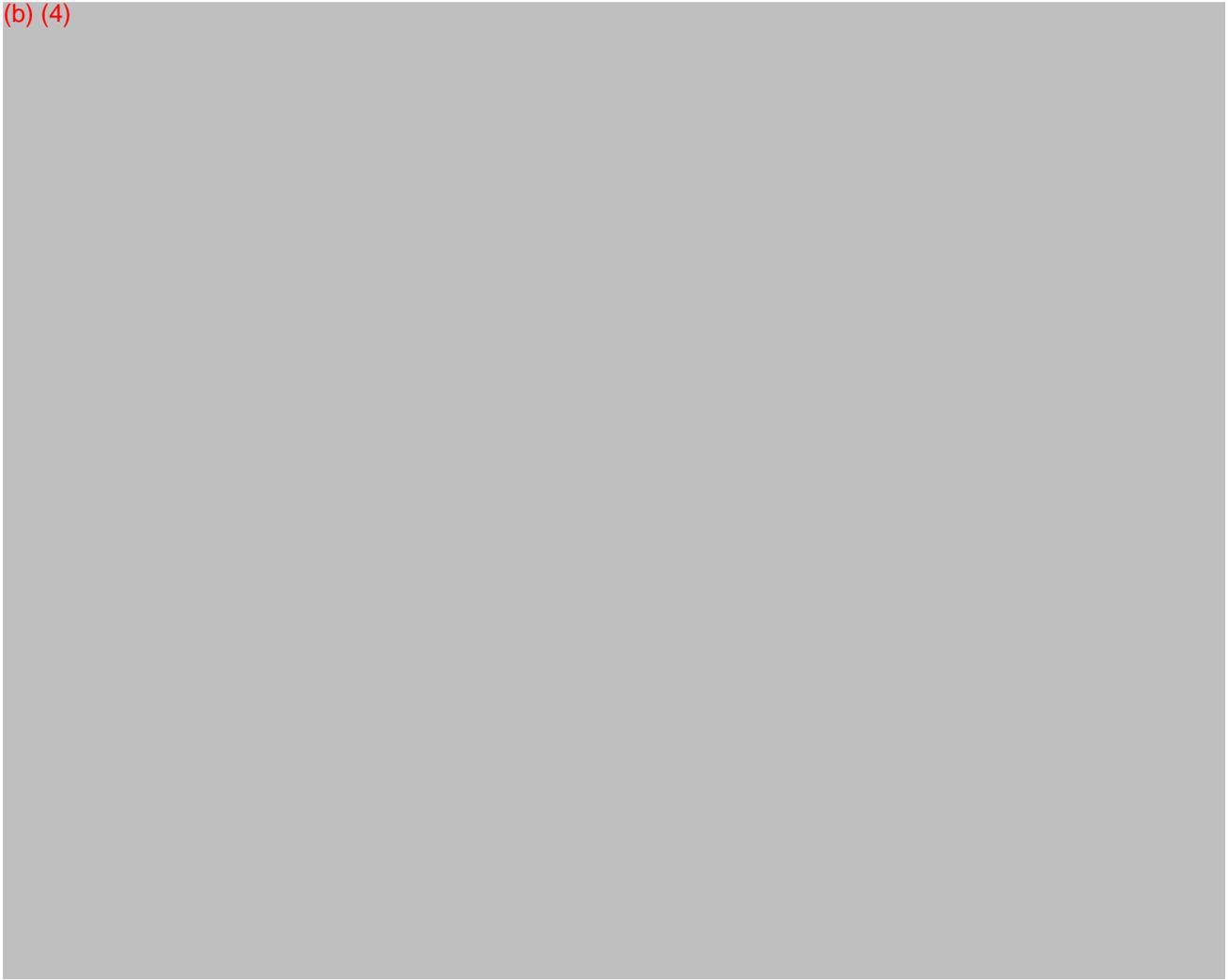


FINANCIAL

General

Due to its numerous business advantages, Management believes that: (i) the Enviropure Fish™ Project will be profitable; and (ii) each Limited Partner will achieve a reasonable return on its investment.

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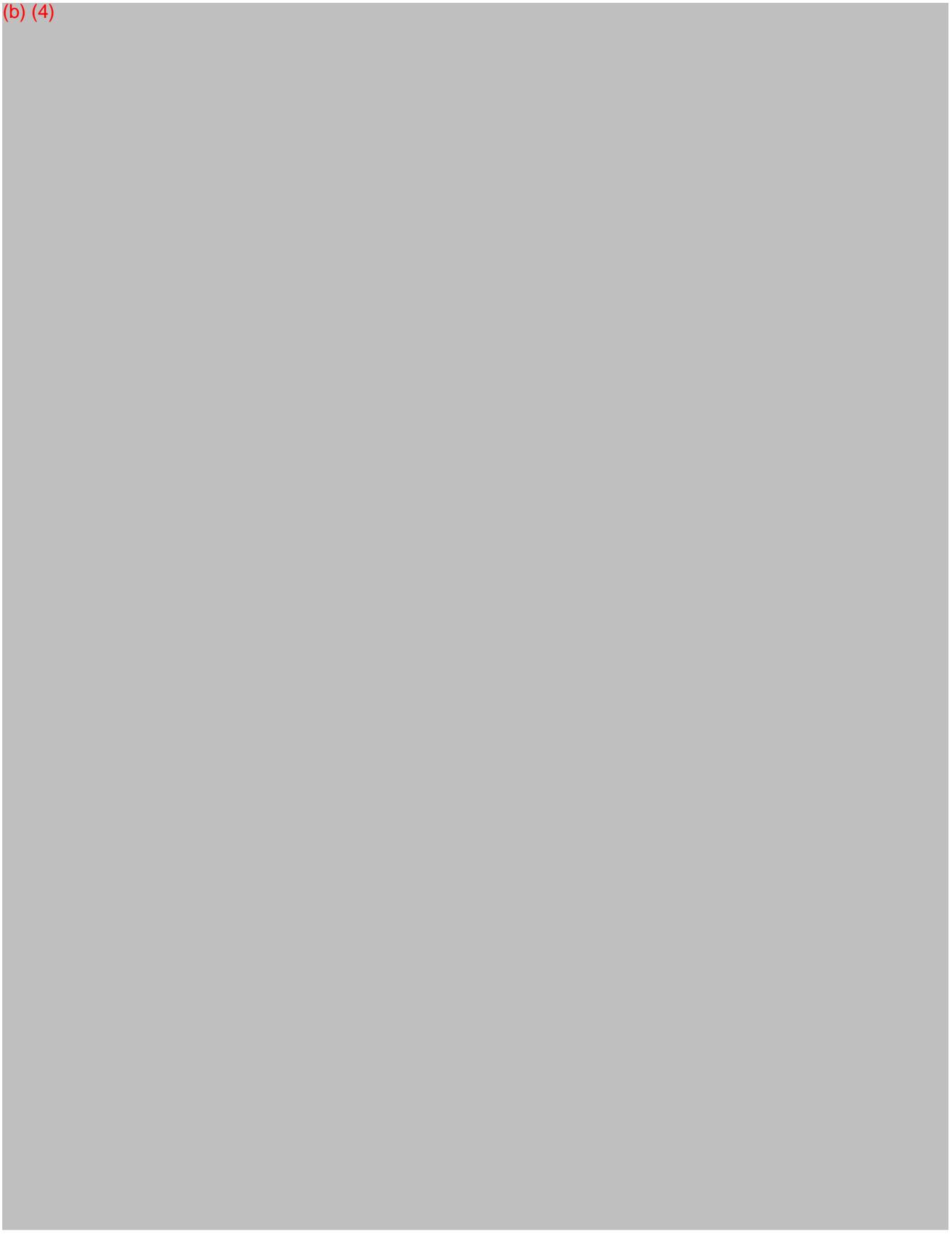
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MANAGEMENT

Energize-ECI EB-5 Visa Regional Center, LLC Management

E. Roy Budd – President

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ESCEI, LLC Management

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EMPLOYMENT AND STAFFING

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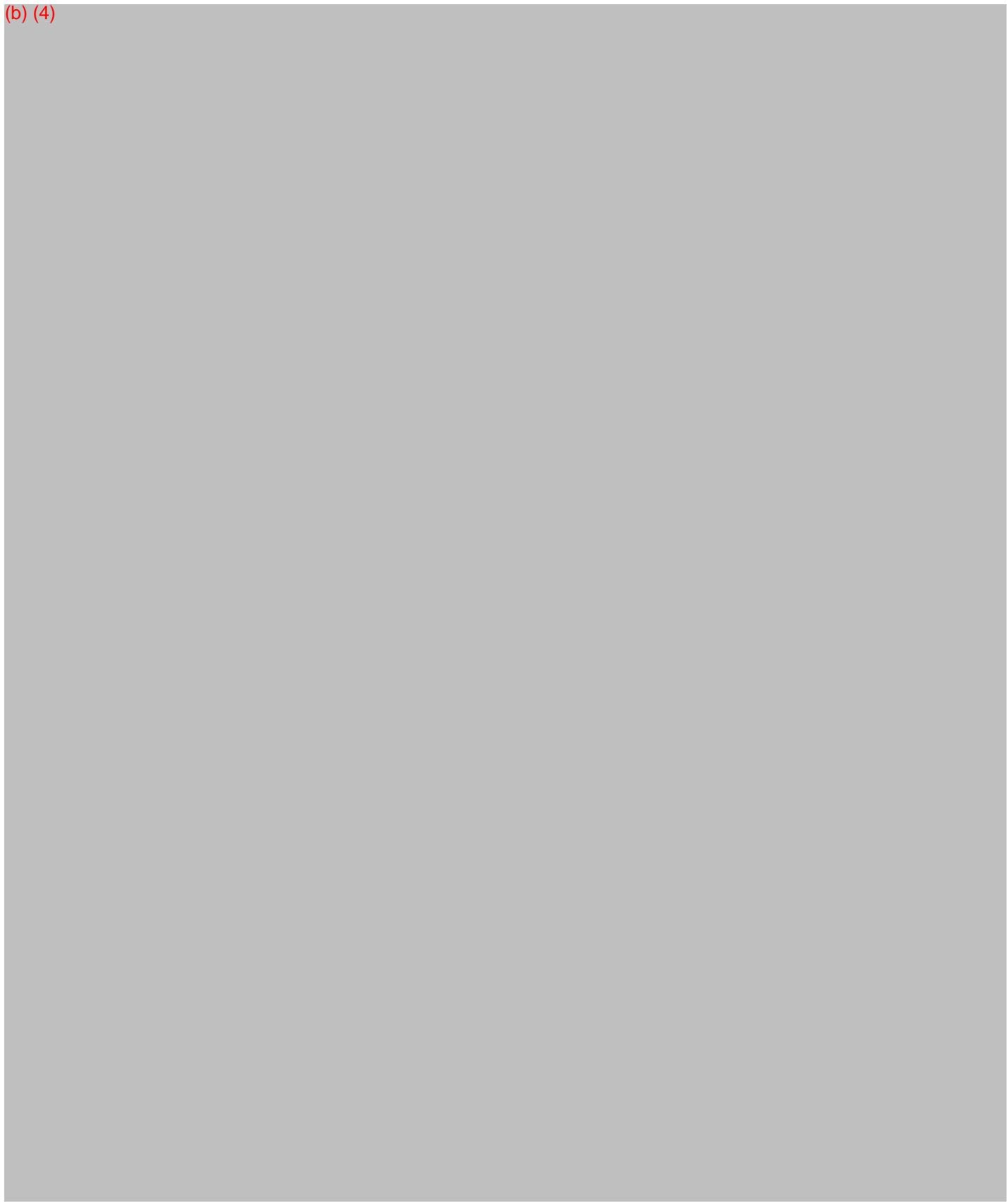
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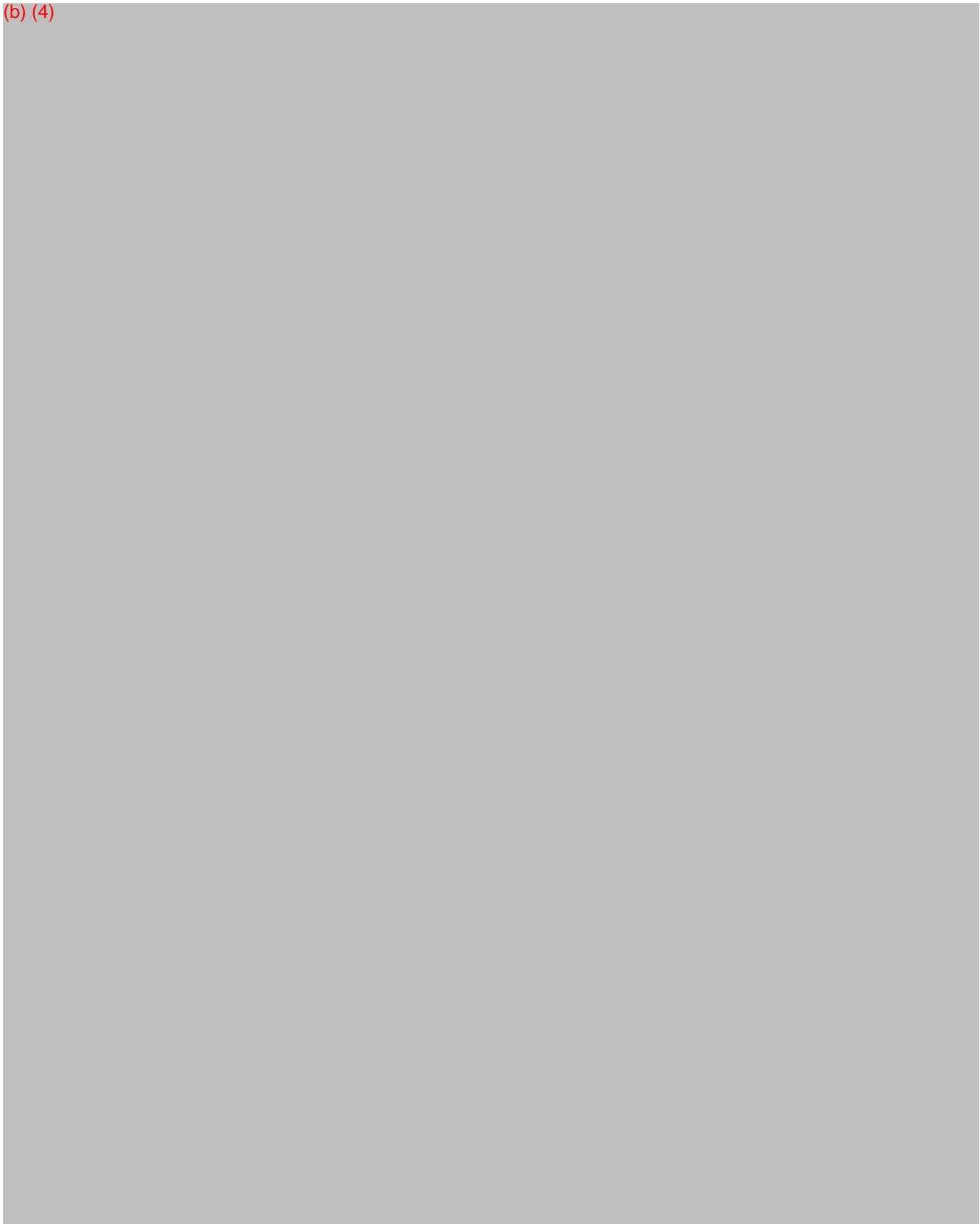
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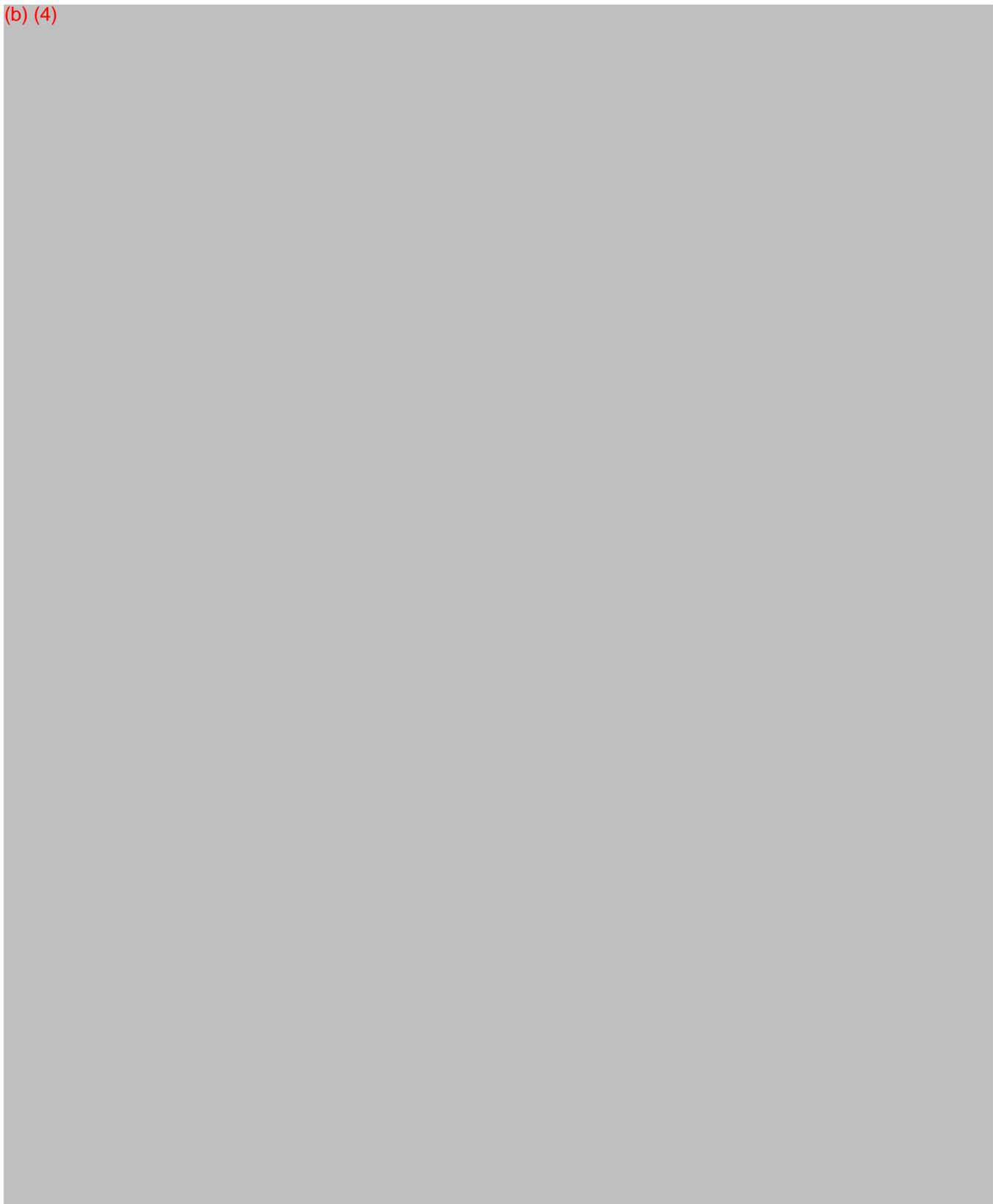
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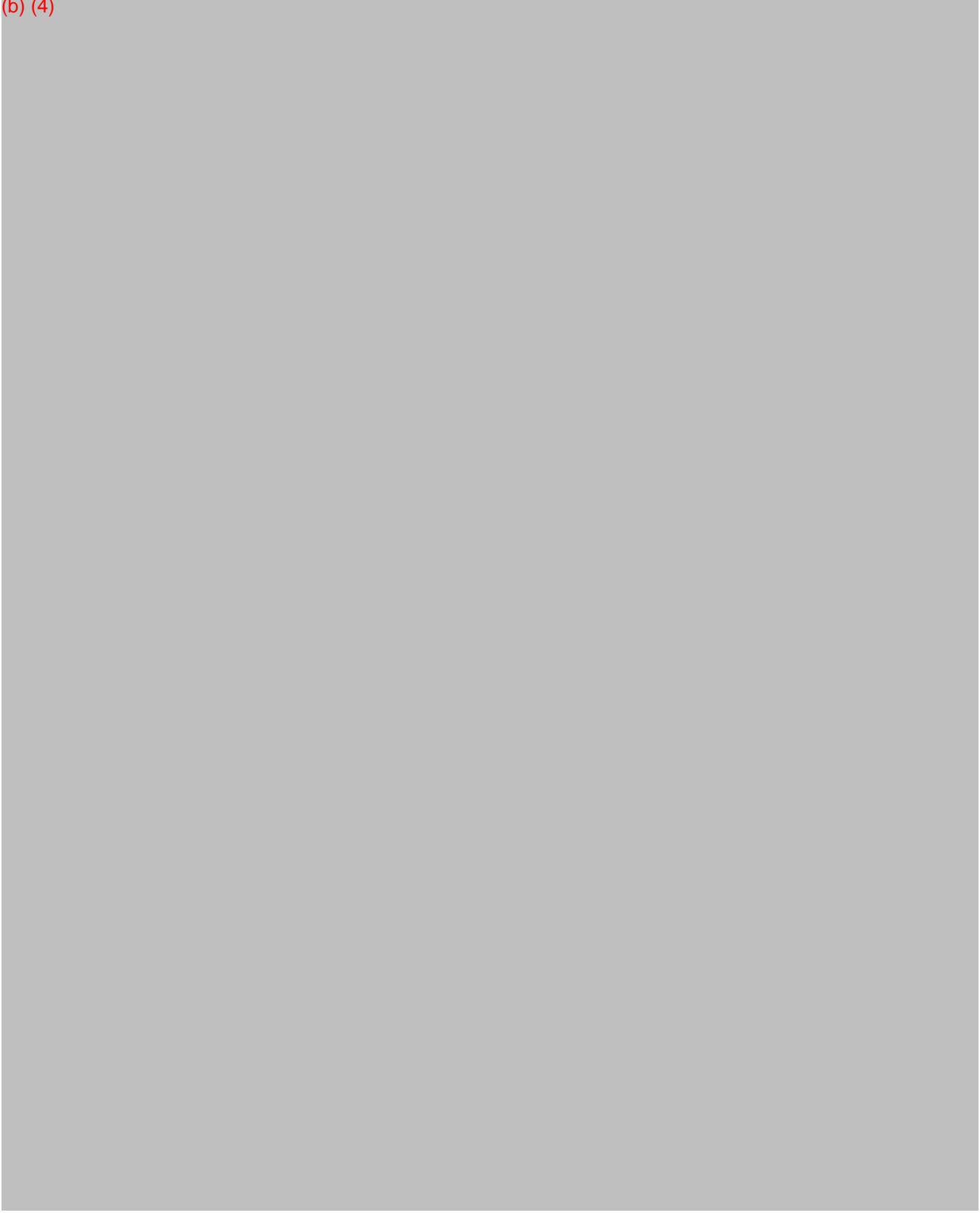
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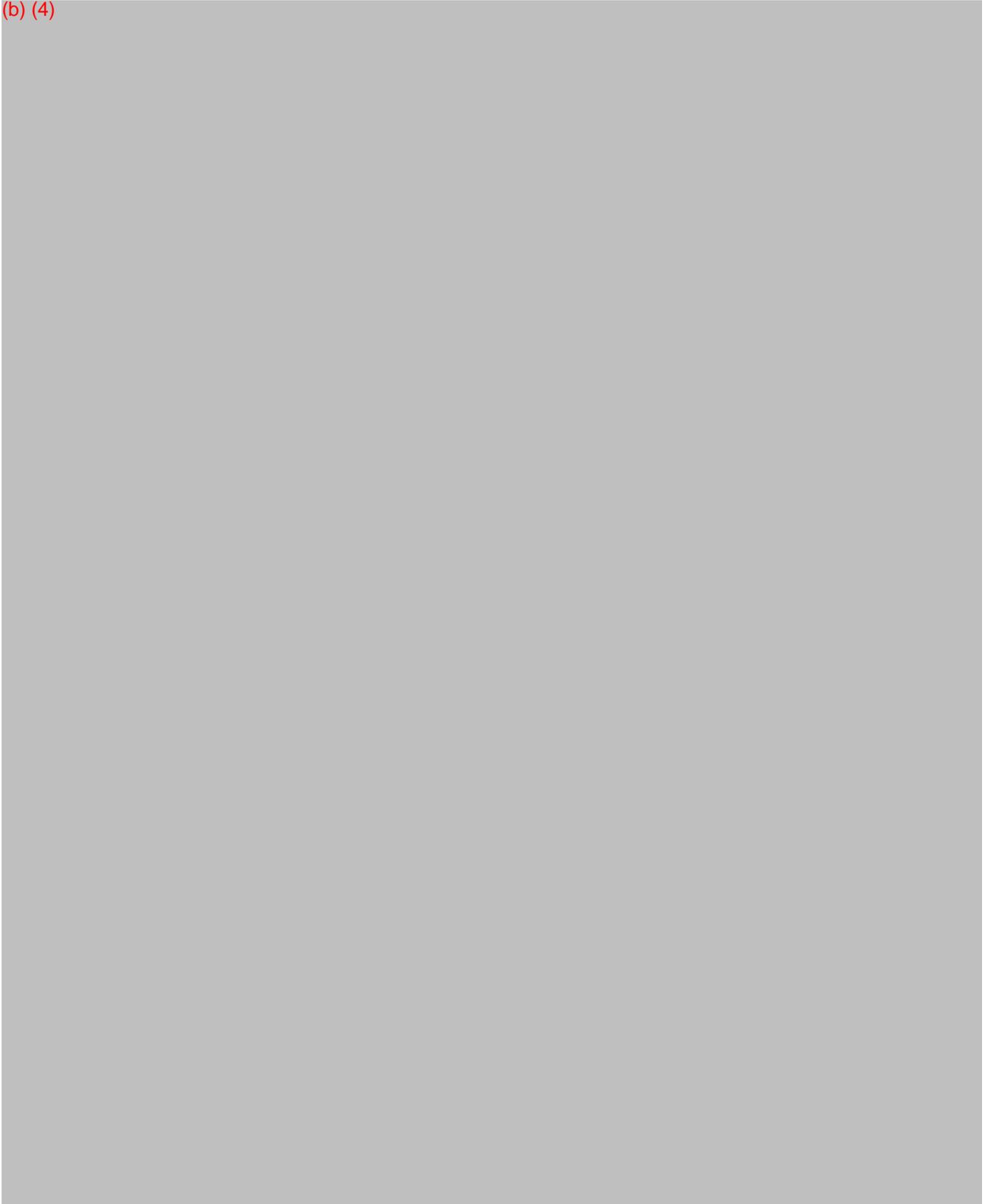
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Indiana Trucking, LLC

2010

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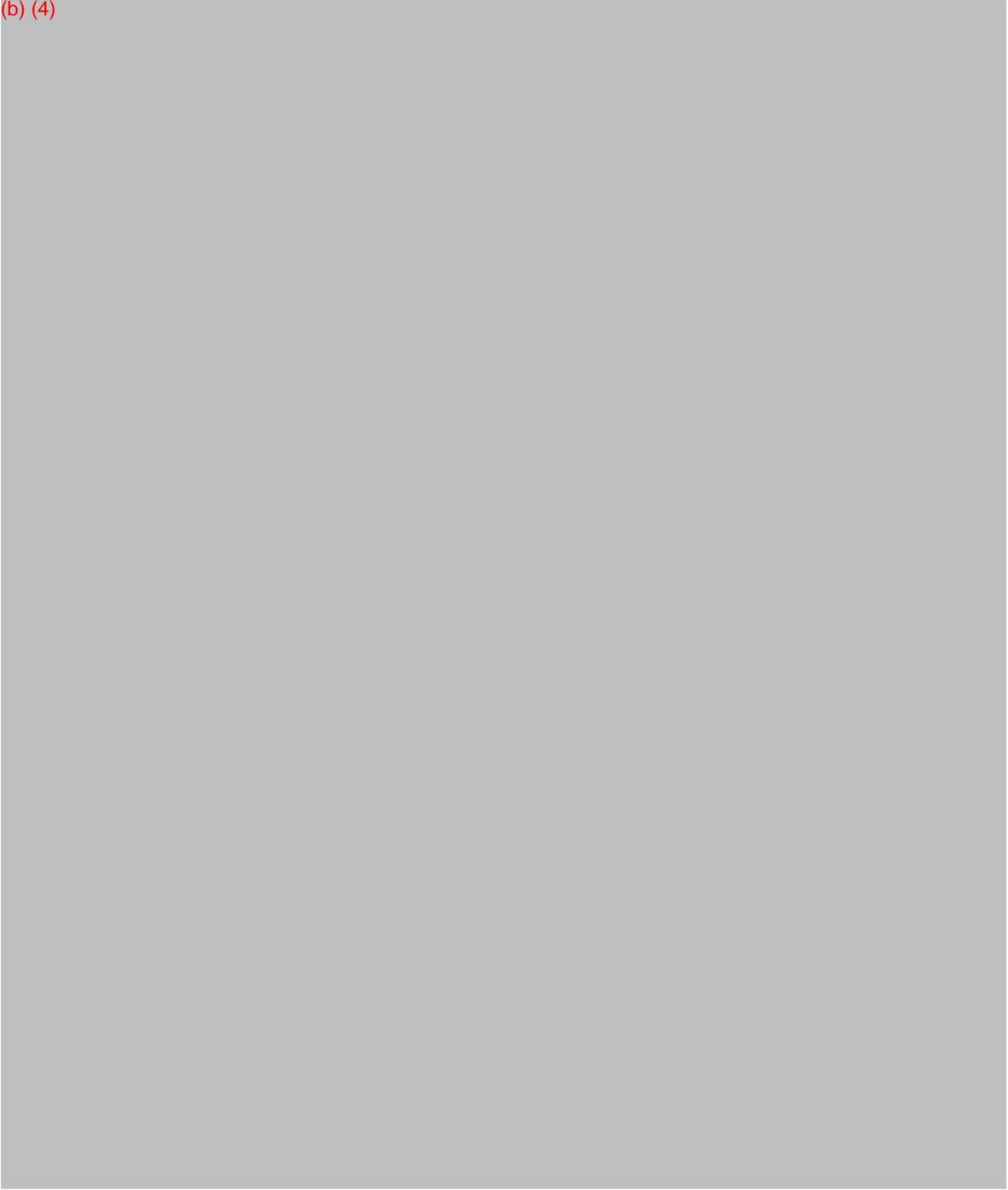
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1.0 PROJECT OVERVIEW

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1.3 PROJECT TIMELINE AND COSTS

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2.0 MARKET ANALYSIS

Grant County is located in the state of Indiana and the county seat is the city of Marion. The county encompasses a 415 square mile radius which is further divided among 13 townships. Major highways in the county are:

The city of Marion is the largest town within the county. It is the home of Indiana Wesleyan University, the largest evangelical Christian university in the Midwest and largest private university in Indiana.

There's a reason Indiana is called "the Crossroads of America" – the geographic and infrastructure advantages have made Indiana a global distribution hub, a vital link in the 21st century global supply chain.

75% of the U.S. & Canadian populations live within one day's truck drive of Indiana. The state ranks 1st in interstate highway access, 9th in rail miles, among the top ten in airborne cargo and 14th in maritime shipping. Logistics employment is 50% greater in Central Indiana than the national average, and employment in the sector is projected to grow 20% over the next five years.

2.1 DEMOGRAPHICS

The following charts describe the population changes and the income level within the county where the planned project is to be located.

Population over Time	Number	Rank in State	Percent of State	Indiana
Yesterday (2000)	73,403	20	1.2%	6,080,485
Today (2009)	68,796	23	1.1%	6,423,113
Tomorrow (2015 projection)	67,317	24	1.0%	6,581,875
Percent Change 2000 to Today	-6.3%	88		5.6%

Sources: U.S. Census Bureau; Indiana Business Research Center

Components of Population Change, 2008-2009	Number	Rank in State	Percent of State	Indiana
Net Domestic Migration	-175	61		-6,805
Net International Migration	19	42		9,194
Natural Increase (births minus deaths)	-3	84	-0.0%	32,591

Source: U.S. Census Bureau

Income and Poverty	Number	Rank in State	Percent of State	Indiana
Per Capita Personal Income (annual) in 2008	\$29,422	72	85.2%	34,543
Median Household Income in 2008	38,677	89	80.6%	\$48,010
Poverty Rate in 2008	17.8%	4	138.0%	12.9%
Poverty Rate among Children under 18	25.6%	4	143.0%	17.9%
Welfare (TANF) Monthly Average Families in 2009	318	20	0.9%	34,097
Food Stamp Recipients in 2009	9,961	15	1.4%	730,041

Free and Reduced Fee Lunch Recipients in 2009	5,465	18	1.3%	436,945
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Sources: U.S. Bureau of Economic Analysis; U.S. Census Bureau; Indiana Family Social Services Administration; Indiana Department of Education

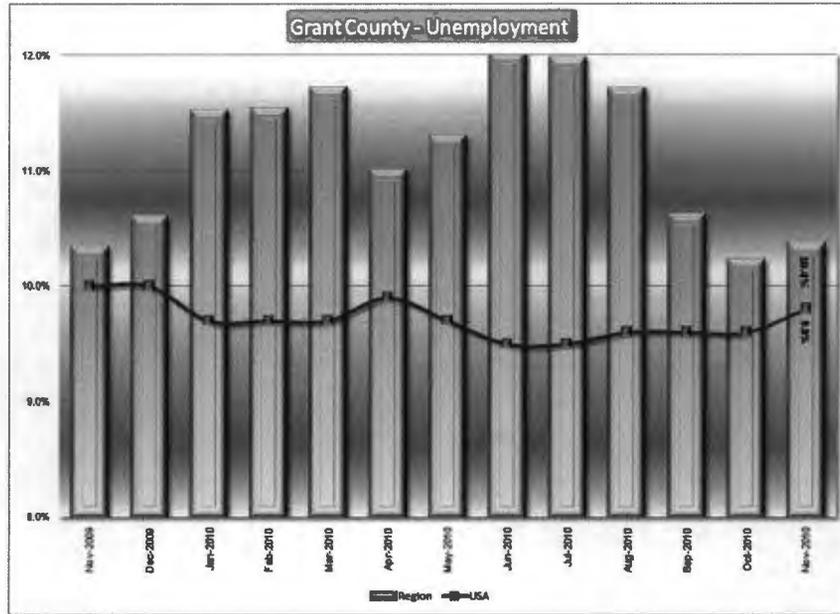
2.2 ECONOMY

Marion's manufacturing sector produces automotive components, paper products, foundry products, machinery, wire, and cable. The paper plate industry was launched in Marion; in its infancy, five of the nation's nine plants were located in the city.

The area surrounding Marion is part of the Corn Belt; as such, agriculture remains a significant component of the region's economy. Corn, soybean, and hog production is supplemented by specialty crops such as tomatoes.

Thomson SA's Marion facility was closed in 2004, leaving the city in an economic slump. On June 13, 2007, the Thomson building's northern portion was destroyed by a fire. Other Marion plant closures in the past few decades include those of Ball-Foster, SCM (later Ampad) Paper Company, and the Malleable Iron Works (both on the far west side along Miller Avenue). The city has made some progress in attracting new businesses in the mid to late 2000s, however. Veriana Networks, a digital media and professional services firm, plans to develop its new headquarters campus near the intersection of Indiana State Road 18 and Interstate 69 in Marion. Marion has been the only Midwest community selected as one of the Top 100 Microenterprise for Economic Development by Site Selection Magazine for the years 2007 and 2008. TriEnda Plastics LLC selection of Marion in 2008 was one of the top 5 Manufacturing Projects in Indiana and received the coveted Silver Shovel award from Area Development Magazine. In the last ten years over \$1,113,000 has been invested by private sector employers in Marion (source local newspaper).

2.3 UNEMPLOYMENT



2.4 INDUSTRY ANALYSIS

The Institute for Supply Management's manufacturing index (previously known as the Purchasing Managers Index) rose to 52.9 percent in August, the first time the index has reached above 50 percent since January 2008. This indicates that industrial production is growing.

Consumer prices continue to indicate that there hasn't been any inflationary pressure. Orders for factory and durable goods have stabilized at low levels. Retail sales, housing, and automotive are also hitting a bottom. Even though imports, a leading indicator, are down 20 percent year over year, the decline has stopped.

Although industrial production rose in July over June, on a year over year comparison levels are down 13 percent. On the positive side, production was down 14 percent year over year in June and trending toward improvement. The front end of the data is starting to turn positive.

Tonnage

The number of loads for truckload, tonnage and shipments for LTL - point to the same thing: It looks like tonnage hit bottom. Truck freight is not growing substantially, but it has bottomed out.

Monthly equipment orders have risen from approximately 6,000 to 11,000 units

Economic Growth

The ATA forecasts 3 percent annual growth for 2011. The first quarter of 2011 is projected to produce growth of 3.7 percent, followed by the second quarter with 4 percent growth.

Freight Volumes

ATA predicts freight volumes will experience a modest increase. Freight volumes should increase modestly during the third and fourth quarters of 2010, as consumer confidence increases, and the durable goods, retail goods, and housing markets stabilize. In 2008, volumes were at 10.2 billion tons. Volumes are projected to increase to about 11.5 billion tons by 2014.

The construction market could see a bump in the next six to nine months with the help of federal stimulus money for infrastructure projects. This includes stone, gravel, sand, and cement. The long-haul and retail markets depend on such consumer products.

The ATA model indicates that by the second quarter of 2011, trucking will be transitioning from over weighted capacity to a shortfall. Further, by the third quarter of 2011 it is projected that trucking will have insufficient capacity. As a result, projections based on the ATA model indicate an increase in spot rate prices in the second or third quarter of 2011 and by the end of 2011 will be rising substantially.

Projections for equipment sales

For Class 8, ATA projects U.S. retail sales to increase to 95,000 units in 2010, up from 87,700 units forecasted for 2009. NAFTA Class 8 sales were 184,286 in 2008, while our projection for sales in 2009 is 108,042. In 2010, NAFTA Class 8 sales should slightly improve to 118,600 units. For 2011, predict 182,150 units, 278,000 units in 2012, 321,000 units in 2013 and 314,000 units in 2014.

For the medium-duty market, including Class 4-7, NAFTA sales are expected to be at 116,300 for 2010, down from 192,994 in 2008. Meanwhile, sales of 126,000 units are projected for 2011.

Many large carriers are finding that truckload is too asset-intensive, too cyclical, and too seasonal, so they're moving away from the truckload sector. A lot of public companies are shifting more toward brokerage, intermodal and dedicated services.

Intermodal will continue to play a larger role, but is not predicted to play a large role. Intermodal has its niche. Shippers are becoming increasingly knowledgeable. They have the criteria and how to ship goods in the most efficient and economical method. The truckload and railroad sectors are acting in a partnership fashion rather than as competitors.

Higher fuel costs are also contributing to shifting modus operandi in the trucking / shipping industry.

Manufacturers of goods are also becoming more efficient in the packaging their products in order to maximize the merchandise shipped per load, trailer and ocean container.

Some degree of freight must, as a necessity, continue to be delivered intermodally. Limitations remain in aspects which intermodal can compete against trucking I.E. - transports of more than 500 to 600 miles. However, there must be an existence of a high-density freight corridor for the railroads to be profitable. As global oil prices continue to rise, it is anticipated de-globalization will occur to a degree. As manufacturing transitioned to China, and fuel prices rose, money saved on labor evaporated as the ocean liners delivered goods. In that regard,

manufacturers will return to the North American market, particularly Mexico, in which the North American trucking industry is poised to benefit.

3.0 PROJECT INVESTMENT STAGES

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4.0 JOB CREATION

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5.0 INVESTMENT STRUCTURE AND MANAGEMENT

5.1 STRUCTURE

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5.2 MANAGEMENT

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6.0 LOAN PROJECTIONS

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7.0 TARGETED EMPLOYMENT AREA

Under the EB-5 program, the required minimum investment amount for each individual foreign investor is US \$500,000 if the investment is in a geographic area that qualifies as a Targeted Employment Area (“TEA”). Immigration and Nationality Act (“INA”) Section 205(b)(5)(B) and Title 8 of the Code of Federal Regulations (“8 C.F.R.”) Part 204.6(e) define a TEA as an area that, at the time of investment, is a rural area or an area that has experienced an unemployment rate that is at least 150 percent of the national average unemployment rate.

Grant County, Indiana, excluding the city limits of the city of Marion, is designated as a Rural Area. Thus, each EB-5 investor may invest \$500,000 into EEEV Fund I LP, allowing for up to 10 investors to fulfill the \$5.0 million EB-5 capital requirement. According to the employment projections provided by Wright Johnson, LLC, there are sufficient jobs to support the requirement that each EB-5 investor’s investment will result in the creation of at least 10 new permanent full-time jobs, including jobs created indirectly.

Business Plan

Indiana Manufacturing, LLC

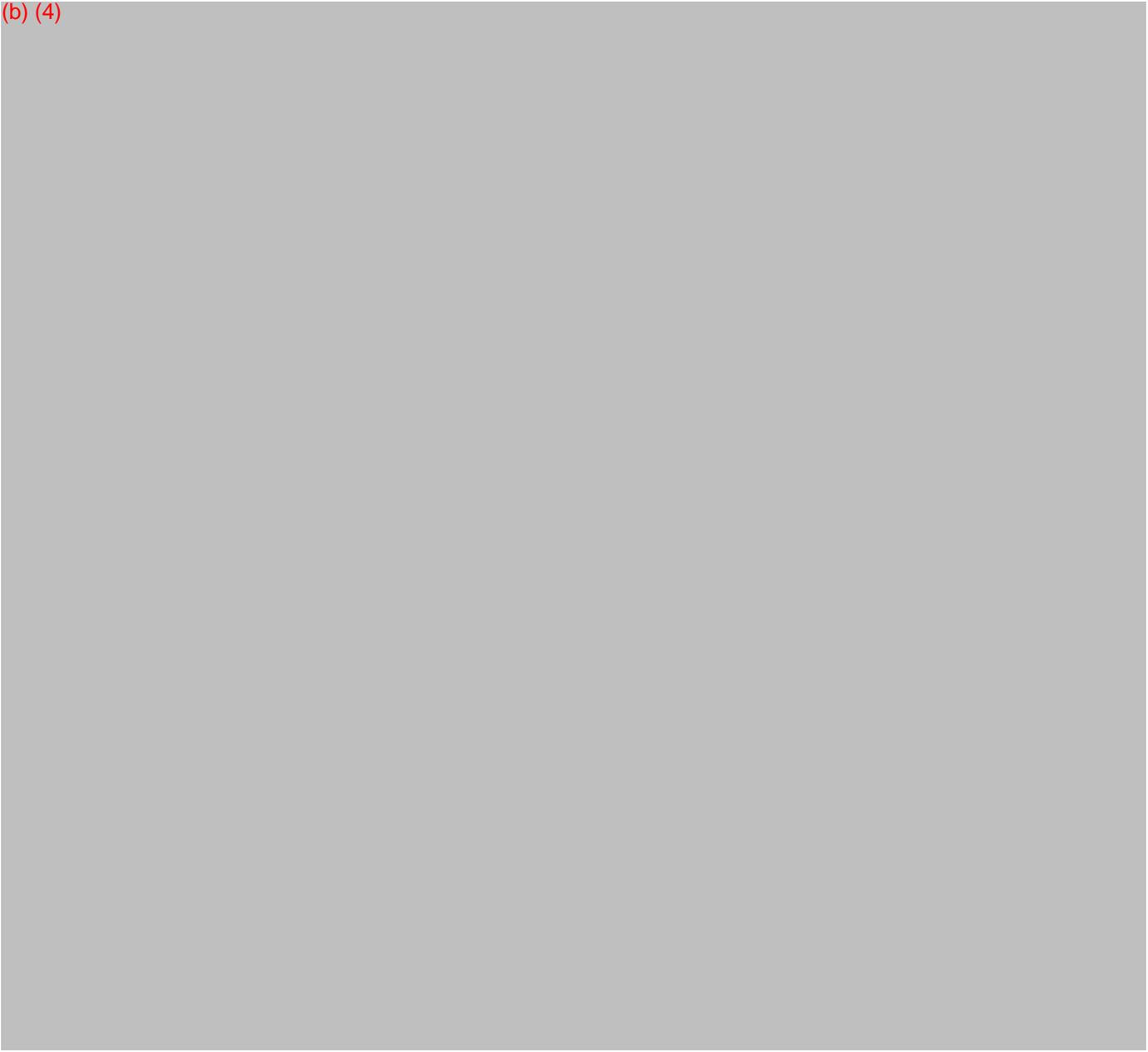
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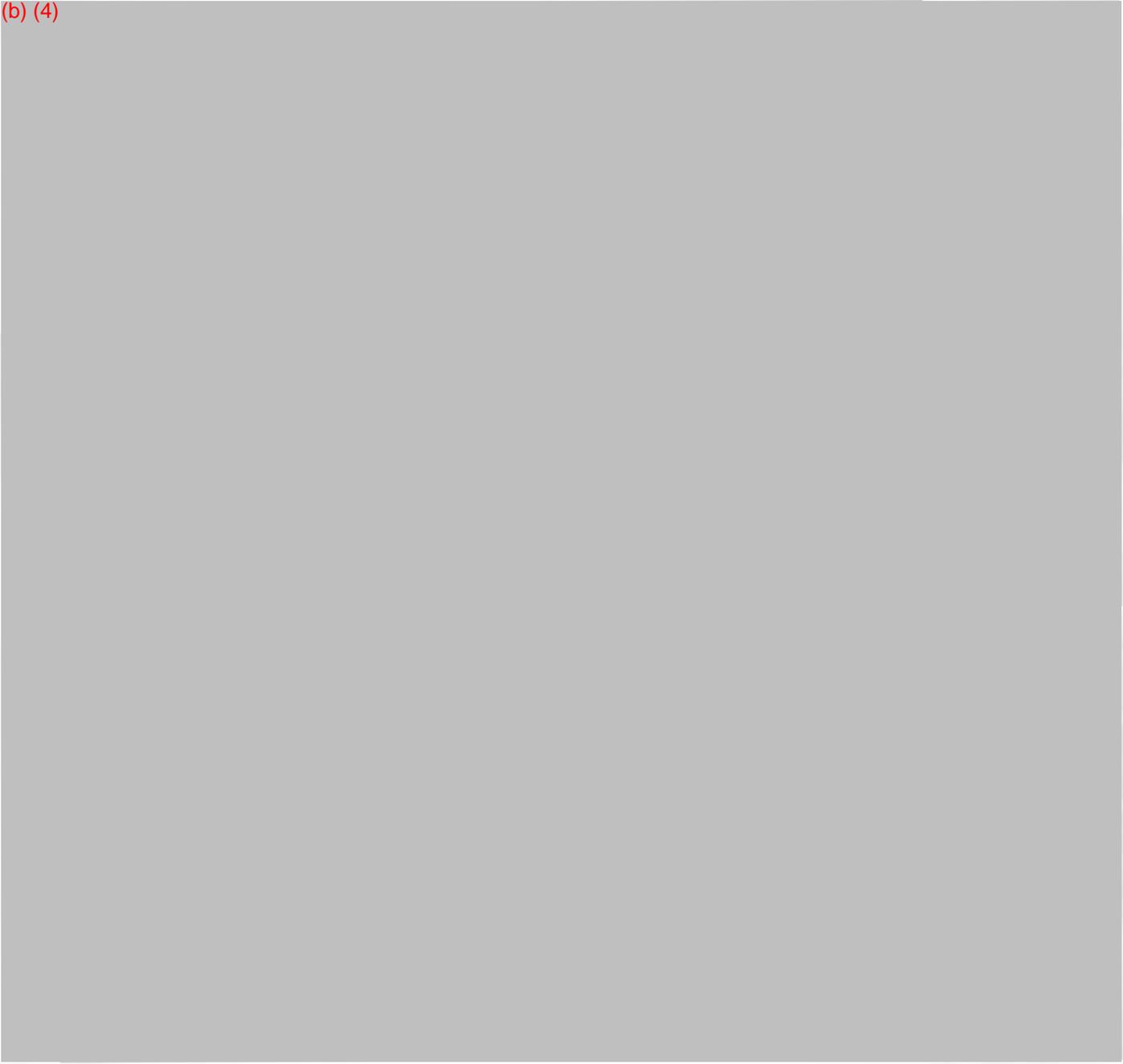
1.0 PROJECT OVERVIEW

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1.3 PROJECT TIMELINE AND COSTS

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2.0 MARKET ANALYSIS

Fayette County is located in the state of Indiana and the county seat is Connersville.

Manufacturing is still the foundation of Indiana's economy, accounting for more than 25% of Gross State Product and tax revenues, and more than a million jobs. Today's manufacturing sector is high-tech and innovation driven – U.S. manufacturers invest more in research and development than any other industry.

Central Indiana's strong industrial base, skilled workforce and position at the "Crossroads of America" give Central Indiana a competitive advantage for advanced manufacturing growth. A recent IBM study ranked Indiana #1 in creating manufacturing jobs through foreign investment.

And in Central Indiana, a diverse manufacturing sector is poised for future growth: 85% of the region's manufacturing operations are in sectors slated for substantial job creation over the next five years, including cutting-edge fields like pharmaceutical and medical device production and defense/aerospace.

Indiana ranked 1st among all states in advanced manufacturing technology and entrepreneurial advances.
- *Ewing Marion Kauffman Foundation, 2007 New Economy Index*

Indiana was ranked in the Top 10 States in Automotive Manufacturing Growth and Manufacturing Momentum in the U.S. for 2007. *Business Facilities Magazine, July 2007*

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2.1 DEMOGRAPHICS

The following charts describe the population changes and the income levels within the specific county where the project is planned

Population over Time	Number	Rank in State	Percent of State	Indiana
Yesterday (2000)	25,588	62	0.4%	6,080,485
Today (2009)	24,101	63	0.4%	6,423,113
Tomorrow (2015 projection)	23,639	66	0.4%	6,581,875
Percent Change 2000 to Today	-5.8%	84		5.6%

Sources: U.S. Census Bureau; Indiana Business Research Center

Components of Population Change, 2008-2009	Number	Rank in State	Percent of State	Indiana
Net Domestic Migration	-152	56		-6,805
Net International Migration	1	76		9,194
Natural Increase (births minus deaths)	14	78	0.0%	32,591

Source: U.S. Census Bureau

Source: U.S. Census Bureau

Income and Poverty	Number	Rank in State	Percent of State	Indiana
Per Capita Personal Income (annual) in 2008	\$27,989	81	81.0%	34,543
Median Household Income in 2008	37,548	92	78.2%	\$48,010
Poverty Rate in 2008	15.2%	17	117.8%	12.9%
Poverty Rate among Children under 18	21.3%	21	119.0%	17.9%
Welfare (TANF) Monthly Average Families in 2009	230	23	0.7%	34,097
Food Stamp Recipients in 2009	4,908	26	0.7%	730,041
Free and Reduced Fee Lunch Recipients in 2009	2,346	42	0.5%	436,945

Sources: U.S. Bureau of Economic Analysis; U.S. Census Bureau; Indiana Family Social Services Administration; Indiana Department of Education

2.2 ECONOMY

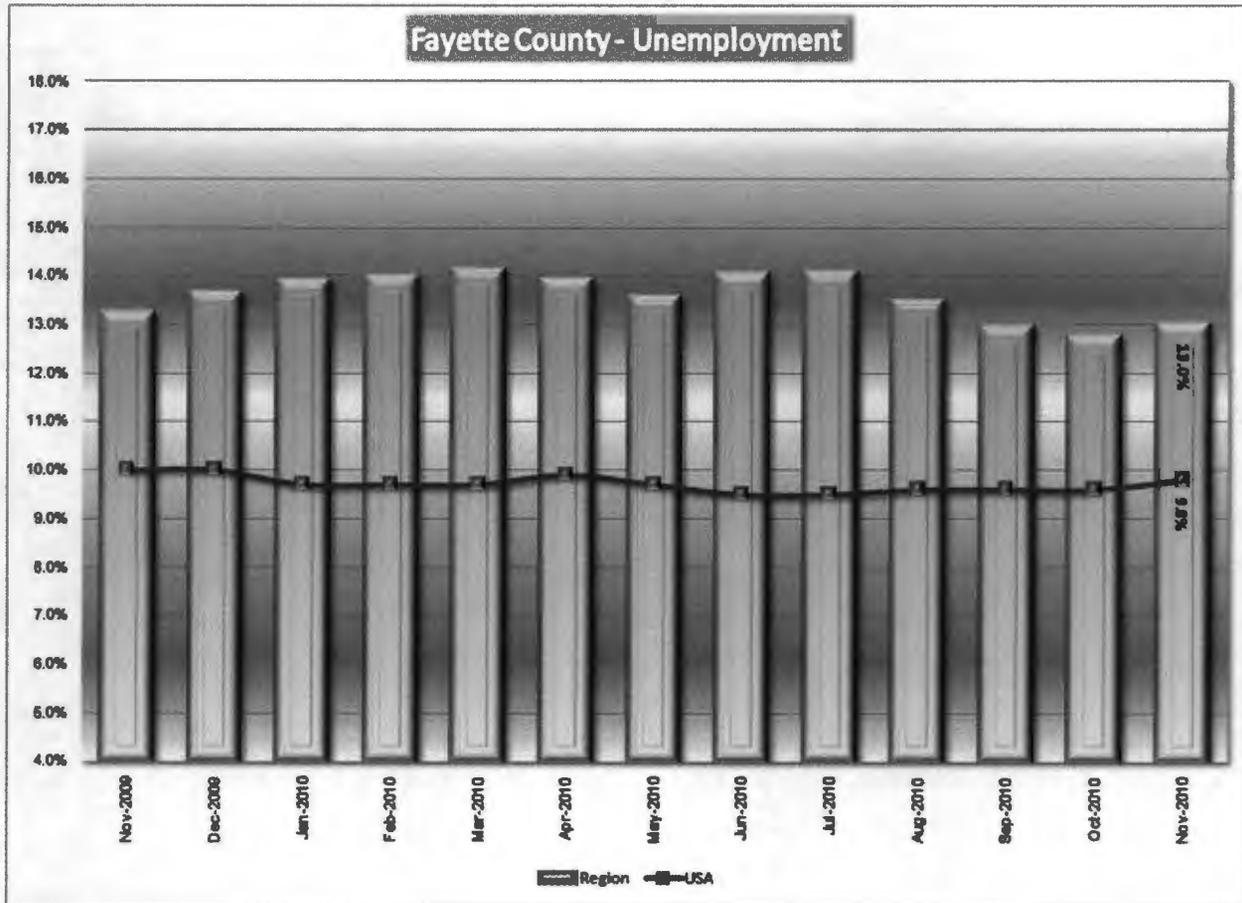
Employment by industry for the county is as follows:

Employment and Earnings by Industry, 2008	Employment	Pct Dist. in County	Earnings (\$000)	Pct Dist. In County	Avg. Earnings Per Job
Total by place of work	10,162	100.0%	\$361,616	100.0%	\$35,585
Wage and Salary	7,580	74.6%	\$249,195	68.9%	\$32,875
Farm Proprietors	327	3.2%	\$12,849	3.6%	\$39,294
Nonfarm Proprietors	2,255	22.2%	\$36,775	10.2%	\$16,308
Farm	368	3.6%	\$13,772	3.8%	\$37,424
Nonfarm	9,794	96.4%	\$347,844	96.2%	\$35,516
Private	8,428	82.9%	\$286,300	79.2%	\$33,970
Accommodation, Food Serv.	628	6.2%	\$7,910	2.2%	\$12,596
Arts, Ent., Recreation	127	1.2%	\$1,577	0.4%	\$12,417
Construction	Data not available due to BEA non-disclosure requirements.				
Health Care, Social Serv.	1,798	17.7%	\$67,490	18.7%	\$37,536
Information	119	1.2%			

Major sources of employment are:

- Fayette Memorial Hospital - Connersville
- Stant Manufacturing Inc - Connersville
- Dresser Roots - Connersville
- Issues & Answers Network Inc - Connersville
- WalMart - Connersville
- Lincoln Centers - Connersville
- Grandview Pharmacy - Connersville
- Keener Corp - Connersville
- Connersville High School - Connersville
- Mc Donald's - Connersville

2.3 UNEMPLOYMENT



2.4 INDUSTRY ANALYSIS

Industry Overview

The computer and electronic product manufacturing industry produces computers, computer-related products, including printers, communications equipment, and home electronic equipment, as well as a wide range of goods used for both commercial and military purposes. In addition, many electronics products or components are incorporated into other industries' products, such as cars, toys, and appliances.

This industry differs somewhat from other manufacturing industries in that production workers make up a relatively small proportion of the workforce. Technological innovation characterizes this industry more than most others and, in fact, drives much of the industry's production. This unusually rapid pace of innovation and technological advancement requires a high proportion of engineers, engineering technicians, and other technical workers who carry out extensive research and development (R&D). Likewise, the importance of promoting and

selling the products manufactured by the various segments of the industry requires knowledgeable marketing and sales workers. American companies in this industry manufacture and assemble many products abroad to take advantage of lower production costs and favorable regulatory environments.

Most electronic products contain many intermediate components that are purchased from other manufacturers. Companies producing intermediate components and finished goods often choose to locate near each other so that companies can receive new products more quickly and lower their inventory costs. It also facilitates joint research and development projects that benefit both companies. As a result, several regions of the country have become centers of the electronic products industry. The most prominent of these centers is Silicon Valley, a concentration of integrated circuit, software, and computer firms in California's Santa Clara Valley, near San Jose. However, there are several other centers of the industry throughout the country.

Although some of the companies in this industry are very large, most are relatively small. The tradition of innovation in the industry explains the origins of many small firms. Some companies are involved in design or R&D, whereas others may simply manufacture components, such as computer chips, under contract for others. Often, an engineer or a physicist will have an innovative idea and set up a new company to develop the associated product. Once developed, the company licenses a production company to manufacture the product, which is then sold by the original company. Although electronic products can be quite sophisticated, production methods are often similar, making it possible for a single company to manufacture many different electronic products or components with a relatively small investment. Investors often are willing to put their money behind new companies in this industry because of historically large paybacks.

Industry Organization

The computer and electronic product manufacturing industry has many segments. Companies in the industry are generally classified by what they sell.

Computer and peripheral manufacturing is made up of companies that make computers and related products, known as peripherals. Most computers are built by a small number of well-known brands, but there are also many small companies that sell their products locally or on the Internet. Computers are made up of components, such as motherboards, central processing units, graphics cards, hard disk drives, and power supplies. Many of these products are purchased from other companies and assembled as part of the computer. As a result, many finished computers are simply the combination of a number of other products.

Other firms in this industry segment produce computer peripherals, which are devices that can be used with computers, such as keyboards, mice, printers, and scanners. Other peripherals, generally known as internal peripherals, are physically installed in the computer's case. These include hard disk drives, networking cards, modems, sound cards, and disk drives. Many internal peripherals are prepackaged as part of a computer, although almost all of them can be installed by a technician or experienced computer owner.

The communications equipment manufacturing segment of the industry produces a number of devices that simplify communication between individuals or groups. This segment includes telephones and cellular telephones, as well as equipment used by television and radio stations to transmit information. It should be noted that this does not include computer-related peripherals—such as networking cards or modems—which allow computers to connect to other computers.

Audio and video equipment manufacturing is a relatively small industry in the United States and includes companies who produce consumer electronics. These include televisions, stereo receivers, CD and DVD players,

and other such devices. While these devices are widespread in the United States, most of them are produced overseas, making employment in this industry relatively small.

Semiconductor and other electronic component manufacturers produce integrated circuits, or computer microchips, which power a wide range of electronic products. They also produce other electronic components, such as resistors and capacitors, as well as printed circuit boards. Unlike most of the companies in this industry, these manufacturers start from basic materials such as silicon and copper and produce intermediate products that are only rarely sold directly to consumers. The exceptions to this rule include companies that produce central processing units and memory chips, although even these products are more likely to be pre-installed in a new computer.

The navigational, measuring, electro-medical, and control instruments manufacturing segment is a diverse group of companies that produce products mainly for industrial, military, and healthcare use. It also includes some consumer products, such as global positioning system (GPS) devices, as well as clocks and watches. This segment is one of the largest in the industry, mainly because its primary customers are the U.S. Department of Defense and the healthcare industry.

Many of the companies in this segment work as government contractors, producing equipment for military purposes. In some cases, this technology has been adapted for consumer use. For example, GPS technology was originally designed for use by the U.S. Navy, but has been developed into a navigation system that individuals can use in their cars. There is also a growing healthcare component of this industry segment. Extensive government funding for research in medical technology has led to a number of important innovations that are being used worldwide in medical care.

Manufacturing and reproducing magnetic and optical media is another segment of this industry. Firms in this segment produce blank CDs, DVDs, and audio and video tape. They produce some of this blank media for sale to consumers, but most of it they use to duplicate audio recordings, videos and movies, software, and other media for distribution to consumers and business users on a mass scale. Establishments in this segment are usually either a subsidiary of companies that create the software, movies, or recordings or are independent firms licensed by such companies as distributors.

Recent Developments

The rapid pace of innovation in electronics technology creates a constant demand for newer and faster products and applications. This demand puts a greater emphasis on R&D than is typical in most manufacturing operations. Being the first firm to market a new or better product can mean success for both the product and the firm. Even for many relatively commonplace items, R&D continues to result in better, cheaper products with more desirable features. For example, a company that develops a new kind of computer chip to be used in many brands of computers can earn millions of dollars in sales until a competitor is able to improve on that design. Many employees, therefore, are research scientists, engineers, and technicians whose job it is to continually develop and improve products.

The product design process includes not only the initial design, but also development work, which ensures that the product functions properly and can be manufactured as inexpensively as possible. When a product is manufactured, the components are assembled, usually by soldering them to a printed circuit board by means of

automated equipment. Hand assembly of small parts requires both good eyesight and coordination, but because of the cost and precision involved, assembly and packaging are becoming highly automated.

Globalization has become a major factor in the electronics manufacturing industry, often making it difficult to distinguish between American and foreign companies. Many U.S. companies are opening plants and development centers overseas and overseas companies are doing the same in the United States. Many products are being designed in one country, manufactured in another, and assembled in a third. The United States electronics industry tends to focus on high-end products, such as computers and microchips. Even so, many components of final products manufactured in the United States are produced elsewhere and shipped to a U.S. plant for final assembly.

Employment

The computer and electronic product manufacturing industry employs 1.2 million wage and salary workers in the United States. Few workers were self-employed. The industry is comprised of about 19,100 establishments in 2008, many of which were small, employing only one worker or a few workers. Large establishments of 100 or more workers employed the majority -- 78 percent -- of the industry's workforce.

Companies in this industry also may employ many additional workers in establishments that are part of other industries. Some workers who perform R&D work at separate research establishments that are not actually part of a manufacturing facility in this industry, although they are owned by the companies in this industry. These separate research facilities are usually included in a different industry -- research and development in the physical, engineering, and life sciences. However, due to the importance of R&D work to the computer and electronic product manufacturing industry, computer and electronic product-related R&D is discussed here even though many of the associated workers are not included in this industry.

Distribution of wage and salary employment in computer and electronic product manufacturing, by detailed industry, 2008

(Employment in thousands) followed by:

Industry Employment Percent

Computer and electronic product manufacturing, total 1,247.7 100.0

Navigational, measuring, electro-medical, and control instruments manufacturing 441.6 35.4

Semiconductor and other electronic component manufacturing 432.4 34.7

Computer and peripheral equipment manufacturing 182.8 14.7

Communications equipment manufacturing 129.0 10.3

Manufacturing and reproducing magnetic and optical media 34.9 2.8

Audio and visual equipment manufacturing 27.0 2.2

SOURCE: U.S. Bureau of Labor Statistics, National Employment Matrix, 2008-18

About 34 percent of the jobs in this industry are in professional occupations. About 15 percent of those workers are engineers -- predominantly electrical and electronics engineers and computer hardware engineers, but also many industrial engineers and mechanical engineers. These workers develop new products and devise better,

more efficient production methods. Engineers may coordinate and lead teams developing new products. Others may work with customers to help them make the best use of the products.

Computer network, systems, and database administrators, and computer scientists are employed throughout the industry, becoming more dispersed with the increasing computerization of development and production methods. Many new hardware devices are now controlled by software, which has increased the share of computer specialists in this field. Other professionals include mathematical scientists, physical scientists, and technical writers.

About 6 percent of workers are engineering technicians, many of whom work closely with engineers. Engineering technicians help develop new products, work in production areas, and sometimes assist customers in installing, maintaining, and repairing equipment. They also may test new products or processes to make sure that everything works correctly.

About 16 percent of the workers in the industry are in management, business, and financial occupations. Top managers in this industry are much more likely to have a technical background than their counterparts in other industries. This is especially true in smaller companies, which often are founded by engineers or other technical professionals to sell the products they develop.

About 4 percent of the industry is made up of workers who sell the products manufactured by the industry. Sales positions require technical knowledge and abilities; as a result, engineers and technicians may find opportunities in sales or sales support.

Industry Forecast

Employment in the computer and electronic product manufacturing industry is expected to decline rapidly over the next decade, but there should still be favorable employment opportunities in certain segments of the industry -- especially in highly skilled positions.

Employment change. Wage and salary employment in the computer and electronic product manufacturing industry is expected to decline by 19 percent between 2008 and 2018, compared with a projected increase of 11 percent in all industries. Although the output of this industry is projected to increase quickly, employment will decline as a result of rapid productivity growth. Employment also will be adversely affected by continued increases in imports of electronic and computer products, including intermediate products such as microchips. Although a great deal of the design work in this industry takes place in the United States, much of the manufacturing process has been moved overseas.

The projected change in employment over the 2008-18 period varies by industry segment. Although demand for computers should remain relatively strong worldwide, employment is expected to decline 32 percent in computers and peripheral equipment and 34 percent in semiconductor and other electronic component manufacturing. Declines in both will be due to the introduction of new technology and automated manufacturing processes, as well as a slowdown in the growth of output in these segments from previously high levels. Further, these segments will continue to face strong foreign competition.

Employment in navigational, measuring, electro-medical, and control instruments manufacturing is expected to decline by 2 percent. The smaller declines in this segment are due mainly to heavy spending on military and healthcare electronics. Sales of consumer navigational devices also will help mitigate job losses in this segment. Employment in audio and video equipment manufacturing is expected to decrease by 46 percent, reflecting

continued import competition as well as improvements in productivity. Employment in communications equipment manufacturing is expected to decline by 7 percent due to automation and consolidation among firms in the industry. Employment in the manufacturing and reproduction of magnetic and optical media is expected to decrease by 26 percent because of higher productivity and more efficient production processes.

There should be a smaller decrease in employment among professional and related occupations than among production occupations in the computer and electronic product manufacturing industry. Despite large numbers of engineering graduates in many foreign countries, many American manufacturers prefer U.S.-based engineering teams because they are believed to have a better knowledge of the domestic market. However, the use of the Internet and other new forms of communication makes it possible for engineers to collaborate over great distances, and foreign markets for these goods are growing. Many U.S.-based companies that formerly performed their R&D work domestically are now opening development centers overseas to take advantage of the close proximity to foreign markets.

The computer and electronic product manufacturing industry is characterized by rapid technological advances and has grown faster than most other industries over the past several decades, although rising costs, reduced domestic market share, and the rapid pace of innovation continue to pose challenges. Certain segments of the industry and individual companies often experience problems. For example, the industry occasionally undergoes severe downturns, and individual companies—even those in segments of the industry doing well—can run into trouble because they have not kept up with the latest technological developments or because they have erred in deciding which products to manufacture. In addition, the intensity of foreign competition and the future role of imports remain difficult to project. The United States continues to have a comparative advantage in many industry segments—more products are exported than imported—but other technologically advanced countries are beginning to erode this advantage. Global competition has wiped out major parts of the domestic consumer electronics industry, and future effects of such competition depend on trade policies and market forces. The industry is likely to continue to encounter strong competition from imported electronic goods and components from countries throughout Asia and Europe.

Nonetheless, innovation will continue to drive employment growth within some industry segments. Smaller, more powerful computer chips are constantly being developed and incorporated into an even wider array of products, and the semiconductor content of all electronic products will continue to increase. New opportunities will continue to be created by the growth of digital technology, artificial intelligence, and nanotechnology, as well as the expansion of the Internet and the increasing demand for global information networking.

Despite the overall projected decrease in employment, many employment opportunities should continue to arise in the industry due to the technological revolutions taking place in computers, semiconductors, and telecommunications, as well as the need to replace the many workers who leave the industry due to retirement or other reasons. Opportunities should be best in research and development. The products of this industry—especially powerful computer chips—will continue to enhance productivity in all areas of the economy.

Computer software engineers are also in high demand in this industry because many complicated hardware products require software. This includes both drivers that help devices interface with computers, and software that runs directly on complex devices.

Despite the rapid decline of production jobs, prospects should still be fair for qualified workers. Much of the decline in this industry is concentrated among production workers, as manufacturing becomes more automated and labor-intensive jobs are off-shored. Workers with formal training in high-tech manufacturing will have the best

opportunities, as changes in the nature of the work have meant that workers need to have a higher skill level than before. Nevertheless, other manufacturing industries are becoming highly technical, which means they often compete with this industry for qualified workers. In many cases, skills learned in this industry are transferrable to other industries.

3.0 PROJECT INVESTMENT STAGES

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4.0 JOB CREATION

A detailed discussion of employment and economic impacts resulting from Indiana Manufacturing, LLC is contained in the econometric report by Wright Johnson, LLC.

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5.0 INVESTMENT STRUCTURE AND MANAGEMENT

5.1 STRUCTURE

(b) (4)



E. Roy Budd – President

Mr. Budd founded Energize-ECI, Inc., a successful nine-county regional economic development marketing partnership in 2005. This highly-regarded private/public partnership has conducted many business and contact development trips to Asia, Europe and many U.S. cities. Prior to this he founded Solutions, Inc., a workforce and economic development consulting firm based in Boston. He is a former President/CEO of Opportunity, Inc. in Hampton Roads, VA, and the Commonwealth's largest workforce development program. He holds BA and MA degrees from Virginia Commonwealth University. He is a Certified Master Consultant from Business Retention and Expansion International and holds certification from the Economic Development Institute at the University of Oklahoma. Budd has published articles on workforce and economic development and is frequently interviewed by the media regarding economic development issues. He serves on the boards of many workforce and economic development organizations and has a strong background in international business development. Mr. Budd and the other principals have been researching and developing the proposed EB-5 Visa Regional Center since 2007. His connections have drawn numerous prospective EB-5 applicants and developers to learn more about the opportunities existing in East Central Indiana. Mr. Budd will focus on investor and developer recruitment, and will also cultivate relationships with brokers and foreign officials and contacts to attract investment to the Regional Center geographic area of service.

Thomas L. Farris – Vice President

Mr. Farris has served as a senior executive and President/CEO of advertising/marketing/PR firms for over forty years. He also was a principal in several entrepreneurial business ventures, and has served as a business development consultant to businesses of all sizes in a wide variety of industries. Farris has worked on many economic development projects in the past five years, including: establishing a four-county economic development planning district; creating economic development strategies and visioning programs; writing many successful grants; serving as a consultant to the Energize-ECI Regional Planning Commission and Energize-ECI, Inc. and acting as a consultant to organizations about economic development, business retention and expansion matters. Farris holds a BS degree in marketing and economics from the Miller College of Business of Ball State University and has completed graduate work in marketing and economics. He is a 2009 graduate of the Economic Development Academy accredited by the International Economic Development Council. He is an accredited grant administrator by the Office of Community and Rural Affairs and participates regularly in economic development oriented seminars and continuing education programs. Farris has been researching the opportunities offered by the establishment of an EB-5 Visa Regional Center in Indiana since 2007, and is considered one of Indiana's most knowledgeable people on the EB-5 Visa program and Targeted Employment Areas and Rural Areas. He has invested many hours of his own time studying successful EB-5 programs and researching investment and development opportunities – and seeing how such programs could bring new jobs and investments to East Central Indiana, the State and the U.S. Farris will focus on TEA/RA management, marketing, investment development and coordination, and public relations aspects of the EB-5 Regional Center

Marlene Pulley – Administrative Manager/Treasurer

Ms. Pulley has been integral to the successful growth of the Energize-ECI, Inc. regional economic development marketing partnership since its founding in 2005. Prior to Energize-ECI she was associated with the Innovation Connector, a business incubator associated with Ball State University. Before that, Ms. Pulley worked for the Horizon Convention Center. Her 30+ years of operational and administrative experience have allowed Ms. Pulley to develop a focus on the financial operations of businesses. She currently serves as Financial Officer for seven entities, including Energize-ECI, Inc.; Energize-ECI Regional Planning District; the East Central Indiana Local

Economic Development Officers; and others. Marlene is also responsible for building a network of professional site consultants, business executives and international business leaders and prospects for advancing the economy of East Central Indiana. She has been involved in the development of the Energize-ECI EB-5 Visa Regional Center, working with Mr. Farris for the past three years on the preliminary and operational aspects of Regional Centers. Her focus with the Energize-ECI EB-5 Visa Regional Center will be administrative, operational and financial management – including the tracking and documentation of investors, investments, job creation and other related USCIS and EB-5 matters.

6.0 LOAN PROJECTIONS

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7.0 TARGETED EMPLOYMENT AREA

Under the EB-5 program, the required minimum investment amount for each individual foreign investor is US \$500,000 if the investment is in a geographic area that qualifies as a Targeted Employment Area (“TEA”). Immigration and Nationality Act (“INA”) Section 205(b)(5)(B) and Title 8 of the Code of Federal Regulations (“8 C.F.R.”) Part 204.6(e) define a TEA as an area that, at the time of investment, is a rural area or an area that has experienced an unemployment rate that is at least 150 percent of the national average unemployment rate.

Fayette County, Indiana is designated as a Rural Area. Thus, each EB-5 investor may invest \$500,000 into EEEV Fund II LP, allowing for up to 30 investors to fulfill the \$15.0 million EB-5 capital requirement. According to the employment projections provided by Wright Johnson, LLC, there are sufficient jobs to support the requirement that each EB-5 investor’s investment will result in the creation of at least 10 new permanent full-time jobs, including jobs created indirectly.

Energize – ECI Eb-5 Visa Regional Center

Business Plan

Indiana IT Solutions, LLC

2010

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1.0 PROJECT OVERVIEW

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1.3 PROJECT TIMELINE AND COSTS

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2.0 MARKET ANALYSIS

Madison County Indiana is part of the Anderson, Indiana Metropolitan Statistical Area. The county seat is Anderson. The city of Anderson is located in parts of four townships: Anderson, Union, Richland, and Lafayette. In 2007, Anderson was ranked 98th in the Forbes List for 100 Best Places for Businesses among Smaller U.S. Metro areas. When General Motors closed its operations in Anderson, the city was dealt a major economic blow as GM was the biggest employer in Anderson.

Central Indiana is home to approximately 2,000 information-technology focused firms that add more than \$7 billion in economic output to the regional economy.

Taking a broader view, technology is a catalyst for all of the region's key industries. Computing power makes scientific breakthroughs possible in the life sciences; new technologies drive the productivity boom in manufacturing and help manage the complexities of the modern supply chain.

Central Indiana is one of the nation's premier life sciences hubs, with the second-highest concentration of biopharmaceutical jobs in the U.S. Indianapolis ranks among the top ten life sciences metros (Battelle Institute), and Indiana ranks among the top four largest life sciences economies.

Excellent research universities also provide the intellectual fuel for entrepreneurial growth, supporting global leaders like Eli Lilly, Dow Agro Sciences, and Cook Group that are already headquartered here.

The future is bright for life sciences in the heartland. Since 2002, Indiana has seen more than \$2 billion in corporate and institutional investment in these fields, and is adding jobs in the sector at roughly twice the national growth rate.

Indiana's strategy focuses on investing in existing life-science leaders at their universities and existing businesses, plus investing in new start-ups. This strategy is bringing them some quick successes. *Palm Beach Post, October 2006*

From 2001 to 2008, Central Indiana added high-tech jobs faster than any other metro area in the Midwest. *American Electronics Association, "CyberCities" 2009-07-09*

2.1 DEMOGRAPHICS

The following charts describe the population changes within the specific County where the project is planned.

Population over Time	Number	Rank in State	Percent of State	Indiana
Yesterday (2000)	133,358	10	2.2%	6,080,485
Today (2009)	131,417	12	2.0%	6,423,113
Tomorrow (2015 projection)	125,202	13	1.9%	6,581,875
Percent Change 2000 to Today	-1.5%	63		5.6%

Sources: U.S. Census Bureau; Indiana Business Research Center

Components of Population Change, 2008-2009	Number	Rank in State	Percent of State	Indiana
Net Domestic Migration	-90	42		-6,805
Net International Migration	79	22		9,194
Natural Increase (births minus deaths)	188	32	0.6%	32,591

Source: U.S. Census Bureau

Population Estimates by Age, 2009	Number	Rank in State	Pct Dist. in County	Pct Dist. in State
Preschool (0 to 4)	8,180	12	6.2%	6.9%
School Age (5 to 17)	21,763	12	16.6%	17.8%
College Age (18 to 24)	11,422	14	8.7%	10.0%
Young Adult (25 to 44)	34,273	12	26.1%	26.3%
Older Adult (45 to 64)	34,741	11	26.4%	26.0%
Seniors (65 and older)	21,038	8	16.0%	12.9%
Median Age	39.4			Median Age = 36.8

Sources: U.S. Census Bureau; Indiana Business Research Center

2.2 ECONOMY

Economic Development Profile

While the national economy has witnessed the creation of new skilled and semi-skilled jobs at an unprecedented rate, those new jobs are not equally accessible to all Americans, both in terms of where one lives and the skills and income one needs to claim those jobs. In short, people in rural areas and areas in which manufacturing firms (and jobs) have fled, do not have equal access to the new employment opportunities; neither do those persons with fewer skills, less education, and lower income.

The health of the local economy plays a critical role in defining the quality of life of those living and working in Madison County. In the unincorporated areas of Madison County, it is the vitality and strength of all facets of the agricultural industry that is of primary economic concern. The County leadership should focus and encourage development within and surrounding the municipalities while preserving the majority of the unincorporated areas as community amenities conducive for business recruitment.

Existing Conditions and Trends

The foundation of economic development consists of retaining and recruiting employers that produce or add value to the basic goods or services that the community requires. The economic development environment must be taken into consideration when making decisions about future land uses and growth in the County. Conditions and trends that should be considered include the various components of the local economy, the location of existing businesses and industries, and the characteristics of the local workforce.

Local Economy

The major sectors that comprise the local economy include agriculture/agribusiness, manufacturing, retail and services, institutional, and natural resource extraction.

Agriculture and Agribusiness. Agriculture and associated agribusiness comprise the most significant basic industry for the unincorporated areas of Madison County. Local farmers continue to produce and market crops and livestock using modern agricultural practices. There are several major food processors that operate within and outside the municipalities of Orestes and Elwood. For more detailed descriptions of agricultural activities in Madison County, refer to the 'Agriculture Profile' later in this chapter.

Manufacturing. Most communities in Madison County contain some level of manufacturing activity as a vital part of their economies. The emergence of the local automobile industry created manufacturing and value-added activities that produced durable goods for national and international distribution. These industries positively impact the tax base of the urban areas, as well as provide direct employment opportunities for residents of the urban and rural areas. In recent years, the manufacturing activity in the County has declined, following the national trend of shifting away from heavy industry and leaning towards service sector activities. A recent inventory of industrial sites and corporate headquarters within the unincorporated County reveals aging plants on the fringes of older urbanized areas. Historically, when a site in the unincorporated County is considered for industrial and manufacturing uses it was annexed.

Natural Resource Extraction (gravel, limestone, natural gas). Mineral extraction operations provide limited economic benefit to the community. These operations are generally not personnel intensive (reduced employment opportunities) and usually the extracted raw materials that leave the community have not been processed or given any added value. Unfortunately, these activities create an impact on the economy that is disproportionately low in comparison with the potentially harmful and long-term impact on the landscape. Due to the impact on surrounding land uses, mineral extraction operations are received with great controversy when proposed. Current examples of land uses in this category include Irving Materials mineral operation at I-69 and State Route 67, a mineral extraction operation west of Summitville, and a proposed Irving Material site in Green Township.

Retail and Services. The retail and service sector of the economy is essential to sustain most aspects of daily life for citizens and creates nearly half of all employment opportunities in communities throughout Madison County. The majority of retail and service establishments are located within the incorporated communities, but the amenities are made available to and can be accessed by all County residents and visitors. Retail and service establishments that are located in the unincorporated areas of the County include those that provide convenience goods for locals and travelers along the major routes and urban fringe (service stations and restaurants), and services that are operated on farmsteads and residential lots (beauty shops to lawnmower repair).

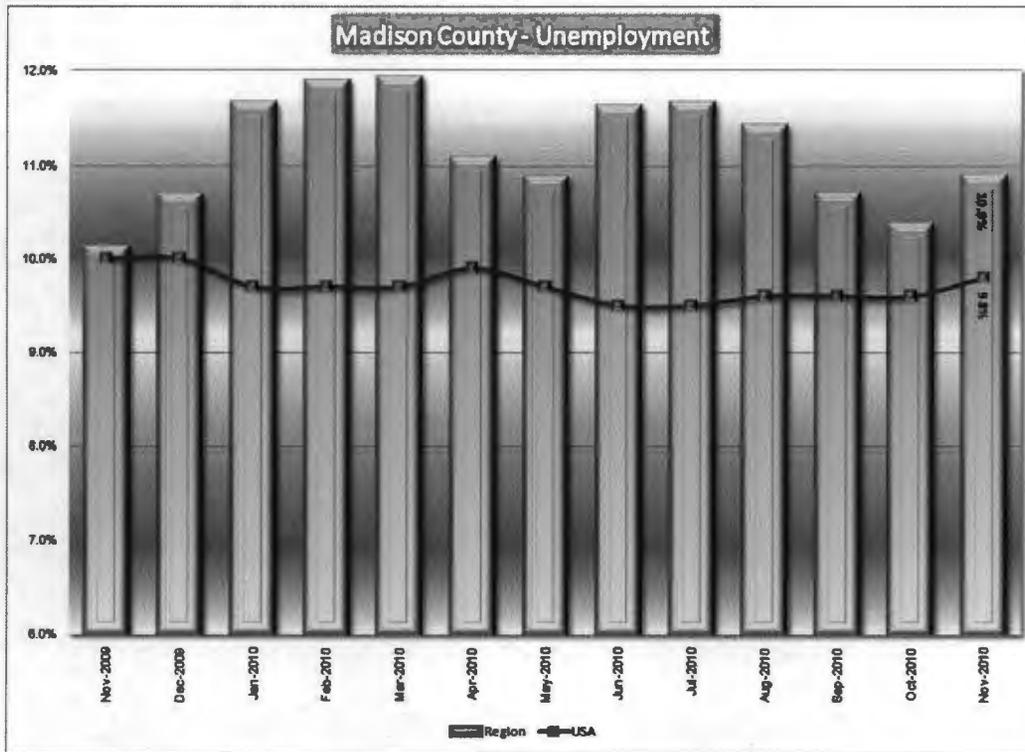
Institutional. Institutions – such as local and state government facilities and educational facilities – are considered essential and basic services required by the community. This sector of the economy requires highly skilled and professional employees, some of which are brought into the community to fill positions (in the medical and legal fields). For the most part, these institutions are located within the incorporated areas and are vital components of the civic townscapes. Some institutions must be located outside highly populated areas, such as the State Reformatory located just outside the Town of Pendleton.

Professional and Information Services. Professional and informational services – such as phone centers, finance, insurance, catalog sale centers, and design firms – have become increasingly important to the local economy. Due to improvements in information technology, these operations are no longer required to reside in the same community as the people/firms they service. Large calling centers can locate in small towns where the employees reside. Small-scale operations can be conducted from employees' homes, located in a more rural area, fostered by Internet access. The unincorporated areas of Madison County can play a significant role in the incubation of this type of business venture.

Business and Industrial Site Locations

The results of the land use survey undertaken in June 1998 revealed several small business clusters in the unincorporated areas of Madison County. Most of these clusters have been created by sprawl from urban areas that should have been annexed. Other than mineral extraction activities, these clusters contain most of the basic industry facilities in the unincorporated County. In addition, small business clusters provide localized services and retail to residents. Currently, these clusters are not completely built out, and have space for additional services and small businesses to locate. These locations are discussed in greater detail in the Land Use and Growth Management Plan.

2.3 UNEMPLOYMENT



The Indiana economy has typically fallen short of the U.S. economy in personal income. However, the recession (2007 to 2009) worsened the U.S. performance relative to Indiana; thus Indiana and the U.S. have had very similar personal income growth patterns ever since. The net result is that the ratio of Indiana per capita income to the national value has declined 2.7 points (from 88.8% to 86.1%) since 2005.

Indiana began rebounding from the recession in 2009:4. Despite continuing high unemployment rates, personal income and employment growth is expected throughout the forecast.

2.4 INDUSTRY ANALYSIS

The technology breakthrough that enabled the modern computer occurred over 60 years ago, when researchers at Bell Laboratories in New Jersey created the first working transistor on December 16, 1947. William Shockley, John Bardeen and Walter Brattain received a well-deserved Nobel Prize in Physics in 1956 for their groundbreaking work in transistors.

What started with one transistor has grown at an astonishing rate. The Semiconductor Industry Association estimated that in 2008, a total of 6 quintillion transistors were manufactured (that's a six followed by 18 zeroes),

an amount equal to 900 million transistors for every person on Earth. To see this growth in transistors in action, consider the steady evolution of Intel's semiconductors. In 1978, its wildly popular 8086 processor contained 29,000 transistors. The first Pentium processor was introduced by Intel in 1993, with 3.1 million transistors. In 2007, each of Intel's Zeon Quad-Core processors contained 820 million transistors. In February 2010, the company launched its newest Itanium chip with 2 billion transistors!

The worldwide market for information and communications technologies and services (ICT, which is the broadest view of InfoTech activities of all types) was estimated at more than \$3 trillion in 2006, growing to \$3.7 trillion in 2008. That number will grow further to more than \$4 trillion by 2011. (These numbers are according to data developed by Global Insight, Inc. as published by WITSA, the World Information Technology and Services Alliance, www.witsa.org.)

Is the boom years in IT spending over? The Great Recession certainly took a toll on the IT industry. However, by late 2009, sales trends were starting to look more robust, as organizations are beginning to replace aging equipment and purchase advanced technologies. Analysts at technology research firm IDC estimated that worldwide IT spending declined by 4.5% in 2009, to about \$1.43 trillion, down from 2008's \$1.5 trillion. However, they were able to forecast that the number will grow by 3% in 2010 to \$1.48 trillion as spending picks up. In particular, they expect hardware spending to accelerate by 5%. (Note: their figures do not include the communications segment, and are consequently much lower than those of WITSA.)

During 2009, a global economic slowdown dampened hardware and software sector growth. Nonetheless, sales in 2009 were relatively strong for such items as small netbook computers (a sector in which prices have dropped dramatically), along with advanced, Internet-enabled cell phones with color screens.

Emerging markets are of extreme importance to the IT sector. Developing countries now account for more than one-half of all sales of PCs, and for about 70% of unit sales of cell phones. The number of cell phone subscribers worldwide is soaring, standing at 4.6 billion by the beginning of 2010, and expected to grow to as many as 5.8 billion in 2013. Low prices for equipment and services are fueling this boom in the Third World. China has grown to be one of the top markets worldwide for IT expenditures. A recent study by the OECD, titled "Information Technology Outlook," shows that developed nations' share of global IT spending was only 76% in 2008, compared to 85% in 2003.

Worldwide sales of semiconductors decreased 2.8% to \$248.6 billion in 2008 from \$255.6 billion the previous year. They remained weak in 2009, according to the Semiconductor Industry Association, at \$226.3 billion, but sales are expected to rebound to \$242.1 billion in 2010.

PC shipments were relatively strong toward the end of 2009, particularly for laptops and netbooks. Gartner estimated growth in the global PC market at 2.8% for 2009, with 298.9 million units shipped worldwide. They forecast booming growth of 12.6% for 2010, to 336.6 million units.

The InfoTech industry is galloping into globalization at a very rapid rate. Research, development and manufacturing of components and completed systems have grown quickly in the labs and manufacturing plants of India, China, Taiwan, Korea, the Philippines and Indonesia, among other lands. Computer services continue to move offshore quickly, particularly to the tech centers of India. Asian PC brands are gaining strength, including Acer and Lenovo.

While the 1970s and 1980s will be remembered as the "Information Age," and the 1990s will undoubtedly be singled out in history as the beginning of the "Internet Age," the first decades of the 21st Century may become

the "Broadband Age" or, even better said, the "Convergence Age." A few years back, the advent of the networked computer was truly revolutionary in terms of information processing, data sharing and data storage. In the '90s, the Internet was even more revolutionary in terms of communications and furthering the progress of data sharing, from the personal level to the global enterprise level.

Today, broadband sources such as Fiber-to-the-premises, Wi-Fi and cable modems provide high-speed access to information and media, creating an "always-on" environment for many users. The result is a widespread convergence of entertainment, telephony and computerized information: data, voice and video, delivered to a rapidly evolving array of Internet appliances, PDAs, wireless devices (including cellular telephones) and desktop computers. This will fuel the next era of growth. Broadband access has been installed in enough U.S. households and businesses (more than 100 million) to create a true mass market, fueling demand for new Internet-delivered services, information and entertainment. Growth in broadband subscriptions worldwide is very strong. Analysts at In-Stat estimate that there were 578 million broadband subscribers worldwide by the end of 2009 (both fixed and wireless), and that the number will surpass one billion by 2013.

The advent of the Convergence Age is leading to a steady evolution in the way we access and utilize software applications, including the recent soaring growth of cloud computing.

Major innovations due to the Convergence Age:

- 1) On the consumer side, widespread access to fast Internet lines has created a boom in user-generated content (such as Flickr, YouTube and Wikipedia); games; social networking (such as Facebook and MySpace); as well as TV, radio and movies delivered via the Internet (such as Netflix's movie download service).
- 2) On the business side, the Convergence Age is leading to rapid adoption of Software as a Service. That is, the delivery of sophisticated software applications by remote servers that are accessed via the Internet, as opposed to software that is installed locally by its users (such as Salesforce and Microsoft's Windows Live).
- 3) On the technology side, the Convergence Age is leading to booming growth in computing power that is distributed over large numbers of small servers, now referred to as "cloud computing."
- 4) Mobile computing is soaring worldwide, taking advantage of the three trends listed above.

Source: Plunkett Research, Ltd.

The promise of the Convergence Age—the delivery of an entire universe of information and entertainment to PCs and mobile devices, on-demand with the click of a mouse—is now at hand. Consumers are swarming to new and enhanced products and services, such as the iPod and the iPhone. Over the next five to ten years, significant groundbreaking products will be introduced in areas such as high-density storage, artificial intelligence, optical switches and networking technologies and advances will be made in quantum computing.

The InfoTech revolution continues in the office as well as in the home. The U.S. workforce totals more than 150 million people. Microsoft has estimated that there are 40 million "knowledge workers" in the U.S. A large majority of the workforce uses a computer of some type on the job daily, in every conceivable application—from receptionists answering computerized telephone systems to cashiers ringing up sales at Wal-Mart on registers that are tied into vast computerized databases. This is the InfoTech revolution at work, moving voice, video and data through the air and over phone lines, driving productivity ahead at rates that we do not yet

know how to calculate. Our ability to utilize technology effectively is finally catching up to our ability to create the technologies themselves. We're finding more and more uses for computers with increased processing speed, increased memory capacity, interfaces that are friendly and easy-to-use and software created to speed up virtually every task known to man. Cheaper, faster chips, bigger storage capability and more powerful software will continue to enter the market at blinding speed.

InfoTech continues to create new efficiency-creating possibilities on a continual basis. Now, RFID (radio frequency ID tagging, a method of digitally identifying and tracking each individual item of merchandise) promises to revolutionize logistics and drive InfoTech industry revenues even higher.

Health care industry is undergoing a technology revolution of its own. Patient records are slowly going digital in standardized formats, and RFID is starting to make hospital inventories more manageable.

Businesses, the stark realities of global competition are fueling investments in InfoTech. Demands from customers for better service, lower prices, higher quality and more depth of inventory are mercilessly pushing companies to achieve efficient re-stocking, higher productivity and faster, more thorough information management. These demands will continue to intensify, partly because of globalization.

solutions are rising from InfoTech channels: vast computer networks that speed information around the globe; e-mail, instant messaging, collaboration software and improved systems for real-time communication between branches, customers and headquarters; software with the power to call up answers to complex questions by delving deep into databases; satellites that are beginning to clutter the skies; and clear fiber-optic cables that carry tens of thousands of streams of data across minuscule beams of light. Businesses are paving the paths to their futures with dollars invested in InfoTech because: 1) substantial productivity gains are possible; 2) the relative cost of the technology itself has plummeted while its power has multiplied; and 3) competitive pressures leave them no choice.

3.0 PROJECT INVESTMENT STAGES

(b) (4)



4.0 JOB CREATION

(b) (4)



5.0 INVESTMENT STRUCTURE AND MANAGEMENT

5.1 STRUCTURE

(b) (4)



E. Roy Budd – President

Mr. Budd founded Energize-ECI, Inc., a successful nine-county regional economic development marketing partnership in 2005. This highly-regarded private/public partnership has conducted many business and contact development trips to Asia, Europe and many U.S. cities. Prior to this he founded Solutions, Inc., a workforce and economic development consulting firm based in Boston. He is a former President/CEO of Opportunity, Inc. in Hampton Roads, VA, and the Commonwealth's largest workforce development program. He holds BA and MA degrees from Virginia Commonwealth University. He is a Certified Master Consultant from Business Retention and Expansion International and holds certification from the Economic Development Institute at the University of Oklahoma. Budd has published articles on workforce and economic development and is frequently interviewed by the media regarding economic development issues. He serves on the boards of many workforce and economic development organizations and has a strong background in international business development. Mr. Budd and the other principals have been researching and developing the proposed EB-5 Visa Regional Center since 2007. His connections have drawn numerous prospective EB-5 applicants and developers to learn more about the opportunities existing in East Central Indiana. Mr. Budd will focus on investor and developer recruitment, and will also cultivate relationships with brokers and foreign officials and contacts to attract investment to the Regional Center geographic area of service.

Thomas L. Farris – Vice President

Mr. Farris has served as a senior executive and President/CEO of advertising/marketing/PR firms for over forty years. He also was a principal in several entrepreneurial business ventures, and has served as a business development consultant to businesses of all sizes in a wide variety of industries. Farris has worked on many economic development projects in the past five years, including: establishing a four-county economic development planning district; creating economic development strategies and visioning programs; writing many successful grants; serving as a consultant to the Energize-ECI Regional Planning Commission and Energize-ECI, Inc. and acting as a consultant to organizations about economic development, business retention and expansion matters. Farris holds a BS degree in marketing and economics from the Miller College of Business of Ball State University and has completed graduate work in marketing and economics. He is a 2009 graduate of the Economic Development Academy accredited by the International Economic Development Council. He is an accredited grant administrator by the Office of Community and Rural Affairs and participates regularly in economic development oriented seminars and continuing education programs. Farris has been researching the opportunities offered by the establishment of an EB-5 Visa Regional Center in Indiana since 2007, and is considered one of Indiana's most knowledgeable people on the EB-5 Visa program and Targeted Employment Areas and Rural Areas. He has invested many hours of his own time studying successful EB-5 programs and researching investment and development opportunities – and seeing how such programs could bring new jobs and investments to East Central Indiana, the State and the U.S. Farris will focus on TEA/RA management, marketing, investment development and coordination, and public relations aspects of the EB-5 Regional Center

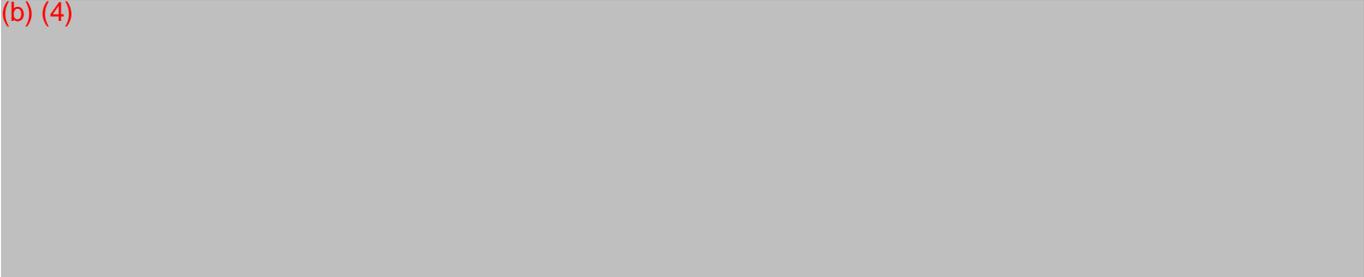
Marlene Pulley – Administrative Manager/Treasurer

Ms. Pulley has been integral to the successful growth of the Energize-ECI, Inc. regional economic development marketing partnership since its founding in 2005. Prior to Energize-ECI she was associated with the Innovation Connector, a business incubator associated with Ball State University. Before that, Ms. Pulley worked for the Horizon Convention Center. Her 30+ years of operational and administrative experience have allowed Ms. Pulley to develop a focus on the financial operations of businesses. She currently serves as Financial Officer for seven entities, including Energize-ECI, Inc.; Energize-ECI Regional Planning District; the East Central Indiana Local

Economic Development Officers; and others. Marlene is also responsible for building a network of professional site consultants, business executives and international business leaders and prospects for advancing the economy of East Central Indiana. She has been involved in the development of the Energize-ECI EB-5 Visa Regional Center, working with Mr. Farris for the past three years on the preliminary and operational aspects of Regional Centers. Her focus with the Energize-ECI EB-5 Visa Regional Center will be administrative, operational and financial management – including the tracking and documentation of investors, investments, job creation and other related USCIS and EB-5 matters.

6.0 LOAN PROJECTIONS

(b) (4)



7.0 TARGETED EMPLOYMENT AREA

Under the EB-5 program, the required minimum investment amount for each individual foreign investor is US \$500,000 if the investment is in a geographic area that qualifies as a Targeted Employment Area (“TEA”). Immigration and Nationality Act (“INA”) Section 205(b)(5)(B) and Title 8 of the Code of Federal Regulations (“8 C.F.R.”) Part 204.6(e) define a TEA as an area that, at the time of investment, is a rural area or an area that has experienced an unemployment rate that is at least 150 percent of the national average unemployment rate.

Although Madison County, Indiana is located within the Anderson MSA, there are numerous TEA census tracts located within Madison County. The project will be located in one of those TEA designated census tracts. Thus, each EB-5 investor may invest \$500,000 into EEEV Fund III LP, allowing for up to 9 investors to fulfill the \$4.5 million EB-5 capital requirement. According to the employment projections provided by Wright Johnson, LLC, there are sufficient jobs to support the requirement that each EB-5 investor’s investment will result in the creation of at least 10 new permanent full-time jobs, including jobs created indirectly.

EXHIBIT 11

ECONOMETRIC ANALYSIS

Energize - ECI
EB5 Visa Regional Center





WRIGHT JOHNSON

professional authors and analysts

Economic Analysis

**For A Regional Center encompassing the Indiana Counties
of: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison,
Randolph, and Rush.**

Final Report

Energize-ECI EB-5 Visa Regional Center

Wright Johnson

December

205 Worth Avenue, Suite 201, Palm Beach, FL 33480

Telephone: (561) 602-1992

Email: Info@wrightjohnsonllc.com

1. Executive Summary

(b) (4)



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1-1 Introduction

(b) (4)



Summary of Regional Center Employment Impact

(b) (4)



1-2 Summary of Fish Farm

(b) (4)



1-3 Summary of Plastic Recycling Facility



(b) (4)



1-4 Summary of Computer Storage Device Manufacturer

(b) (4)



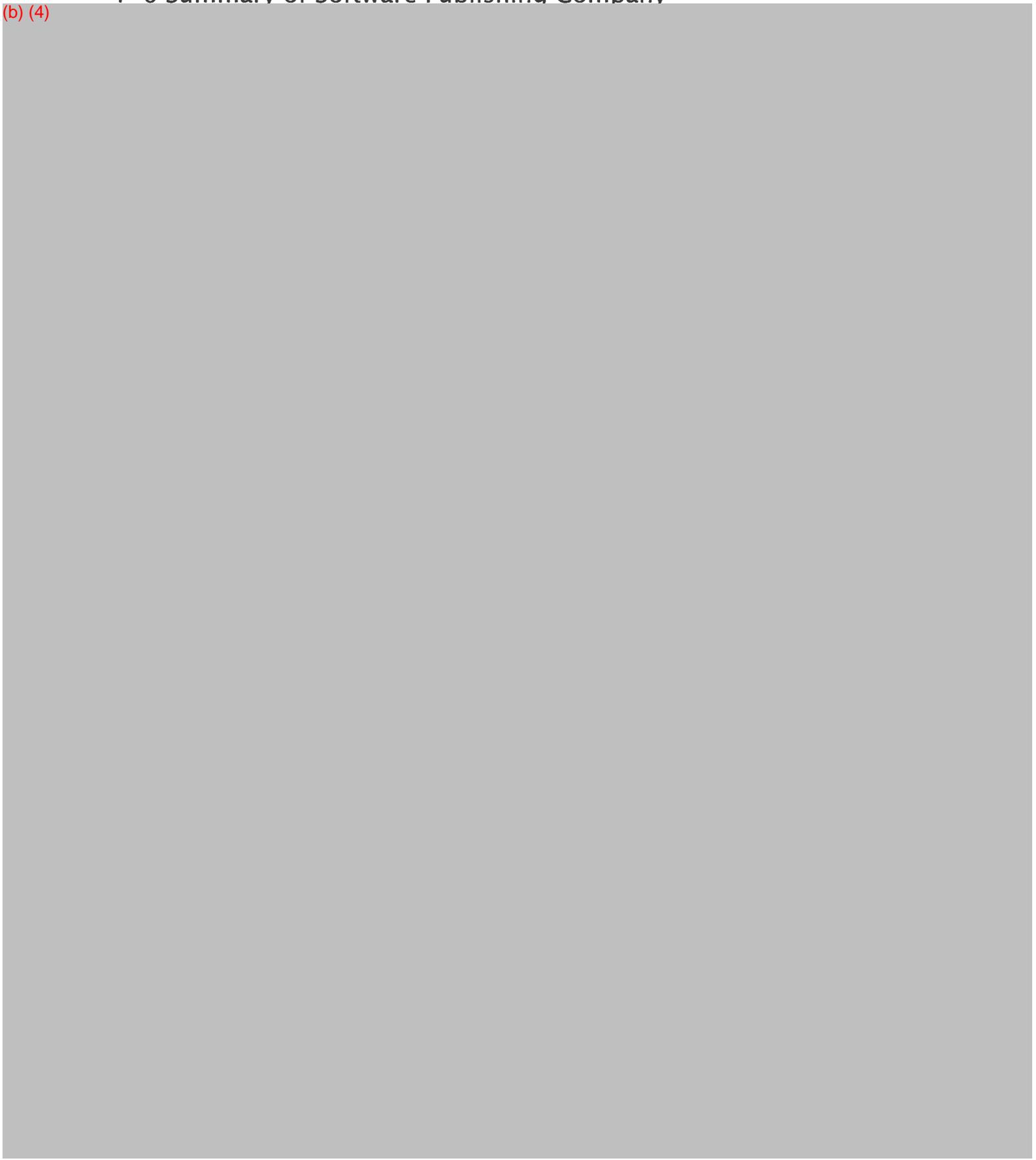
1-5 Summary of Trucking Company

(b) (4)



1-6 Summary of Software Publishing Company

(b) (4)



(b) (4)



1-7 Background

The selected regional counties contain two Metropolitan Statistical Areas, the Anderson, IN MSA and the Muncie, IN MSA.

Muncie, IN Metropolitan Statistical Area

Geography

Muncie, IN is located in Delaware Co., IN. According to the U.S. Census Bureau, the region comprises 24 Sq. Mi.

Demographics

Demographics for the Muncie area are:

People Quick Facts	Muncie	Indiana
Population, 2006 estimate	65,287	6,313,520
Population, percent change, 4-1, 2000 to 7-1, 2006	-4.00%	3.80%
Population, 2000	67,430	6,080,485
Persons under 5 years old, percent, 2000	5.80%	7.00%
Persons under 18 years old, percent, 2000	19.80%	25.90%
Persons 65 years old and over, percent, 2000	13.20%	12.40%

Source: US Census Quick Facts

Economy

Like many mid-sized cities in the Rust Belt, Muncie has had to economically reinvent itself due to the collective fall of the manufacturing industry in the latter part of the 20th century. Muncie's current economic backbone is in health care, education, retail, and other service industries. The largest employers in Muncie are Ball Memorial Hospital (a Clarian Health partner), Ball State University, Muncie Community Schools, The City of Muncie, Sallie Mae, Wal-mart, and The Youth Opportunity Center. In 2008, Italian manufacturer Brevini Power Transmission announced that Muncie will be its new U.S. headquarters and plans to create 450 jobs in Muncie by 2011.

The local economy is one of the most controversial topics for Muncie residents, and the city has at times struggled to find cohesion between older unemployed/underemployed Muncie residents who strongly identify with the manufacturing-identity of the city, and newer residents who identify with the city's shift towards educational and health services. Animosity is greatest amongst those in the older, once industrialized parts on the south and east parts of town as much of the economic growth over that last 20+ years has taken place primarily on the northwest portions of town in connection with the growth of both Ball Memorial Hospital and Ball State University. Muncie, once a factory town with a small teacher's college, is now considered by many as a college-town with a manufacturing past.

The median income for a household in the region is \$26,613, and the median per capita income is \$15,814. About 14.3% of families and 23.1% of the population is below the poverty line.

Quick economic facts, as of 2002, compare the Muncie MSA with the State of Indiana:

Business Facts	Muncie	Indiana
Wholesale trade sales, 2002 (\$1000)	420,270	79,806,006
Retail sales, 2002 (\$1000)	951,971	67,261,298
Retail sales per capita, 2002	\$13,992	\$10,928
Accommodation & foodservices sales, 2002 (\$1000)	126,260	9,409,270
Total number of firms, 2002	3,995	433,907

Source: US Census Quick Facts

Anderson, IN Metropolitan Statistical Area

Geography

Anderson, IN is located in Madison Co., IN. According to the U.S. Census, Anderson comprises a total of 40 Sq. Mi.

Demographics

Demographics of the Anderson area are:

People Facts	Anderson	Indiana
Population, 2006 estimate	57,496	6,313,520
Population, percent change, 4-1, 2000 to 7-1, 2006	-3.80%	3.80%
Population, 2000	59,734	6,080,485
Persons under 5 years old, percent, 2000	6.90%	7.00%
Persons under 18 years old, percent, 2000	23.20%	25.90%
Persons 65 years old and over, percent, 2000	16.60%	12.40%

Source: US Census Quick Facts

Economy

In 2007, Anderson was ranked 98th in the Forbes list for 100 best places for business among smaller U.S. Metro Areas.

The median income for a household in the region is \$32,577, and the median income per capita is \$19,142. About 10.8% of families and 13.4% of the population is below the poverty line.

Quick economic facts, as of 2002, compare the Anderson MSA with the State of Indiana:

Business Quick Facts	Anderson	Indiana
Wholesale trade sales, 2002 (\$1000)	207,011	79,806,006
Retail sales, 2002 (\$1000)	938,508	67,261,298
Retail sales per capita, 2002	\$15,957	\$10,928
Accommodation & foodservices sales, 02 (\$1000)	110,882	9,409,270
Total number of firms, 2002	3,450	433,907
Persons 65 years old and over, percent, 2000	16.60%	12.40%

Source: US Census Quick Facts

The last decade has not produced good economic results for Anderson and Muncie. Like most of Indiana, both of these regions failed to keep pace with national growth beginning in the mid-1990s and continuing through the most recent recession; but these counties suffered a performance gap that was especially severe.

There has been a general downward trend in payroll employment of business establishments in Delaware County (the Muncie metro area) and Madison County (the Anderson metro area) since the mid-point of the last decade. For the Muncie economy, the downturn came on the heels of a period of very strong net hiring in the first half of the decade. Yet the long duration of the job slump, together with an increased rate of job loss during the recent recession, have brought employment totals down to just a fraction above where they stood in 1990.

Anderson's downturn was even more severe. Its growth in the first half of the 1990s was much less pronounced, and the pace of its job loss during the latter half was more severe. As a result, Madison County firms employed about 4,300 fewer workers in 2003 than were on payrolls in 1990, a contraction of 9 percent.

The losses were especially large in manufacturing. In 1996, there were 9,000 workers employed in just one manufacturing industry-transportation equipment-in Madison County. In 2003, that same industry employed just 4,500 workers. That mirrors the slide in total manufacturing employment in Anderson, which fell from 16,000 workers in 1990 to just half of that total fourteen years later.

The experience of Muncie's manufacturing sector was only slightly better. After hovering between 10,000 and 11,000 workers until 1997, the closings and setbacks of that year precipitated a pattern of decline that has continued to the present. In 2003, Delaware County manufacturing payrolls dipped below 8,000 jobs for the first time.

Causes and Consequences of the Economic Declines

It is difficult to know with certainty what these disappointing results can be attributed to. Although Anderson and Muncie's manufacturing job losses were among the worst in the state, they took place in a period when almost 20 percent of factory jobs were eliminated nationwide.

Thus, the search for answers to the problems that have challenged the Anderson and Muncie economies over the past ten years should seek not only to understand why manufacturing jobs have declined, but also why there were not enough non-manufacturing jobs created to replace them.

A glance at the population profiles produced by the 2000 Census provides some insights. The educational profile of the adult population in both Anderson and Muncie reflects the lower educational requirements of a traditional manufacturing base. Within their respective city limits, more than one out of every five adults in Anderson and Muncie do not have a high school diploma.

At the other end of the spectrum, Madison County has fewer college graduates than the state average, and Delaware County has fewer than what one would expect since it is home to a large university. Given the emphasis on training and education in the higher-paying service industries, labor force development will be a key part of future economic success.

1-8 Industry Cluster Definitions¹²

Finfish Farming- NAICS code 112511: This U.S. industry comprises establishments primarily engaged in (1) farm raising finfish (e.g., catfish, trout, goldfish, tropical fish, minnows) and/or (2) hatching fish of any kind.

The Finfish Farming subsector is a subsector of Agriculture, Forestry, Fishing, and Hunting – NAICS 11. The Agriculture, Forestry, Fishing and Hunting sector comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats.

The sector distinguishes two basic activities: agricultural production and agricultural support activities. Agricultural production includes establishments performing the complete farm or ranch operation, such as farm owner-operators, tenant farm operators, and sharecroppers. Agricultural support activities include establishments that perform one or more activities associated with farm operation, such as soil preparation, planting, harvesting, and management.

The establishments in this sector are often described as farms, ranches, dairies, greenhouses, nurseries, orchards, or hatcheries.

Specific job responsibilities of employees of the Enviropure fish farm include: management, who supervise the overall hatchery and manage employees; General Fishery personnel, who implement scientific, biological, and aquaculture theories through the development, growth, reproduction, and harvesting process. Biologists research scientific theory, fish health, and increasing harvesting yields. Additional personnel are required for support services and maintenance.

Transportation and Warehousing – NAICS 48-49: The Transportation and Warehousing sector includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in these industries use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline.

The Transportation and Warehousing sector distinguishes three basic types of activities: subsectors for each mode of transportation, a subsector for warehousing and storage, and a subsector for establishments providing support activities for transportation. In addition, there are subsectors for establishments that provide passenger transportation for scenic and sightseeing purposes, postal services, and courier services.

A separate subsector for support activities is established in the sector because, first, support activities for transportation are inherently multimodal, such as freight transportation arrangement, or have multimodal aspects. Secondly, there are production process similarities among the support activity industries.

¹ Employment Descriptions - Bureau of Labor Statistics Career Guide to Industries 2010-2011 Edition

² NAICS code definitions provided by the U.S. Census Bureau

One of the support activities identified in the support activity subsector is the routine repair and maintenance of transportation equipment (e.g., aircraft at an airport, railroad rolling stock at a railroad terminal, or ships at a harbor or port facility). Such establishments do not perform complete overhauling or rebuilding of transportation equipment (i.e., periodic restoration of transportation equipment to original design specifications) or transportation equipment conversion (i.e., major modification to systems). An establishment that primarily performs factory (or shipyard) overhauls, rebuilding, or conversions of aircraft, railroad rolling stock, or a ship is classified in Subsector 336, Transportation Equipment Manufacturing according to the type of equipment.

Many of the establishments in this sector often operate on networks, with physical facilities, labor forces, and equipment spread over an extensive geographic area.

Warehousing establishments in this sector are distinguished from merchant wholesaling in that the warehouse establishments do not sell the goods.

These jobs account for 70 percent of all jobs in the industry. Truck drivers and driver/sales workers, who hold 44 percent of all trucking and warehousing jobs, transport goods from one location to another. They ensure the safe delivery of cargo to a specific destination by a designated time. Drivers also perform some minor maintenance work on their vehicles and make routine safety checks.

The length of trips varies with the type of merchandise and its final destination. Local drivers provide regular service while long-haul drivers make intercity and interstate deliveries that take longer and may vary from job to job. The driver's responsibilities and assignments vary according to the time spent on the road and the type of goods transported.

Local drivers typically have regular schedules and return home at the end of the day. They may deliver goods to stores or homes or haul away dirt and debris from excavation sites. Many local drivers cover the same routes daily or weekly. Long-distance truck drivers often are on the road for long stretches of time. Their trips vary from an overnight stay to a week or more. On longer trips, drivers sometimes sleep in bunks in their cabs or share the driving with another driver.

Laborers, and hand freight, stock, and material movers help load and unload freight and move it around warehouses and terminals. Often, these unskilled employees work together in groups of three or four. They may use conveyor belts, handtrucks, pallet jacks, or fork lifts to move freight. They may place heavy or bulky items on wooden skids or pallets to be moved by industrial trucks.

Dispatchers coordinate the movement of freight and trucks, and provide the main communication link that informs the truck drivers of their assignments, schedules, and routes. Dispatchers frequently receive new shipping orders on short notice and must juggle drivers' assignments and schedules to accommodate clients. Shipping, receiving, and traffic clerks keep records of shipments arriving and leaving. They verify the contents of trucks' cargo against shipping records. They also may pack and move stock. Billing and posting clerks and machine operators maintain company records of the shipping rates negotiated with customers and shipping charges incurred; they also prepare customer invoices.

These workers ensure that trucks and warehouse equipment function properly and remain in good working order. Service technicians and mechanics, also called vehicle and mobile equipment mechanics, installers, and repairers, perform preventive safety checks as well as routine service and repairs. Service technicians and mechanics sometimes advance to parts manager positions. Parts managers maintain the supply of replacement parts needed to repair vehicles. Parts managers monitor the parts inventory using a computerized system and purchase new parts to replenish supplies. These employees need mechanical knowledge and must be familiar with computers and purchasing procedures.

Sales workers, often called brokers, sell the industry's services to companies who need goods shipped. They meet with prospective buyers, discuss the customers' needs, and suggest appropriate services. Travel may be required, and many analyze sales statistics, prepare reports, and handle some administrative duties.

Managers provide general direction to firms. They staff, supervise, and provide safety and other training to workers in the various occupations. They also resolve logistical problems such as forecasting the demand for company services; ordering parts and equipment service support; and scheduling the transportation of goods.

Software Publishers – NAICS 511210: The Information sector comprises establishments engaged in the following processes: (a) producing and distributing information and cultural products, (b) providing the means to transmit or distribute these products as well as data or communications, and (c) processing data.

The main components of this sector are the publishing industries, including software publishing, and both traditional publishing and publishing exclusively on the Internet; the motion picture and sound recording industries; the broadcasting industries, including traditional broadcasting and those broadcasting exclusively over the Internet; the telecommunications industries; the industries known as Internet service providers and web search portals, data processing industries, and the information services industries.

The expressions "information age" and "global information economy" are used with considerable frequency today. The general idea of an "information economy" includes both the notion of industries primarily producing, processing, and distributing information, as well as the idea that every industry is using available information and information technology to reorganize and make themselves more productive.

For the purpose of developing NAICS, it is the transformation of information into a commodity that is produced and distributed by a number of growing industries that is at issue. The Information sector groups three types of establishments: (1) those engaged in producing and distributing information and cultural products; (2) those that provide the means to transmit or distribute these products as well as data or communications; and (3) those that process data. Cultural products are those that directly express attitudes, opinions, ideas, values, and artistic creativity; provide entertainment; or offer information and analysis concerning the past and present. Included in this definition are popular, mass-produced, products as well as cultural products that normally have a more limited audience, such as poetry books, literary magazines, or classical records.

The unique characteristics of information and cultural products, and of the processes involved in their production and distribution, distinguish the Information sector from the goods-producing and service-producing sectors. Some of these characteristics are:

1. Unlike traditional goods, an "information or cultural product," such as a newspaper on-line or television program, does not necessarily have tangible qualities, nor is it necessarily associated with a particular form. A movie can be shown at a movie theater, on a television broadcast, through video-on-demand or rented at a local video store. A sound recording can be aired on radio, embedded in multimedia products, or sold at a record store.
2. Unlike traditional services, the delivery of these products does not require direct contact between the supplier and the consumer.
3. The value of these products to the consumer lies in their informational, educational, cultural, or entertainment content, not in the format in which they are distributed. Most of these products are protected from unlawful reproduction by copyright laws.
4. The intangible property aspect of information and cultural products makes the processes involved in their production and distribution very different from goods and services. Only those possessing the rights to these works are authorized to reproduce, alter, improve, and distribute them. Acquiring and using these rights often involves significant costs. In addition, technology is revolutionizing the distribution of these products. It is possible to distribute them in a physical form, via broadcast, or on-line.
5. Distributors of information and cultural products can easily add value to the products they distribute. For instance, broadcasters add advertising not contained in the original product. This capacity means that unlike traditional distributors, they derive revenue not from sale of the distributed product to the final consumer, but from those who pay for the privilege of adding information to the original product. Similarly, a directory and mailing list publisher can acquire the rights to thousands of previously published newspaper and periodical articles and add new value by providing search and software and organizing the information in a way that facilitates research and retrieval. These products often command a much higher price than the original information.

The distribution modes for information commodities may either eliminate the necessity for traditional manufacture, or reverse the conventional order of manufacture-distribute: A newspaper distributed on-line, for example, can be printed locally or by the final consumer. Similarly, it is anticipated that packaged software, which today is mainly bought through the traditional retail channels, will soon be available mainly on-line. The NAICS Information sector is designed to make such economic changes transparent as they occur, or to facilitate designing surveys that will monitor the new phenomena and provide data to analyze the changes.

Many of the industries in the NAICS Information sector are engaged in producing products protected by copyright law, or in distributing them (other than distribution by traditional wholesale and retail methods). Examples are traditional publishing industries, software and directory and mailing list publishing industries, and film and sound industries. Broadcasting and telecommunications industries and information providers and processors are also included in the Information sector, because their technologies are so closely linked to other industries in the Information sector.

Computer specialists make up the vast majority of professional and related occupations among

software publishers, and account for about 52 percent of the industry as a whole. Their duties vary substantially, and include tasks such as developing software applications, designing information networks, and assisting computer users.

Computer programmers write, test, and maintain the detailed instructions, called programs or software, that computers must follow to perform their functions. They often work under the supervision of computer software engineers, whose main job is to design software. Following the specifications that are developed by software engineers, programmers break down each operation into a logical sequence of steps, and convert the instructions for those steps into a language that the computer understands. While some programmers still work with traditional programming languages like COBOL, most programmers today work with more sophisticated tools. Object-oriented programming languages, such as C++ and Java, computer-aided software engineering (CASE) tools, and artificial intelligence tools are now widely used to create and maintain programs. These languages and tools allow portions of code to be reused in programs that require similar routines. As some of the programming process has become automated, many programmers have begun to assume more responsibilities, such as customizing purchased software or creating better software to meet a client's specific needs.

Computer software engineers design, develop, test, and evaluate software programs and systems. Although programmers write and support programs in new languages, much of the design and development is the responsibility of software engineers. Software engineers must possess strong programming skills, but are more concerned with developing algorithms and analyzing and solving programming problems than with writing code. These professionals develop many types of software, including operating systems software, network distribution software, and a variety of applications software. Computer systems software engineers coordinate the construction and maintenance of a company's computer systems, and plan their future growth. They develop software systems for control and automation in manufacturing, business, and other areas. They research, design, and test operating system software, compilers—software that converts programs for faster processing—and network distribution software. Computer applications software engineers analyze users' needs and design, create, and modify general computer applications software or specialized utility programs. For example, video game programmers are software engineers who plan and write video game software.

Computer support specialists provide technical assistance, support, and advice to customers and users. This group of occupations includes workers with a variety of titles, such as technical support specialists and help-desk technicians. These troubleshooters interpret problems and provide technical support for software and systems. They answer telephone calls, analyze problems using automated diagnostic programs, and resolve difficulties encountered by users.

Other computer specialists include a wide range of professionals who specialize in operation, analysis, education, application, or design for a particular piece of the system. Many are involved in the design, testing, and evaluation of network systems such as local area networks (LAN), wide area networks (WAN), the Internet, and other data communications systems. Specialty occupations reflect an emphasis on client-server applications and end-user support; however, occupational titles shift rapidly to reflect new developments in technology.

A substantial number of marketing and sales workers also are employed in this industry. In order to compete successfully in the online world, the presentation and features of software and other content related to information technology becomes increasingly important. For example, publishers of software that provide Internet services must be able to differentiate their products from those of their competitors. Marketing and sales workers are responsible for promoting and selling the products and services produced by the industry.

Manufacturing - NAICS code 31-33: For the purposes of this analysis WJ is focused on the subsectors of;

- **Custom Compounding of Purchased Resins – NAICS code 325991:** This industry comprises establishments primarily engaged in (1) custom mixing and blending plastics resins made elsewhere or (2) reformulating plastics resins from recycled plastics products.
- **Computer Storage Device Manufacturing – NAICS code 334112:** This U.S. industry comprises establishments primarily engaged in manufacturing computer storage devices that allow the storage and retrieval of data from a phase change, magnetic, optical, or magnetic/optical media. Examples of products made by these establishments are CD-ROM drives, floppy disk drives, hard disk drives, and tape storage and backup units.

The Manufacturing sector as a whole comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. The assembling of component parts of manufactured products is considered manufacturing, except in cases where the activity is appropriately classified in Sector 23, Construction.

Establishments in the Manufacturing sector are often described as plants, factories, or mills and characteristically use power-driven machines and materials-handling equipment. However, establishments that transform materials or substances into new products by hand or in the worker's home and those engaged in selling to the general public products made on the same premises from which they are sold, such as bakeries, candy stores, and custom tailors, may also be included in this sector. Manufacturing establishments may process materials or may contract with other establishments to process their materials for them. Both types of establishments are included in manufacturing.

The materials, substances, or components transformed by manufacturing establishments are raw materials that are products of agriculture, forestry, fishing, mining, or quarrying as well as products of other manufacturing establishments. The materials used may be purchased directly from producers, obtained through customary trade channels, or secured without recourse to the market by transferring the product from one establishment to another, under the same ownership. The new product of a manufacturing establishment may be finished in the sense that it is ready for utilization or consumption, or it may be semi finished to become an input for an establishment engaged in further manufacturing. For example, the product of the alumina refinery is the input used in the primary production of aluminum; primary aluminum is the input to an aluminum wire drawing plant; and aluminum wire is the input for a fabricated wire product manufacturing establishment.

The subsectors in the Manufacturing sector generally reflect distinct production processes related to material inputs, production equipment, and employee skills. In the machinery area, where assembling is a key activity, parts and accessories for manufactured products are classified in the

industry of the finished manufactured item when they are made for separate sale. For example, a replacement refrigerator door would be classified with refrigerators and an attachment for a piece of metal working machinery would be classified with metal working machinery. However, components, input from other manufacturing establishments, are classified based on the production function of the component manufacturer. For example, electronic components are classified in Subsector 334, Computer and Electronic Product Manufacturing and stampings are classified in Subsector 332, Fabricated Metal Product Manufacturing.

Manufacturing establishments often perform one or more activities that are classified outside the Manufacturing sector of NAICS. For instance, almost all manufacturing has some captive research and development or administrative operations, such as accounting, payroll, or management. These captive services are treated the same as captive manufacturing activities. When the services are provided by separate establishments, they are classified to the NAICS sector where such services are primary, not in manufacturing.

The boundaries of manufacturing and the other sectors of the classification system can be somewhat blurry. The establishments in the manufacturing sector are engaged in the transformation of materials into new products. Their output is a new product. However, the definition of what constitutes a new product can be somewhat subjective.

The manufacturing industry sector relies on a wide variety of workers to perform every day business. These jobs include general managers; project managers; engineers; dispatchers; office/administrative staff; accountants; equipment operators; foremen; shop workers; yard workers; field workers; and truck drivers. General managers oversee the big picture of a facility's operations, ensuring that the company is moving in the direction that it should. While project managers have a more detailed focus oriented to the progress of specific tasks. Engineers design the methods and tools that are used on projects. Foremen govern the general work force of a facility, making sure that workers are completing their objectives. Equipment operators are in charge of working machines necessary to produce a facility's product. Shop workers are a general labor force that works within the facility. Yard workers work in between the facility and the site location. Field workers are laborers that work on location finishing construction of the product at its final site. Truck drivers are responsible for transporting the produced components to the site location.

Construction – NAICS code 23: The construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector. Construction work done may include new work, additions, alterations, or maintenance and repairs. Activities of these establishments generally are managed at a fixed place of business, but they usually perform construction activities at multiple project sites. Production responsibilities for establishments in this sector are usually specified in (1) contracts with the owners of construction projects (prime contracts) or (2) contracts with other construction establishments (subcontracts).

Cement masons, concrete finishers, and terrazzo workers all work with concrete, one of the most common and durable materials used in construction. Once set, concrete—a mixture of Portland cement, sand, gravel, and water—becomes the foundation for everything from decorative patios and floors to huge dams or miles of roadways.

Cement masons and concrete finishers place and finish concrete. They also may color concrete surfaces, expose aggregate (small stones) in walls and sidewalks, or fabricate concrete beams, columns, and panels. In preparing a site to place concrete, cement masons first set the forms for

holding the concrete and properly align them. They then direct the casting of the concrete and supervise laborers who use shovels or special tools to spread it. Masons then guide a straightedge back and forth across the top of the forms to "screed," or level, the freshly placed concrete. Immediately after leveling the concrete, masons carefully float it—which means to smooth the concrete surface with a "bull float," a long-handled tool of about 8 by 48 inches that covers the coarser materials in the concrete and brings a rich mixture of fine cement paste to the surface.

Electricians install and maintain all of the electrical and power systems for our homes, businesses, and factories. They install and maintain the wiring and control equipment through which electricity flows. They also install and maintain electrical equipment and machines in factories and a wide range of other businesses.

Electricians generally focus on either construction or maintenance, although many do both. Electricians specializing in construction primarily install wiring systems into factories, businesses, and new homes. Electricians specializing in maintenance fix and upgrade existing electrical systems and repair electrical equipment. All electricians must follow State and local building codes and the National Electrical Code when performing their work.

Roofers repair and install roofs made from a combination of some of the following: tar, asphalt, gravel, rubber, thermoplastic, metal, and shingles—all of which protect buildings and their contents from water damage. A leaky roof can damage ceilings, walls, and furnishings. Repair and reroofing—replacing old roofs on existing buildings—make up the majority of work for roofers.

Most people are familiar with plumbers who come to their home to unclog a drain or fix a leaking toilet. Plumbers, pipe layers, pipefitters, and steamfitters install, maintain, and repair many different types of pipe systems. Some of these systems move water from reservoirs to municipal water treatment plants and then to residential, commercial, and public buildings. Other systems dispose of waste, supply gas to stoves and furnaces, or provide for heating and cooling needs. Pipe systems in power plants carry the steam that powers huge turbines. Pipes also are used in manufacturing plants to move material through the production process. Specialized piping systems are very important in both pharmaceutical and computer-chip manufacturing.

Carpenters construct, erect, install, and repair structures and fixtures made from wood and other materials. Carpenters are involved in many different kinds of construction, from the building of highways and bridges to the installation of kitchen cabinets.

Most craft workers specialize in one kind of work, such as plumbing or carpentry. General maintenance and repair workers, however, have skills in many different crafts. They repair and maintain machines, mechanical equipment, and buildings and work on plumbing, electrical, and air-conditioning and heating systems. They build partitions, make plaster or drywall repairs, and fix or paint roofs, windows, doors, floors, woodwork, and other parts of building structures. They also maintain and repair specialized equipment and machinery found in cafeterias, laundries, hospitals, stores, offices, and factories.

Typical duties include troubleshooting and fixing faulty electrical switches, repairing air-conditioning motors, and unclogging drains. New buildings sometimes have computer-controlled systems that allow maintenance workers to make adjustments in building settings and monitor for problems from a central location. For example, they can remotely control light sensors that turn off lights automatically after a set amount of time or identify a broken ventilation fan that needs to be replaced.

General maintenance and repair workers inspect and diagnose problems and determine the best way

to correct them, frequently checking blueprints, repair manuals, and parts catalogs. They obtain supplies and repair parts from distributors or storerooms. Using common hand and power tools such as screwdrivers, saws, drills, wrenches, and hammers, as well as specialized equipment and electronic testing devices, these workers replace or fix worn or broken parts, where necessary, or make adjustments to correct malfunctioning equipment and machines.

General maintenance and repair workers also perform routine preventive maintenance and ensure that machines continue to run smoothly, building systems operate efficiently, and the physical condition of buildings does not deteriorate. Following a checklist, they may inspect drives, motors, and belts, check fluid levels, replace filters, and perform other maintenance actions. Maintenance and repair workers keep records of their work.

1-9 Output per Worker & Employee Compensation

Outputs per worker and employee compensation are two of the main factors in determining the multiplier effect within a given industry. Output per worker directly affects the indirect job creation within the industry. The more output a particular employee can produce, the more demand from suppliers of the business. Employee compensation is important to note because the higher the earnings of a particular employee, then the more disposable income the worker will have to spend in the region. The higher the amount of employee compensation, the higher the induced multiplier. It is therefore necessary to present the ratios to maintain transparency when analyzing the various sectors.

Output and Compensation Comparison		
	In Region	US Economy
Fish Farm		
Output Per Worker	\$90,711	\$52,680
Employee Compensation	\$6,693	\$8,772
Transportation and Warehousing		
Output Per Worker	\$132,466	\$134,340
Employee Compensation	\$37,393	\$47,717
Information (Software Publisher)		
Output Per Worker	\$385,896	\$510,955
Employee Compensation	\$82,129	\$124,843
Manufacturing – (Computer Storage Devices)		
Output Per Worker	\$796,079	\$817,577
Employee Compensation	\$126,376	\$131,120
Manufacturing – (Custom Compounding of Purchased Resins)		
Output Per Worker	\$562,530	\$547,003
Employee Compensation	\$89,912	\$89,766
Construction		
Output Per Worker	\$103,803	\$118,407
Employee Compensation	\$29,691	\$49,770

1-9 Discussion of Commuter Patterns in the Region

As reflected in the table below, based on US census data, 91.51 percent of those who work in the area also live in the area.

With over 90% of workers within the data shows that with respect to the majority of the projected employment in the proposed regional center, commuting does not have a significant impact the accuracy of multipliers. With the Regional Center encompassing a specific geography within the State of Indiana. Some commuters will be commuting across county lines within the region, while others will be commuting from outside the region.

In section one of the following table, each county is listed within the Regional Center and the employment breakdown is noted for each of those counties. The second section highlights the commuting patterns of each county and shows the commuting patterns both in and out of the Regional Center area.

(1)			(2)			
Total Regional Center			Regional Center Commuting Patterns			
County	Employment	%	In Region	%	Out of Region	%
Blackford Co. IN	5,183	2.69%	4,394	2.28%	789	0.41%
Delaware Co. IN	55,370	28.78%	52,529	27.30%	2,841	1.48%
Fayette Co. IN	10,863	5.65%	9,652	5.02%	1,211	0.63%
Grant Co. IN	32,644	16.97%	29,284	15.22%	3,360	1.75%
Henry Co. IN	15,821	8.22%	14,891	7.74%	930	0.48%
Jay Co. IN	8,476	4.41%	7,853	4.08%	623	0.32%
Madison Co. IN	49,352	25.65%	44,714	23.24%	4,638	2.41%
Randolph Co. IN	8,481	4.41%	7,334	3.81%	1,147	0.60%
Rush Co. IN	6,200	3.22%	5,411	2.81%	789	0.41%
Grand Total	192,390	100.00%	176,062	91.51%	16,328	8.49%

(1) - Aggregate employment by county within the Regional Center.

(2) - Origination of employment within the Regional Center.

1-10 Effect of Household Earnings

(b) (4)



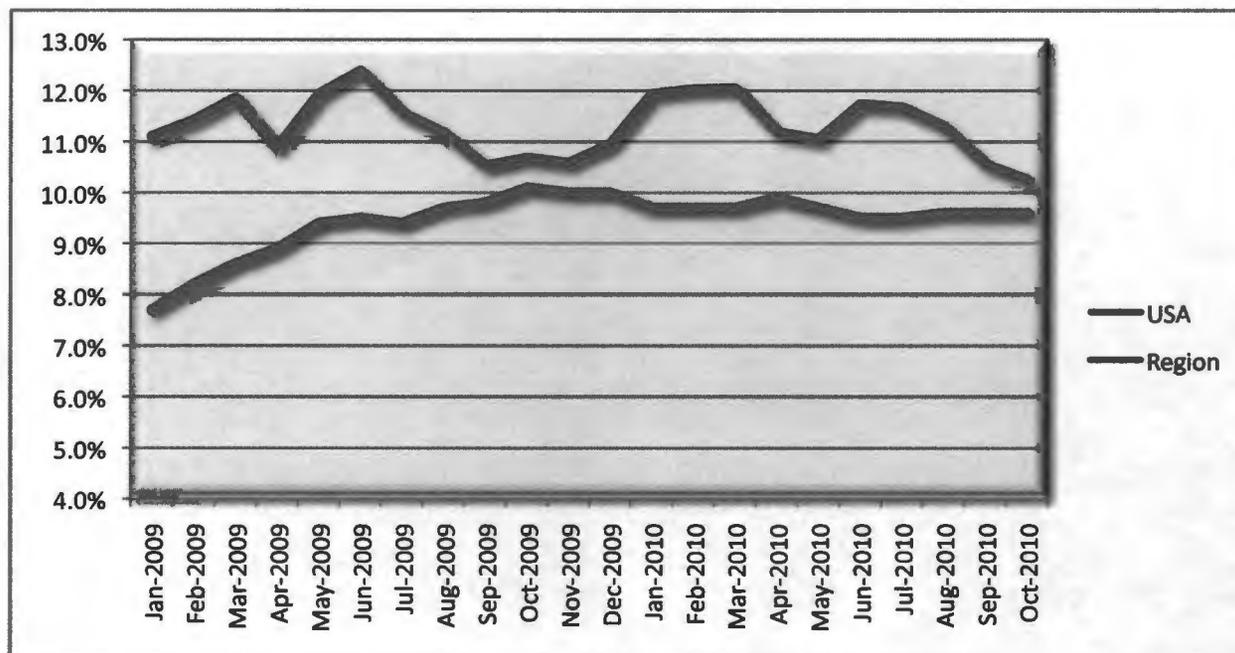
1-12 Discussion of Unemployment

In the following charts WJ focused on the unemployment rates in the region for this analysis. The unemployment charts highlight the non-seasonally adjusted unemployment rate for the aggregated region in which the workforce will be affected. The annual unemployment level for the region in 2009 for the 9 counties was 24,966, with an unemployment rate of 11.3 percent. This number has fallen to 10.2 percent by October 2010.

Energize-ECI EB-5 Visa Regional Center

Period	Labor Force	Employment	Unemployment	Unemployment Rate
Jan-2009	224,649	199,709	24,940	11.1%
Feb-2009	223,730	198,180	25,550	11.4%
Mar-2009	224,649	198,011	26,638	11.9%
Apr-2009	224,047	199,665	24,382	10.9%
May-2009	225,270	198,388	26,882	11.9%
Jun-2009	223,495	195,798	27,697	12.4%
Jul-2009	220,686	195,182	25,504	11.6%
Aug-2009	218,189	193,812	24,377	11.2%
Sep-2009	219,460	196,367	23,093	10.5%
Oct-2009	220,340	196,804	23,536	10.7%
Nov-2009	219,143	195,964	23,179	10.6%
Dec-2009	217,539	193,720	23,819	10.9%
Annual-2009	221,767	196,801	24,966	11.3%
Jan-2010	218,518	192,443	26,075	11.9%
Feb-2010	220,060	193,602	26,458	12.0%
Mar-2010	220,568	194,005	26,563	12.0%
Apr-2010	222,664	197,763	24,901	11.2%
May-2010	224,029	199,288	24,741	11.0%
Jun-2010	221,942	195,899	26,043	11.7%
Jul-2010	220,235	194,536	25,699	11.7%
Aug-2010	220,461	195,546	24,915	11.3%
Sep-2010	220,965	197,656	23,309	10.5%
Oct-2010	220,531	197,936	22,595	10.2%

The following graph summarizes a comparison of the Regional and National unemployment levels for 2009 through October, 2010. Using a weighted average of the non-seasonally adjusted unemployment rate we find that the overall 9 county region is consistently higher than the US as a whole. The October, 2010 US unemployment rate ended at 9.6%, whereas the region remained at 10.4%.



1-13 Regional Model Baselines

The baseline metrics of EEERC are listed below. Some key factors to point out are of a possible 440 regions within the IMPLAN model EEERC contains 273. This is a less substantial number of industries for a region to contain and therefore the multiplier effect is lower than most Regions due to the smaller amount of inter industry interactions taking place in the matrix. The gross Regional Product is \$13 billion, this equates to 0.09% of the \$14.4 trillion national economy of the United States. Average household income within the region is \$72,561 compared to \$102,161 for the national economy demonstrating lower than average labor compensation.

- Gross Regional Product \$13,151,899,200
- Total Personal Income \$13,915,250,000
- Total Households 191,773
- Total Employment 200,612
- Number of Industries 273
- Land Area (sq. miles) 3,278
- Population 464,372
- Average Household Income \$72,561

1-14 Regional Final Demand

In economics, an input-output model uses a matrix representation of a region's economy to predict the effect of changes in one industry on others and by consumers, government, and foreign suppliers on the economy. Final Demand within input-output models is representative of the overall makeup of a regional economy. Exports bring output into a region in exchange for goods and services produced while imports indicate reliance on outside suppliers of goods and services. As seen below, the differential in exports and imports within the EEERC economy is slightly negative, meaning that the region imports slightly more than it exports and therefore is a negative for output, jobs, and wages.

Households	\$11,818,300,000
State/Local Government	\$2,093,775,000
Federal Government	\$377,550,200
Capital	\$1,253,607,000
Exports	\$11,254,540,000
Imports	\$(12,672,040,000)
Institutional Sales	\$(973,828,400)
Total Final Demand	\$13,151,900,000

1-15 Top Ten Regional Industries

To understand the dynamics of a region it is important to understand the underlying makeup of the industries contained within it. The top ten industries in the region are listed below and ranked from the first to tenth in employment based industries. As the reader can see, Employment and payroll only (state & local government, education) is the number one employer within the region followed closely by Food services and drinking places and Employment and payroll only (state & local government, non-education).

Top 10 Industries EEERC			
Description	Employment	Labor Income	Output
* Employment and payroll only (state & local govt., education)	17,855	\$883,668,200	\$1,003,860,000
Food services and drinking places	14,828	\$233,930,200	\$715,409,300
* Employment and payroll only (state & local govt., non-education)	9,161	\$382,883,500	\$434,961,200
Private hospitals	6,978	\$362,377,200	\$844,586,600
Nursing and residential care facilities	6,711	\$204,214,900	\$366,417,600
Civic, social, professional, and similar organizations	5,916	\$123,378,700	\$264,041,000
Wholesale trade businesses	5,566	\$304,602,600	\$808,466,800
Retail Stores - General merchandise	5,117	\$115,380,900	\$221,001,400
Offices of physicians, dentists, and other health practitioners	5,105	\$378,368,200	\$639,793,200
Motor vehicle parts manufacturing	4,906	\$427,737,500	\$1,964,733,000

2. Methods & Assumptions

2-1 Assumptions

(b) (4)



2-2 Simulation Inputs

(b) (4)



(b) (4)



(b) (4)



(b) (4)



(b) (4)



3. About IMPLAN

IMPLAN has long been accepted by the USCIS (and many other governmental agencies) as a valid economic methodology that satisfies the requirements of 8 CFR § 204.6(j)(4), 8 CFR § 204.6(m)(3)(iv) and 8 CFR § 204.6(m)(3)(v).

The **IMPLAN** system is a menu-driven microcomputer program that performs complex calculations used to generate social accounts and input/output multipliers. The software performs the necessary calculations, using the study area data, to create the models. The system allows users to make in-depth examinations of regional, state, multi-county, county or sub-county economies and the impacts which proposed activities are likely to have on these economies.

The **IMPLAN** data and accounts closely follow the accounting conventions used in the annual industry accounts produced by the U. S. Bureau of Economic Analysis. This data is reported in the U.S. Benchmark Input-Output Accounts. A benchmark input-output account is produced every five years, soon after the U. S. Economic Census is compiled jointly by the United States Census Bureau (USCB), the Bureau of Economic Analysis (BEA) and the Bureau of Labor Statistics (BLS). In addition to this benchmark input-output account, BEA produces a set of annual industry accounts.

Comprehensive and detailed data coverage of the entire U.S. by county and the ability to incorporate user supplied data at each stage of the model building process provides a high degree of flexibility both in terms of geographic coverage and model formulation.

IMPLAN is based on the concept of a production function, which determines the quantities of inputs that are required to produce a unit of output. The production function implicit in the IMPLAN model is known as the Leontief production function, named after Wassily Leontief, one of the pioneers of input-output analysis. The Leontief production function is a special case of the constant elasticity of substitution (CES) production function and implies that factors of production will always be used in fixed proportions. The general formulation of the CES production function is

$$Q = F \cdot (a \cdot K^r + (1 - a) \cdot L^r)^{\frac{1}{r}}, \text{ where:}$$

- Q = Output
- F = Factor productivity
- a = Share parameter
- K, L = Primary production factors (Capital and Labor)
- $r = \frac{s - 1}{s}$
- $s = \frac{1}{1 - r}$ = Elasticity of substitution.

The Leontief production function, also known as the perfect complements production function, can be expressed mathematically as

$$Y = \text{Min} \left(\frac{X_1}{\alpha_1}, \frac{X_2}{\alpha_2}, \dots, \frac{X_n}{\alpha_n} \right),$$

Where Y = quantity of output;

$X_1 \dots X_n$ = quantity of inputs 1 . . . n;

and $\alpha_1 \dots \alpha_n$ = empirically derived parameters representing the relative weight of each of the inputs (factors of production);

The basic data are collected by the Commerce Department from a variety of sources, such as the Annual Survey of Manufacturers and various annual surveys of the service sector. The data are benchmarked to the Economic Census figures once every five years and then updated annually. These figures comprise the national input/output model.

All of this data is pre-processed within the **IMPLAN** software developed by the Minnesota **IMPLAN** Group, Inc. The "processes and calculations" are thus embedded within the programming of the software which renders an "output" based on any "input" in the way a calculator contains mathematical rules for generating output based on data input. To fully understand the complexity of the **IMPLAN** software and the mathematical models utilized to generate output data requires a deep knowledge of applied economic theory.

The **IMPLAN** model has certain similarities with the RIMS (Regional Input/Output Modeling system) model developed by the Department of Commerce, but is generally thought to contain several superior features besides its greater ease and flexibility of use. These improvements can be summarized as follows:

The Commerce Department is not permitted to publish data in any category where there are less than three organizations in a given economic area. **IMPLAN** has developed an algorithm to fill in the missing numbers.

The USCB publishes annually County Business Patterns (CBP).. CBP covers all U.S. and Puerto Rico business establishments with paid employees. CBP covers all industries by North American Industrial Classification System (NAICS) code except crop and animal production; rail transportation; National Postal Service; pension, health, welfare, and vacation funds; trusts, estates, and agency accounts; private households; and public administration. The CBP also excludes most government employees.

The North American Industrial Classification System was developed under the auspices of the U. S. Office of Management and Budget. The NAICS replaces the Standard Industrial Classification (SIC) coding system, which was implemented in 1937. The NAICS codes are updated every five years in conjunction with the Economic Census.

Another important force in the development and evolution of the NAICS codes has been the BLS. Work has proceeded to harmonize the industrial classification and measurement systems of various Federal Agencies and the states.

One force accelerating this standardization process is the movement to have Federal Economic Statistical data readily available online. Major data acquisition and analysis tools put in place by the USCB and BLS include the Data Web, the Data FERRETT (Federal Electronic Retrieval, Review, Extraction and Tabulation Tool, and the American Factfinder.

The proposed Data Web would be a central repository of readily accessible data which can be manipulated for easy analysis. The Data Web Framework has several pieces.

1. The DataFERRETT which acts as a web-based analytical workspace.
2. Hot Reports – a website builder to allow the data extracted to be organized around unifying themes of the user's choice, and
3. DataWeb Webservices: The computer “plumbing” that networks all the data together.

IMPLAN has introduced improved methods of accounting for flows of goods and services among counties.

IMPLAN permits aggregation of any subset of industries for calculation and tabular purposes. This is useful when results are desired for, say, 1-digit industries instead of the 509 industries actually found in the input/output table.

As seen in the tables throughout this analysis, **IMPLAN** estimates three separate effects, labeled “direct”, “indirect” and “induced”. The direct effects are those entered by the user. The Indirect and induced represent the multiplier effects, but they are usually combined in other input/output models. Briefly, the indirect effect represents purchases made by businesses when their sales rise. For example, a restaurant might order more food produced or sold in the region or an automobile plant might order more steel. The induced effect represents the additional household spending because income has risen. For example, casino workers would spend their paychecks on various goods and services, some of which are produced in the region. In general, the larger the region under consideration, the larger the multipliers would be.

The following material, taken from the **IMPLAN** manual, describes the input/output process in more detail.

Input/output analysis is a means of examining relationships within an economy, between businesses and between businesses and final consumers. It captures all of the monetary market transactions for consumption in a given time period. The resulting mathematical formulae allow examination of the effects of a change in one or several economic activities on an entire economy.

A descriptive model includes information about local economic interactions known as regional economic accounts. These describe a local economy in terms of the flow of dollars from purchasers to producers within the region. The initial **IMPLAN** data details all purchases, including imported goods and services. When regional economic accounts are created, imports to the region are removed from the initial data, allowing examination of local inter-industry transactions and final purchases.

The regional economic accounts are used to construct local level multipliers. Multipliers describe the response of the economy to a stimulus (a change in demand or production). The multipliers represent the Predictive Model.

Purchases for final use (final demand) drive an input/output model. Industries producing goods and services for consumption purchase goods and services from other producers. These other producers, in turn, purchase goods and services. These indirect purchases (or indirect effects) continue until leakages from the region (imports, wages, profits, etc.) stop the cycle.

The indirect effects and the effects of increased household spending (induced effects) can be mathematically derived as sets of multipliers. The derivation is called the Leontief inverse. The

resulting sets of multipliers describe the change of output for each industry caused by a one dollar change in final demand for any given industry.

The input/output analysis framework is similar to a financial accounting framework that tracks purchases of and expenditures on goods and services in dollars. Input/output accounting traces the flow of dollars between businesses and between businesses and final consumers.

Final Consumption (or final demand) drives input/output models. Industries respond to meet demand directly or indirectly, by supplying goods and services to industries responding directly. Each industry that produces goods and services generates demands for other goods and services, and so on. Multipliers describe these iterations.

To assist the reader in understanding the "processes and calculations", WJ has attached as Exhibit 1, a discussion of the many determinants that are used to derive the figures upon which economic decisions are based.

Further, this econometric study provides information related to job creation and the "overall economic impact" of the regional center by quantifying 1) the total increase in output as a result of a project and 2) the total increase in labor income.

The **IMPLAN** model used in this econometric study generates output data in the form of job creation and economic impact numbers. The **IMPLAN** software derives monetary predictions based on various input data. The USCIS has long recognized that an economic report provides two data sets of information, "job creation" and "economic impact," both within the geographic scope of the regional center.

Also included in this study is impact analysis on indirect business taxes and employee compensation. This information is provided to illustrate the increased benefits to the local community and region in general.

Finally, to further assist the reader in understanding the economic benefits to the local, regional and national economies, WJ attached Exhibit 2 entitled "Multi-Regional Analysis."

4. Results

(b) (4)



4-1 Economic Results Definitions

The locally impacted area experiences strong growth in employment. Such positive growth is a result of direct capital investment and employment increases at the project locations in Indiana. The direct employment stimulus leads to additional job creation through indirect effects.

Direct Effects are those occurring to the firm that exports additional goods or services.

Indirect Effects occur to industries in backward-linked industries that supply the exporting firm.

Induced Effects result from households spending some of the additional income they receive in the local area.

The **Output** of an economy is the amount of production in dollars, including all intermediate goods purchased as well as value-added (labor, capital and profit). We can also think of output as sales for both final goods and services and intermediate goods and services. Output is dependent upon consumption in the area, state government spending, investment and exports of the industries in the region.

The **Employment** variable in the WJ/IMPLAN matrix is made up of historical data from the Bureau of Economic Analysis (BEA).

Population is a key variable in the WJ/IMPLAN regional analysis that affects the potential labor force, government spending and consumption.

4-2 Detailed Results Increase in Employment - Fish Farm

(b) (4)



4-3 Detailed Results Annual Increase in Output- Fish Farm

(b) (4)



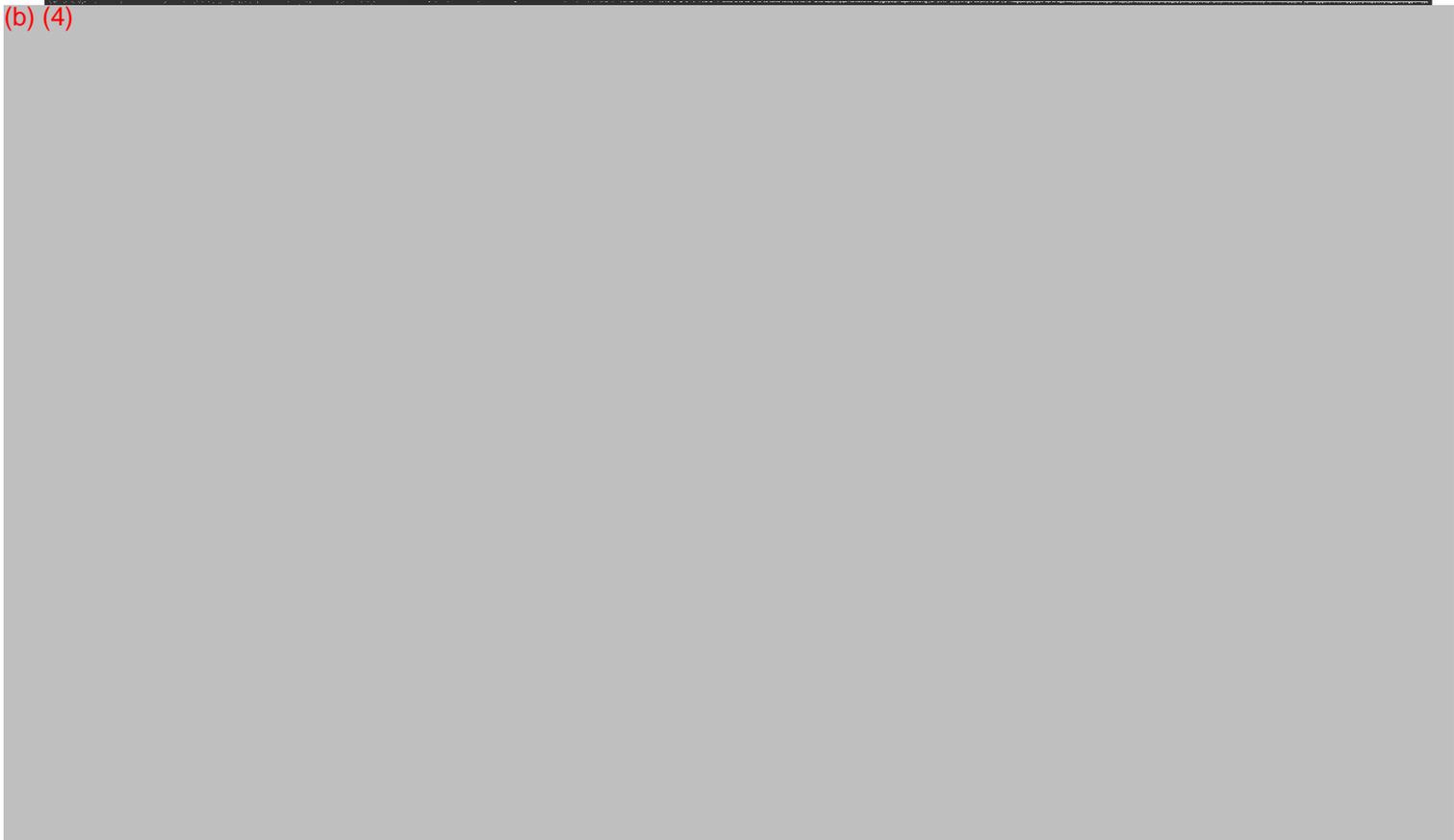
4-4 Detailed Results Annual Increase in Labor Income -Fish Farm

(b) (4)



4-5 Detailed Results Annual Increase in Employment -Plastic Recycling Facility

(b) (4)



4-6 Detailed Results Annual Increase in Output -Plastic Recycling Facility

(b) (4)



4-7 Detailed Results Annual Increase in Labor Income -Plastic Recycling Facility

(b) (4)



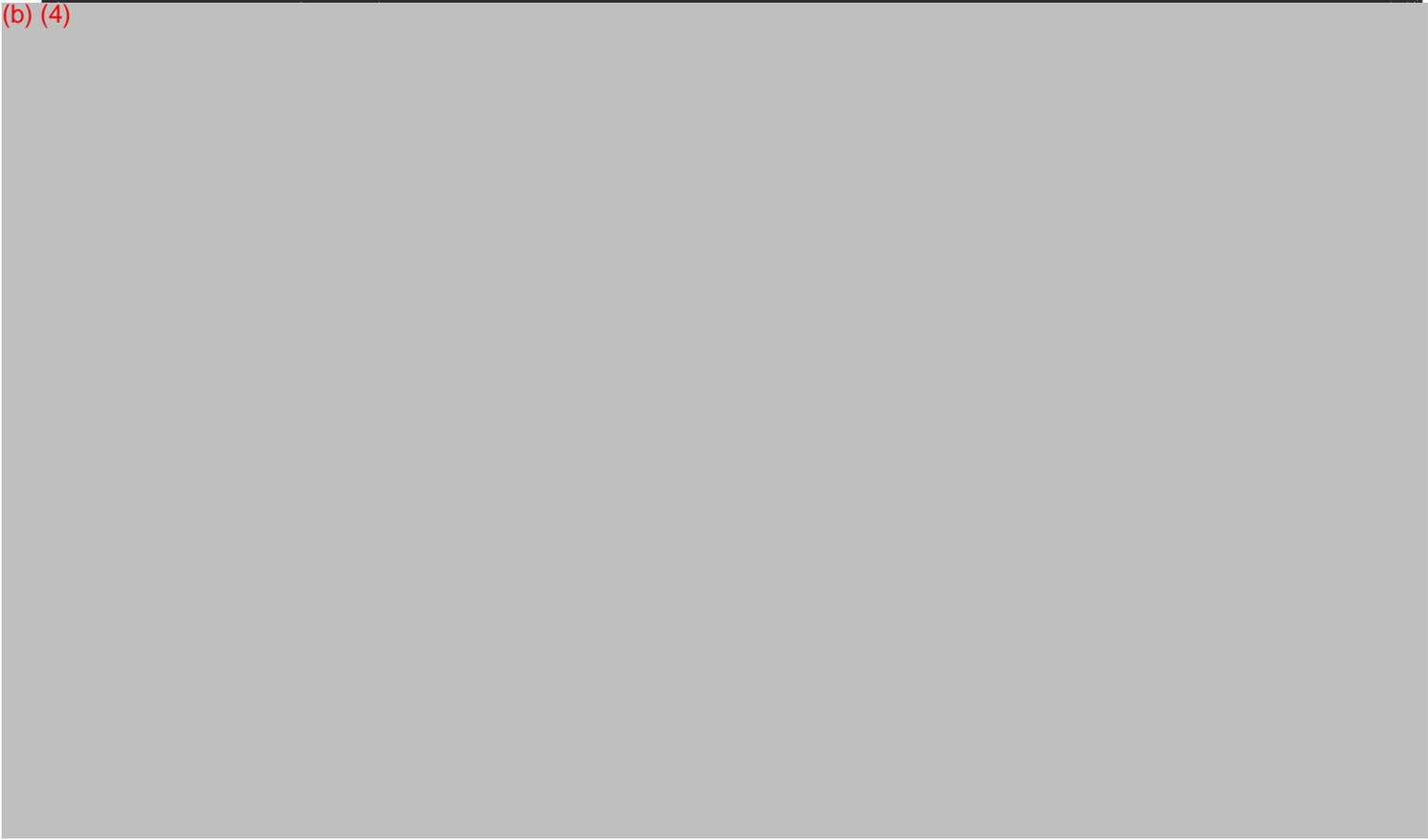
4-8 Detailed Results Annual Increase in Employment -Trucking Company

(b) (4)



4-9 Detailed Results Annual Increase in Output -Trucking Company

(b) (4)



4-10 Detailed Results Annual Increase in Labor Income -Trucking Company

(b) (4)



4-11 Detailed Results Annual Increase in Employment -Advanced Technologies
Manufacturer

(b) (4)



4-12 Detailed Results Annual Increase in Output -Advanced Technologies
Manufacturer

(b) (4)



4-13 Detailed Results Annual Increase in Labor Income -Advanced
Technologies Manufacturer

(b) (4)



4-14 Detailed Results Annual Increase in Employment -Information
Technology Company

(b) (4)



4-15 Detailed Results Annual Increase in Output -Information Technology
Company

(b) (4)



4-16 Detailed Results Annual Increase in Labor Income -Information
Technology Company

(b) (4)



EXHIBIT 1 – A Summary of the Processes and Calculations Used within the IMPLAN

Final consumption drives input-output models. Industries respond to meet demands directly or indirectly. Each industry that produces goods and services generates demands for other goods and services and so on. *Multipliers* describe these repetitive actions. There are two different multipliers developed for predictive modeling: Type I and Type II. We start with deriving a matrix by dividing each industry element by the total of all industry elements. This matrix is known as the *A Matrix*. The A Matrix then provides us with *production functions*. A production function shows where an industry spends and in what proportions to generate each dollar of output.

Through imbedded algorithmic computations within the A Matrix, IMPLAN derives the multipliers. The resulting equation is the *predictive model*:

$$X = (I - A)^{-1} * Y$$

Where:

X = Total industry output

I = Identity matrix

A = A Matrix

Y = Final Demand.

This can also be interpreted as:

$\Delta X = (I - A)^{-1} * \Delta Y$ or Change in Total Industry Output = $(I - A)^{-1} * \text{Change in Final Demand}$.
The predictive model shows how output will change with a given change in final demand.

Multipliers report the effects on economic activity through three components:

1. *Direct effects* are the changes in the industries to which a final demand change was made.
2. *Indirect effects* are the changes in inter-industry purchases as they respond to the new demands of the directly affected industries.
3. *Induced effects* typically reflect changes in spending from households as income increases or decreases due to the changes in production.

The *Type I multiplier* measures the direct and indirect effects of a change in economic activity. It captures the inter-industry effects only, i.e. industries buying from local industries.

A *Type II multiplier* captures direct and indirect effects. In addition to the inter-industry effects, the Type II also takes into account the income and expenditures of households. The household income and the household expenditures are treated as industries. This internalizes the household sector, including the induced or household spending effects. The Type II multiplier is calculated by dividing household expenditures by the total of all household incomes. The Type II multiplier says that for a one dollar change in final demand for an industry, increases occur in inter-industry economic activity (as in Type I). But it also says the incomes of people employed producing the output of that industry increase. These people spend their increased income on personal consumption, which leads to demands from local industries. Households that live in the region,

make consumption expenditures with only disposable income as well as making payments to taxes as well as savings. These refined calculations result in a more complete and realistic presentation of total economic activity.

Income multipliers are derived from the relationship between income and output. In the IMPLAN study area data there is total industry output and total income for each sector. From this data we can calculate income per dollar of output. An employment multiplier is created in the same manner as the income multiplier, but using output per worker ratios instead of output per dollar of income.

Input-output modeling is based on several assumptions:

- Constant Returns to Scale
- No Supply Constraints
- Fixed Commodity Input Structure
- Homogenous Sector Output
- Industry Technology Assumption

The first assumption is that the *production functions* (an industry's list of expenditures) are assumed to *have constant returns to scale*. This means the production functions are considered linear; if additional output is required, all inputs increase proportionately.

No supply constraints means supplies are unlimited. An industry has unlimited access to raw materials and its output is limited only by the demand for its products.

A *fixed commodity input structure* implies that price changes do not cause a firm to buy substitute goods. This structure assumes that changes in the economy will affect the industry's output but not the mix of commodities and services it requires to make its products.

The fourth assumption is that there is *homogeneous sector output*. In other words: the proportions of all the commodities produced by that industry remain the same, regardless of total output. An industry won't increase the output of one product without proportionately increasing the output of all its other products.

The *industry technology assumption* assumes that an industry uses the same technology to produce all its products.

Economic impact analysis involves applying a final demand change to a predictive economic input-output model, and then analyzing the resulting changes in the economy. A concise definition of impact analysis is:

An assessment of change in overall economic activity as a result of some change in one or several economic activities.

In practice, economic impact analysis can mean many different things. It might measure the impacts of a new factory moving into an area. It might involve estimating the local impacts of a professional football team moving into an area or the effects of tourist spending. Governments use impact analysis for policy decisions and planning.

Researchers use impact analysis to study relationships of different elements in an economy. An impact analysis begins by converting a *project* to a set of economic issues and those elements involved with the impact. Once the issues have been identified, the elements involved can be identified and their actions converted to a set of expenditures. These expenditures are the initial changes that stimulate further economic activity. The actions and the economic activity they stimulate are the impact.

If the expenditure dollars are for a year different than the model's data, a *deflator* is applied. Deflators account for the changes in actual value of the dollar over the years. Price changes need to be accounted for otherwise the impacts will be estimated incorrectly.

EXHIBIT 2 – Identifying the National Impacts of EEERC through
Multiregional Analysis

(b) (4)



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EXHIBIT 3-Detailed Regional Workforce Breakdown by County

Workplace State-County Name	Residence State-County Name	Employment	Percentage
Blackford Co. IN	Adams Co. IN	15	0.01%
	All Other	21	0.01%
	Allen Co. IN	25	0.01%
	Blackford Co. IN	3,654	1.90%
	Clinton Co. IN	12	0.01%
	Delaware Co. IN	491	0.26%
	Grant Co. IN	379	0.20%
	Hamilton Co. IN	18	0.01%
	Hancock Co. IN	13	0.01%
	Henry Co. IN	5	0.00%
	Howard Co. IN	10	0.01%
	Huntington Co. IN	28	0.01%
	Jay Co. IN	185	0.10%
	Kosciusko Co. IN	2	0.00%
	Madison Co. IN	4	0.00%
	Perry Co. IN	14	0.01%
	Randolph Co. IN	55	0.03%
	Tippecanoe Co. IN	6	0.00%
	Wells Co. IN	238	0.12%
	Whitley Co. IN	8	0.00%
<i>Blackford Co. IN Total</i>		5,183	2.69%
Delaware Co. IN	Adams Co. IN	69	0.04%
	All Other	561	0.29%
	Allen Co. IN	80	0.04%
	Blackford Co. IN	802	0.42%
	Boone Co. IN	14	0.01%
	Carroll Co. IN	6	0.00%
	Clark Co. IN	14	0.01%
	Clay Co. IN	2	0.00%
	Daviess Co. IN	6	0.00%
	DeKalb Co. IN	6	0.00%
	Delaware Co. IN	45,116	23.45%
	Dubois Co. IN	3	0.00%
	Fayette Co. IN	22	0.01%
	Grant Co. IN	457	0.24%
	Hamilton Co. IN	339	0.18%

Hancock Co. IN	71	0.04%
Hendricks Co. IN	13	0.01%
Henry Co. IN	1,467	0.76%
Howard Co. IN	50	0.03%
Huntington Co. IN	24	0.01%
Jay Co. IN	1,027	0.53%
Jennings Co. IN	19	0.01%
Kosciusko Co. IN	13	0.01%
Lake Co. IN	5	0.00%
Madison Co. IN	2,051	1.07%
Marion Co. IN	309	0.16%
Miami Co. IN	6	0.00%
Montgomery Co. IN	12	0.01%
Morgan Co. IN	5	0.00%
Orange Co. IN	16	0.01%
Owen Co. IN	12	0.01%
Randolph Co. IN	2,342	1.22%
Ripley Co. IN	7	0.00%
Rush Co. IN	26	0.01%
Shelby Co. IN	30	0.02%
St. Joseph Co. IN	32	0.02%
Starke Co. IN	16	0.01%
Tippecanoe Co. IN	7	0.00%
Tipton Co. IN	9	0.00%
Union Co. IN	1	0.00%
Vanderburgh Co. IN	14	0.01%
Wabash Co. IN	13	0.01%
Wayne Co. IN	246	0.13%
Wells Co. IN	30	0.02%
Delaware Co. IN		
Total	55,370	28.78%
Fayette Co. IN	All Other	109 0.06%
	Bartholomew Co. IN	4 0.00%
	Daviess Co. IN	5 0.00%
	Dearborn Co. IN	15 0.01%
	Decatur Co. IN	23 0.01%
	Delaware Co. IN	10 0.01%
	Fayette Co. IN	8,095 4.21%
	Franklin Co. IN	676 0.35%
	Hamilton Co. IN	12 0.01%
	Hancock Co. IN	27 0.01%
	Henry Co. IN	173 0.09%

Jackson Co. IN	10	0.01%
Jefferson Co. IN	7	0.00%
Johnson Co. IN	8	0.00%
Madison Co. IN	17	0.01%
Marion Co. IN	26	0.01%
Monroe Co. IN	9	0.00%
Randolph Co. IN	10	0.01%
Ripley Co. IN	18	0.01%
Rush Co. IN	242	0.13%
Shelby Co. IN	16	0.01%
Tippecanoe Co. IN	5	0.00%
Union Co. IN	241	0.13%
Wayne Co. IN	1,105	0.57%
Fayette Co. IN Total	10,863	5.65%
Grant Co. IN		
Adams Co. IN	12	0.01%
All Other	205	0.11%
Allen Co. IN	151	0.08%
Blackford Co. IN	604	0.31%
Carroll Co. IN	4	0.00%
Cass Co. IN	59	0.03%
Clinton Co. IN	13	0.01%
Delaware Co. IN	640	0.33%
Floyd Co. IN	7	0.00%
Fulton Co. IN	41	0.02%
Grant Co. IN	26,939	14.00%
Greene Co. IN	8	0.00%
Hamilton Co. IN	231	0.12%
Hancock Co. IN	32	0.02%
Hendricks Co. IN	19	0.01%
Henry Co. IN	14	0.01%
Howard Co. IN	173	0.09%
Huntington Co. IN	457	0.24%
Jay Co. IN	67	0.03%
Johnson Co. IN	19	0.01%
Knox Co. IN	5	0.00%
Kosciusko Co. IN	43	0.02%
Lake Co. IN	28	0.01%
Madison Co. IN	945	0.49%
Marion Co. IN	337	0.18%
Marshall Co. IN	12	0.01%
Miami Co. IN	542	0.28%
Montgomery Co. IN	8	0.00%

	Morgan Co. IN	21	0.01%
	Pike Co. IN	8	0.00%
	Randolph Co. IN	34	0.02%
	Ripley Co. IN	2	0.00%
	Shelby Co. IN	5	0.00%
	Steuben Co. IN	3	0.00%
	Tippecanoe Co. IN	20	0.01%
	Tipton Co. IN	33	0.02%
	Wabash Co. IN	820	0.43%
	Warren Co. IN	3	0.00%
	Wells Co. IN	59	0.03%
	White Co. IN	5	0.00%
	Whitley Co. IN	16	0.01%
Grant Co. IN Total		32,644	16.97%
Henry Co. IN	All Other	99	0.05%
	Blackford Co. IN	4	0.00%
	Carroll Co. IN	5	0.00%
	Dearborn Co. IN	14	0.01%
	Decatur Co. IN	6	0.00%
	Delaware Co. IN	623	0.32%
	Fayette Co. IN	33	0.02%
	Franklin Co. IN	1	0.00%
	Grant Co. IN	11	0.01%
	Hamilton Co. IN	75	0.04%
	Hancock Co. IN	351	0.18%
	Harrison Co. IN	6	0.00%
	Hendricks Co. IN	19	0.01%
	Henry Co. IN	12,712	6.61%
	Johnson Co. IN	11	0.01%
	Lawrence Co. IN	5	0.00%
	Madison Co. IN	623	0.32%
	Marion Co. IN	187	0.10%
	Morgan Co. IN	21	0.01%
	Putnam Co. IN	14	0.01%
	Randolph Co. IN	131	0.07%
	Rush Co. IN	282	0.15%
	Shelby Co. IN	77	0.04%
	St. Joseph Co. IN	5	0.00%
	Tippecanoe Co. IN	13	0.01%
	Tipton Co. IN	4	0.00%
	Union Co. IN	10	0.01%
	Vigo Co. IN	7	0.00%

	Wayne Co. IN	472	0.25%
Henry Co. IN Total		15,821	8.22%
Jay Co. IN	Adams Co. IN	179	0.09%
	All Other	315	0.16%
	Allen Co. IN	6	0.00%
	Blackford Co. IN	406	0.21%
	Delaware Co. IN	570	0.30%
	Grant Co. IN	37	0.02%
	Henry Co. IN	18	0.01%
	Huntington Co. IN	3	0.00%
	Jay Co. IN	6,231	3.24%
	Kosciusko Co. IN	2	0.00%
	Lake Co. IN	8	0.00%
	Madison Co. IN	39	0.02%
	Marion Co. IN	6	0.00%
	Randolph Co. IN	571	0.30%
	Union Co. IN	4	0.00%
	Wabash Co. IN	7	0.00%
	Wayne Co. IN	18	0.01%
	Wells Co. IN	56	0.03%
Jay Co. IN Total		8,476	4.41%
Madison Co. IN	Adams Co. IN	5	0.00%
	All Other	252	0.13%
	Allen Co. IN	18	0.01%
	Bartholomew Co. IN	8	0.00%
	Blackford Co. IN	74	0.04%
	Boone Co. IN	104	0.05%
	Carroll Co. IN	13	0.01%
	Cass Co. IN	9	0.00%
	Clark Co. IN	6	0.00%
	Clinton Co. IN	4	0.00%
	Decatur Co. IN	8	0.00%
	Delaware Co. IN	2,745	1.43%
	Fountain Co. IN	14	0.01%
	Fulton Co. IN	10	0.01%
	Grant Co. IN	597	0.31%
	Hamilton Co. IN	1,453	0.76%
	Hancock Co. IN	389	0.20%
	Hendricks Co. IN	129	0.07%
	Henry Co. IN	1,536	0.80%
	Howard Co. IN	55	0.03%
	Huntington Co. IN	22	0.01%

Jay Co. IN	19	0.01%	
Johnson Co. IN	88	0.05%	
Madison Co. IN	39,545	20.55%	
Marion Co. IN	1,407	0.73%	
Marshall Co. IN	6	0.00%	
Miami Co. IN	37	0.02%	
Monroe Co. IN	26	0.01%	
Morgan Co. IN	42	0.02%	
Owen Co. IN	12	0.01%	
Putnam Co. IN	23	0.01%	
Randolph Co. IN	84	0.04%	
Ripley Co. IN	6	0.00%	
Rush Co. IN	83	0.04%	
Shelby Co. IN	142	0.07%	
St. Joseph Co. IN	5	0.00%	
Steuben Co. IN	6	0.00%	
Sullivan Co. IN	2	0.00%	
Tippecanoe Co. IN	52	0.03%	
Tipton Co. IN	249	0.13%	
Union Co. IN	9	0.00%	
Vanderburgh Co. IN	4	0.00%	
Vigo Co. IN	8	0.00%	
Wabash Co. IN	2	0.00%	
Wayne Co. IN	31	0.02%	
Wells Co. IN	13	0.01%	
Madison Co. IN Total	49,352	25.65%	
Randolph Co. IN	Adams Co. IN	28	0.01%
	All Other	706	0.37%
	Allen Co. IN	6	0.00%
	Blackford Co. IN	20	0.01%
	Daviess Co. IN	6	0.00%
	Delaware Co. IN	316	0.16%
	Franklin Co. IN	3	0.00%
	Hancock Co. IN	5	0.00%
	Henry Co. IN	54	0.03%
	Jay Co. IN	223	0.12%
	Knox Co. IN	6	0.00%
	Lake Co. IN	6	0.00%
	Marion Co. IN	33	0.02%
	Randolph Co. IN	6,721	3.49%
	Switzerland Co. IN	5	0.00%
	Tippecanoe Co. IN	13	0.01%

	Union Co. IN	7	0.00%
	Wayne Co. IN	319	0.17%
	Wells Co. IN	4	0.00%
Randolph Co. IN Total		8,481	4.41%
Rush Co. IN	All Other	29	0.02%
	Boone Co. IN	17	0.01%
	Decatur Co. IN	123	0.06%
	Fayette Co. IN	491	0.26%
	Franklin Co. IN	151	0.08%
	Grant Co. IN	6	0.00%
	Hamilton Co. IN	8	0.00%
	Hancock Co. IN	169	0.09%
	Henry Co. IN	522	0.27%
	Jefferson Co. IN	13	0.01%
	Lake Co. IN	7	0.00%
	Lawrence Co. IN	4	0.00%
	Madison Co. IN	8	0.00%
	Marion Co. IN	35	0.02%
	Randolph Co. IN	1	0.00%
	Ripley Co. IN	3	0.00%
	Rush Co. IN	4,318	2.24%
	Shelby Co. IN	189	0.10%
	Tippecanoe Co. IN	21	0.01%
	Tipton Co. IN	10	0.01%
	Union Co. IN	10	0.01%
	Wayne Co. IN	65	0.03%
Rush Co. IN Total		6,200	3.22%
Grand Total		192,390	100.00%

EXHIBIT 4–Detailed Discussion of Unemployment throughout the
Region

Blackford County, IN

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
2009	Jan	6,727	5,843	884	13.1
2009	Feb	6,564	5,720	844	12.9
2009	Mar	6,559	5,688	871	13.3
2009	Apr	6,651	5,736	915	13.8
2009	May	6,678	5,667	1,011	15.1
2009	Jun	6,633	5,618	1,015	15.3
2009	Jul	6,369	5,460	909	14.3
2009	Aug	6,221	5,320	901	14.5
2009	Sep	6,285	5,463	822	13.1
2009	Oct	6,451	5,652	799	12.4
2009	Nov	6,398	5,625	773	12.1
2009	Dec	6,392	5,598	794	12.4
2009	Annual	6,494	5,616	878	13.5
2010	Jan	6,623	5,763	860	13.0
2010	Feb	6,654	5,771	883	13.3
2010	Mar	6,667	5,800	867	13.0
2010	Apr	6,751	5,910	841	12.5
2010	May	6,728	5,915	813	12.1
2010	Jun	6,682	5,843	839	12.6
2010	Jul	6,525	5,705	820	12.6
2010	Aug	6,402	5,614	788	12.3
2010	Sep	6,497	5,764	733	11.3
2010	Oct	6,583	5,868	715	10.9

Delaware County, IN

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
2009	Jan	55,816	50,268	5,548	9.9
2009	Feb	55,697	49,953	5,744	10.3
2009	Mar	55,771	49,727	6,044	10.8
2009	Apr	55,648	50,212	5,436	9.8
2009	May	55,897	49,767	6,130	11.0
2009	Jun	54,078	47,522	6,556	12.1
2009	Jul	53,668	47,815	5,853	10.9
2009	Aug	52,924	47,388	5,536	10.5
2009	Sep	54,449	49,166	5,283	9.7
2009	Oct	54,386	48,848	5,538	10.2
2009	Nov	53,621	48,191	5,430	10.1
2009	Dec	53,478	47,886	5,592	10.5
2009	Annual	54,619	48,895	5,724	10.5
2010	Jan	52,498	46,338	6,160	11.7
2010	Feb	53,266	47,032	6,234	11.7
2010	Mar	53,359	47,124	6,235	11.7
2010	Apr	54,354	48,507	5,847	10.8
2010	May	54,687	48,821	5,866	10.7
2010	Jun	53,035	46,679	6,356	12.0
2010	Jul	53,085	46,930	6,155	11.6
2010	Aug	53,401	47,505	5,896	11.0
2010	Sep	54,413	48,902	5,511	10.1
2010	Oct	53,847	48,527	5,320	9.9

Fayette County, IN

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
2009	Jan	10,336	8,846	1,490	14.4
2009	Feb	10,271	8,731	1,540	15.0
2009	Mar	10,630	9,060	1,570	14.8
2009	Apr	10,138	8,665	1,473	14.5
2009	May	9,862	8,281	1,581	16.0
2009	Jun	9,698	8,110	1,588	16.4
2009	Jul	9,627	8,134	1,493	15.5
2009	Aug	9,668	8,234	1,434	14.8
2009	Sep	9,940	8,600	1,340	13.5
2009	Oct	9,897	8,563	1,334	13.5
2009	Nov	9,822	8,525	1,297	13.2
2009	Dec	9,634	8,322	1,312	13.6
2009	Annual	9,960	8,506	1,454	14.6
2010	Jan	10,287	8,858	1,429	13.9
2010	Feb	10,338	8,893	1,445	14.0
2010	Mar	10,300	8,846	1,454	14.1
2010	Apr	9,888	8,513	1,375	13.9
2010	May	10,060	8,697	1,363	13.5
2010	Jun	9,852	8,470	1,382	14.0
2010	Jul	9,923	8,530	1,393	14.0
2010	Aug	10,058	8,705	1,353	13.5
2010	Sep	9,825	8,554	1,271	12.9
2010	Oct	9,777	8,528	1,249	12.8

Grant County, IN

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
2009	Jan	32,839	28,926	3,913	11.9
2009	Feb	32,877	28,889	3,988	12.1
2009	Mar	32,755	28,633	4,122	12.6
2009	Apr	32,784	29,004	3,780	11.5
2009	May	32,113	27,921	4,192	13.1
2009	Jun	32,447	28,113	4,334	13.4
2009	Jul	31,636	27,768	3,868	12.2
2009	Aug	31,410	27,749	3,661	11.7
2009	Sep	31,565	28,148	3,417	10.8
2009	Oct	32,153	28,753	3,400	10.6
2009	Nov	32,548	29,186	3,362	10.3
2009	Dec	32,384	28,955	3,429	10.6
2009	Annual	32,293	28,504	3,789	11.7
2010	Jan	32,622	28,866	3,756	11.5
2010	Feb	33,012	29,207	3,805	11.5
2010	Mar	32,905	29,050	3,855	11.7
2010	Apr	33,407	29,735	3,672	11.0
2010	May	32,663	28,977	3,686	11.3
2010	Jun	33,143	29,164	3,979	12.0
2010	Jul	32,659	28,751	3,908	12.0
2010	Aug	32,534	28,727	3,807	11.7
2010	Sep	33,630	30,063	3,567	10.6
2010	Oct	33,430	30,021	3,409	10.2

Henry County, IN

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
2009	Jan	22,938	20,161	2,777	12.1
2009	Feb	22,816	20,026	2,790	12.2
2009	Mar	22,860	19,976	2,884	12.6
2009	Apr	22,869	20,219	2,650	11.6
2009	May	23,410	20,442	2,968	12.7
2009	Jun	23,354	20,355	2,999	12.8
2009	Jul	22,919	20,200	2,719	11.9
2009	Aug	22,638	19,943	2,695	11.9
2009	Sep	22,837	20,081	2,756	12.1
2009	Oct	22,804	19,988	2,816	12.3
2009	Nov	22,603	19,859	2,744	12.1
2009	Dec	22,476	19,683	2,793	12.4
2009	Annual	22,877	20,078	2,799	12.2
2010	Jan	22,698	19,642	3,056	13.5
2010	Feb	22,835	19,715	3,120	13.7
2010	Mar	22,780	19,672	3,108	13.6
2010	Apr	23,015	20,111	2,904	12.6
2010	May	23,245	20,383	2,862	12.3
2010	Jun	23,086	20,225	2,861	12.4
2010	Jul	22,466	19,653	2,813	12.5
2010	Aug	22,343	19,622	2,721	12.2
2010	Sep	22,298	19,668	2,630	11.8
2010	Oct	22,843	20,282	2,561	11.2

Jay County, IN

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
9	Jan	11,551	10,462	1,089	9.4
2009	Feb	11,498	10,285	1,213	10.5
2009	Mar	11,654	10,311	1,343	11.5
2009	Apr	11,651	10,393	1,258	10.8
2009	May	11,852	10,443	1,409	11.9
2009	Jun	11,903	10,471	1,432	12.0
2009	Jul	11,793	10,406	1,387	11.8
2009	Aug	11,637	10,325	1,312	11.3
2009	Sep	11,559	10,338	1,221	10.6
2009	Oct	11,624	10,474	1,150	9.9
2009	Nov	11,624	10,488	1,136	9.8
2009	Dec	11,481	10,354	1,127	9.8
2009	Annual	11,652	10,396	1,256	10.8
2010	Jan	11,694	10,475	1,219	10.4
2010	Feb	11,705	10,497	1,208	10.3
2010	Mar	11,825	10,627	1,198	10.1
2010	Apr	11,944	10,846	1,098	9.2
2010	May	12,115	11,031	1,084	8.9
2010	Jun	12,152	11,033	1,119	9.2
2010	Jul	12,081	10,985	1,096	9.1
2010	Aug	12,011	10,974	1,037	8.6
2010	Sep	11,854	10,887	967	8.2
2010	Oct	11,743	10,816	927	7.9

Madison County, IN

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
2009	Jan	62,352	55,641	6,711	10.8
2009	Feb	62,102	55,263	6,839	11.0
2009	Mar	62,353	55,248	7,105	11.4
2009	Apr	62,318	55,884	6,434	10.3
2009	May	63,256	56,222	7,034	11.1
2009	Jun	63,314	56,096	7,218	11.4
2009	Jul	62,843	56,004	6,839	10.9
2009	Aug	62,095	55,585	6,510	10.5
2009	Sep	61,358	55,285	6,073	9.9
2009	Oct	61,298	55,070	6,228	10.2
2009	Nov	60,966	54,802	6,164	10.1
2009	Dec	60,298	53,856	6,442	10.7
2009	Annual	62,046	55,413	6,633	10.7
2010	Jan	60,427	53,387	7,040	11.7
2010	Feb	60,394	53,219	7,175	11.9
2010	Mar	60,717	53,479	7,238	11.9
2010	Apr	61,067	54,303	6,764	11.1
2010	May	62,156	55,399	6,757	10.9
2010	Jun	61,771	54,595	7,176	11.6
2010	Jul	61,509	54,344	7,165	11.6
2010	Aug	61,539	54,518	7,021	11.4
2010	Sep	60,548	54,071	6,477	10.7
2010	Oct	60,312	54,050	6,262	10.4

Randolph County, IN

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
2009	Jan	12,767	11,214	1,553	12.2
2009	Feb	12,745	11,120	1,625	12.8
2009	Mar	12,908	11,198	1,710	13.2
2009	Apr	12,895	11,349	1,546	12.0
2009	May	13,006	11,396	1,610	12.4
2009	Jun	12,836	11,251	1,585	12.3
2009	Jul	12,626	11,154	1,472	11.7
2009	Aug	12,680	11,261	1,419	11.2
2009	Sep	12,672	11,354	1,318	10.4
2009	Oct	12,849	11,490	1,359	10.6
2009	Nov	12,650	11,276	1,374	10.9
2009	Dec	12,564	11,151	1,413	11.2
2009	Annual	12,767	11,268	1,499	11.7
2010	Jan	12,530	10,952	1,578	12.6
2010	Feb	12,653	11,048	1,605	12.7
2010	Mar	12,767	11,136	1,631	12.8
2010	Apr	12,919	11,423	1,496	11.6
2010	May	12,961	11,537	1,424	11.0
2010	Jun	12,842	11,424	1,418	11.0
2010	Jul	12,622	11,200	1,422	11.3
2010	Aug	12,872	11,484	1,388	10.8
2010	Sep	12,797	11,516	1,281	10.0
2010	Oct	12,883	11,622	1,261	9.8

Rush County, IN

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
2009	Jan	9,323	8,348	975	10.5
2009	Feb	9,160	8,193	967	10.6
2009	Mar	9,159	8,170	989	10.8
2009	Apr	9,093	8,203	890	9.8
2009	May	9,196	8,249	947	10.3
2009	Jun	9,232	8,262	970	10.5
2009	Jul	9,205	8,241	964	10.5
2009	Aug	8,916	8,007	909	10.2
2009	Sep	8,795	7,932	863	9.8
2009	Oct	8,878	7,966	912	10.3
2009	Nov	8,911	8,012	899	10.1
2009	Dec	8,832	7,915	917	10.4
2009	Annual	9,059	8,125	934	10.3
2010	Jan	9,139	8,162	977	10.7
2010	Feb	9,203	8,220	983	10.7
2010	Mar	9,248	8,271	977	10.6
2010	Apr	9,319	8,415	904	9.7
2010	May	9,414	8,528	886	9.4
2010	Jun	9,379	8,466	913	9.7
2010	Jul	9,365	8,438	927	9.9
2010	Aug	9,301	8,397	904	9.7
2010	Sep	9,103	8,231	872	9.6
2010	Oct	9,113	8,222	891	9.8



Energize - ECI EB5 Visa Regional Center

**BIOGRAPHIES |
BUSINESS EXPERIENCE**

EXHIBIT 12

Energize-ECI EB-5 Visa Regional Center, LLC

Bios of Principals

E. Roy Budd – President

Mr. Budd founded Energize-ECI, Inc., a successful nine-county regional economic development marketing partnership in 2005. This highly-regarded private/public partnership has conducted many business and contact development trips to Asia, Europe and to many U.S. cities. Prior to this he founded Solutions, Inc., a workforce and economic development consulting firm based in Boston. He is a former President/CEO of Opportunity, Inc. in Hampton Roads, VA, the Commonwealth's largest workforce development program. He holds BA and MA degrees from Virginia Commonwealth University. He is a Certified Master Consultant from Business Retention and Expansion International and holds certification from the Economic Development Institute at the University of Oklahoma. Budd has published articles on workforce and economic development and is frequently interviewed by the media regarding economic development issues. He serves on the boards of many workforce and economic development organizations and has a strong background in international business development. Mr. Budd and the other principals have been researching and developing the proposed EB-5 Visa Regional Center since 2007. His connections have drawn numerous prospective EB-5 applicants and developers to learn more about the opportunities existing in East Central Indiana. Mr. Budd will focus on investor and developer recruitment, and will also cultivate relationships with brokers and foreign officials and contacts to attract investment to the Regional Center geographic area of service.

Thomas L. Farris – Vice President

Mr. Farris has served as a senior executive and President/CEO of advertising/marketing/PR firms for over forty years. He also was a principal in several entrepreneurial business ventures, and has served as a business development consultant to businesses of all sizes in a wide variety of industries. Farris has worked on many economic development projects in the past five years, including: establishing a four-county economic development planning district; creating economic development strategies and visioning programs; writing many successful grants; serving as a consultant to the Energize-ECI Regional Planning Commission and Energize-ECI, Inc. and acting as a consultant to organizations about economic development, business retention and expansion matters. Farris holds a BS degree in marketing and economics from the Miller College of Business of Ball State University and has completed graduate work in marketing and economics. He is a 2009 graduate of the Economic Development Academy accredited by the International Economic Development Council. He is an accredited grant administrator by the Office of Community and Rural Affairs and participates regularly in economic development oriented seminars and continuing education programs. Farris has been researching the opportunities offered by the establishment of an EB-5 Visa Regional Center in Indiana since 2007, and is considered one of Indiana's most knowledgeable people on the EB-5 Visa program and Targeted Employment Areas and Rural Areas. He has invested many hours of his own time studying successful EB-5 programs and researching investment and development opportunities

– and seeing how such programs could bring new jobs and investments to East Central Indiana, the State and the U.S. Farris will focus on TEA/RA management, marketing, investment development and coordination, and public relations aspects of the EB-5 Regional Center

Marlene Pulley – Administrative Manager/Treasurer

Ms. Pulley has been integral to the successful growth of the Energize-ECI, Inc. regional economic development marketing partnership since its founding in 2005. Prior to that she was associated with the Innovation Connector, a business incubator associated with Ball State University. Before that, Ms. Pulley worked for the Horizon Convention Center. Her 30+ years of operational and administrative experience have allowed Ms. Pulley to develop a focus on the financial operations of businesses. She currently serves as Financial Officer for seven entities, including Energize-ECI, Inc.; Energize-ECI Regional Planning District; the East Central Indiana Local Economic Development Officers; and others. Marlene is also responsible for building a network of professional site consultants, business executives and international business leaders and prospects for advancing the economy of East Central Indiana. She has been involved in the development of the Energize-ECI EB-5 Visa Regional Center, working with Mr. Farris for the past three years on the preliminary and operational aspects of Regional Centers. Her focus with the Energize-ECI EB-5 Visa Regional Center will be administrative, operational and financial management – including the tracking and documentation of investors, investments, job creation and other related USCIS and EB-5 matters.



Energize - ECI
EB5 Visa Regional Center

ORGANIZATIONAL DOCUMENTS

EXHIBIT 13



Energize - ECI
EB5 Visa Regional Center

ARTICLES OF INCORPORATION

EXHIBIT 13 A



ARTICLES OF ORGANIZATION

State Form 49459 (R / 1-03)

Approved by State Board of Accounts 1999

TODD ROKITA SECRETARY OF STATE CORPORATIONS DIVISION 302 W. Washington St., Rm. E018 Indianapolis, IN 46204 Telephone: (317) 232-6576
--

INSTRUCTIONS: Use 8 1/2" x 11" white paper for attachments.
 Present original and one (1) copy to the address in upper right corner of this form.
 Please TYPE or PRINT.
 Please visit our office on the web at www.sos.in.gov.

Indiana Code 23-18-2-4

FILING FEE: \$90.00

ARTICLES OF ORGANIZATION

The undersigned, desiring to form a Limited Liability Company (*hereinafter referred to as "LLC"*) pursuant to the provisions of:
 Indiana Business Flexibility Act, Indiana Code 23-18-1-1, et seq. as amended, executes the following Articles of Organization:

ARTICLE I - NAME AND PRINCIPAL OFFICE

Name of LLC (*the name must include the words "Limited Liability Company", "L.L.C.", or "LLC"*)

Energize-ECI EB-5 Visa/Regional Center LLC

Principal Office: The address of the principal office of the LLC is: (*optional*)

Post office address P.O. Box 1912	City Muncie	State IN	ZIP code 47308-1912
--------------------------------------	----------------	-------------	------------------------

ARTICLE II - REGISTERED OFFICE AND AGENT

Registered Agent: The name and street address of the LLC's Registered Agent and Registered Office for service of process are:

Name of Registered Agent
E. Roy Budd

Address of Registered Office (<i>street or building</i>) 345 S. High St., 2nd Floor	City Muncie	Indiana	ZIP code 47305-2326
--	----------------	---------	------------------------

ARTICLE III - DISSOLUTION

- The latest date upon which the LLC is to dissolve: _____
- The Limited Liability Company is perpetual until dissolution.

ARTICLE IV - MANAGEMENT

- The Limited Liability Company will be managed by its members.
- The Limited Liability Company will be managed by a manager or managers.

In Witness Whereof, the undersigned executes these Articles of Organization and verifies, subject to penalties of perjury, that the statements contained herein are true,

this _____ day of November, 2010.

Signature	Printed name E. Roy Budd
-----------	-----------------------------

This instrument was prepared by: (*name*)
E. Roy Budd

Address (<i>number, street, city and state</i>) 345 S. High St., 2nd Floor; Muncie, IN	ZIP code 47305-2326
---	------------------------

Indiana Secretary of State
Packet: 2010112200600
Filing Date: 11/19/2010
Effective Date: 11/19/2010



ARTICLES OF ORGANIZATION

State Form 40000 (2/1/00)
Approved by State Board of Accounts 1999

**APPROVED
AND
FILED**

TODD RONDA
SECRETARY OF STATE
CORPORATIONS DIVISION
302 W. Washington St., 8th. Fl.
Indianapolis, IN 46204
Telephone: (317) 223-4874

INSTRUCTIONS:

Use 8 1/2" x 11" white paper for attachments.
Present original and one (1) copy to the address in upper right corner of this form.
Please TYPE or PRINT.
Please visit our office on the web at www.sos.in.gov

NOV 19 2010 11:17
Indiana Code 23-18-2-4
FILING FEE: \$60.00

ARTICLES OF ORGANIZATION

The undersigned, desiring to form a Limited Liability Company (hereinafter referred to as "LLC") pursuant to the provisions of:
Indiana Business Flexibility Act, Indiana Code 23-18-1-7, et seq. as amended, executes the following Articles of Organization:

ARTICLE I - NAME AND PRINCIPAL OFFICE

Name of LLC (the name must include the words "Limited Liability Company", "L.L.C.", or "LLC")
Energize Indiana EB 5 Visa Regional Center LLC

Principal Office: The address of the principal office of the LLC is: (optional)

Principal office address P.O. Box 1912	City Muncie	State IN	ZIP code 47306
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ARTICLE II - REGISTERED OFFICE AND AGENT

Registered Agent: The name and street address of the LLC's Registered Agent and Registered Office for service of process are:

Name of Registered Agent
E. Roy Budd

Address of Registered Office (street or building) 345 S. High Street, 2nd Floor	City Muncie	Indiana	ZIP code 47306
---	-----------------------	---------	--------------------------

ARTICLE III - DISSOLUTION

The latest date upon which the LLC is to dissolve: _____

The United Liability Company is perpetual until dissolution.

ARTICLE IV - MANAGEMENT

The Limited Liability Company will be managed by its members.

The United Liability Company will be managed by a manager or managers.

In Witness Whereof, the undersigned executes these Articles of Organization and verifies, subject to penalties of perjury, that the statements contained herein are true.

this 18 day of November, 2010

Signature E. Roy Budd	Printed name E. Roy Budd
(This statement was prepared by: Name) E. Roy Budd	
Address (number, street, city and state) 345 S. High Street, 2nd Floor, P.O. Box 1912, Muncie, Indiana	ZIP code 47306



Energize - ECI
EB5 Visa Regional Center

CERTIFICATE OF AMENDMENT

EXHIBIT 13 B

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

CERTIFICATE OF AMENDMENT

of

ENERGIZE INDIANA EB 5 VISA REGIONAL CENTER LLC

I, TODD ROKITA, Secretary of State of Indiana, hereby certify that Articles of Amendment of the above Domestic Limited Liability Company (LLC) have 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 Business Flexibility Act.

The name following said transaction will be:

ENERGIZE-ECI EB-5 VISA/REGIONAL CENTER, LLC

NOW, THEREFORE, with this document I certify that said transaction will become effective Wednesday, December 15, 2010.



In Witness Whereof, I have caused to be affixed my signature and the seal of the State of Indiana, at the City of Indianapolis, December 15, 2010.

A handwritten signature in black ink that reads "Todd Rokita".

TODD ROKITA,
SECRETARY OF STATE



**ARTICLES OF AMENDMENT OF THE
ARTICLES OF ORGANIZATION**

State Form 49400 (R / 1-03)

Approved by State Board of Accounts 1999

TODD RONITA
SECRETARY OF STATE
CORPORATIONS DIVISION
302 W. Washington St., Rm. E918
Indianapolis, IN 46204
Telephone: (317) 232-6576

SECRETARY OF STATE
RECEIVED

DEC 15 PM 2: 59
Indiana Code 23-18-2-5
Filing Fee: \$30.00

INSTRUCTIONS: Use 8 1/2" x 11" white paper for attachments.
Present original and one copy to the address in upper right corner of this form.
Please TYPE or PRINT.
Please visit our office on the web at www.sos.in.gov.

ARTICLES OF AMENDMENT OF THE ARTICLES OF ORGANIZATION OF:	
Name of Limited Liability Company Energize Indiana EB 5 Visa Regional Center	Date of Organization 11/16/2010
The undersigned manager or member of the above referenced Limited Liability Company (hereinafter referred to as the "LLC") existing pursuant to the provisions of <i>Indiana Business Flexibility Act</i> as amended (hereinafter referred to as the "Act"), desiring to give notice of action effectuating amendment of certain provisions of its Articles of Organization, certifies the following facts:	
ARTICLE I Amendment(s)	
The exact text of Article(s) "I" "The name of the LLC is Energize Indiana EB 5 Visa/Regional Center" of the Articles of Organization is now as follows:	
(NOTE: If amending the name of LLC, write Article "I" in space above and write "The name of the LLC is _____" below.)	
The exact name of the LLC is as follows "Energize-ECI EB-5 Visa/Regional Center, LLC"	
ARTICLE II	
Date of each amendment's adoption: December 14, 2010	

APPROVED
AND
FILED
Todd Ronita
IND. SECRETARY OF STATE

Indiana Secretary of State
Packet: 2010112200600
Filing Date: 12/15/2010
Effective Date: 12/15/2010

(Continued on the reverse side)

ARTICLE III Compliance with Legal Requirements

The manner of the adoption of the Articles of Amendment constitute full legal compliance with the provisions of the Act, and the Articles of Organization.

I hereby verify, subject to the penalties of perjury, that the statements contained herein are true, this 14 day of December, 2010

Signature of current manager or member of LLC

E. Roy Budd

Printed name of manager or member

E. Roy Budd

Signature's title

MANAGER

Indiana Secretary of State
Packet: 2010112200600
Filing Date: 12/15/2010
Effective Date: 12/15/2010

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

CERTIFICATE OF AMENDMENT

of

ENERGIZE INDIANA EB 5 VISA REGIONAL CENTER LLC

I, TODD ROKITA, Secretary of State of Indiana, hereby certify that Articles of Amendment of the above Domestic Limited Liability Company (LLC) have 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 Business Flexibility Act.

The name following said transaction will be:

ENERGIZE-ECI EB-5 VISA/REGIONAL CENTER, LLC

Indiana Secretary of State
Packet: 2010112200600
Filing Date: 12/15/2010
Effective Date: 12/15/2010

NOW, THEREFORE, with this document I certify that said transaction will become effective
Wednesday, December 15, 2010.



In Witness Whereof, I have caused to be
affixed my signature and the seal of the
State of Indiana, at the City of Indianapolis,
December 15, 2010.

A handwritten signature in black ink that reads "Todd Rokita".

TODD ROKITA,
SECRETARY OF STATE

2010112200600 / 2010121754841



Energize - ECI
EB5 Visa Regional Center

OPERATING AGREEMENT

EXHIBIT 13 C

Indiana Secretary of State
Packet: 2010112200600
Filing Date: 12/15/2010
Effective Date: 12/15/2010

INDIANA SECRETARY OF STATE
RECEIVED

OPERATING AGREEMENT

2010 DEC 15 PM 3:00

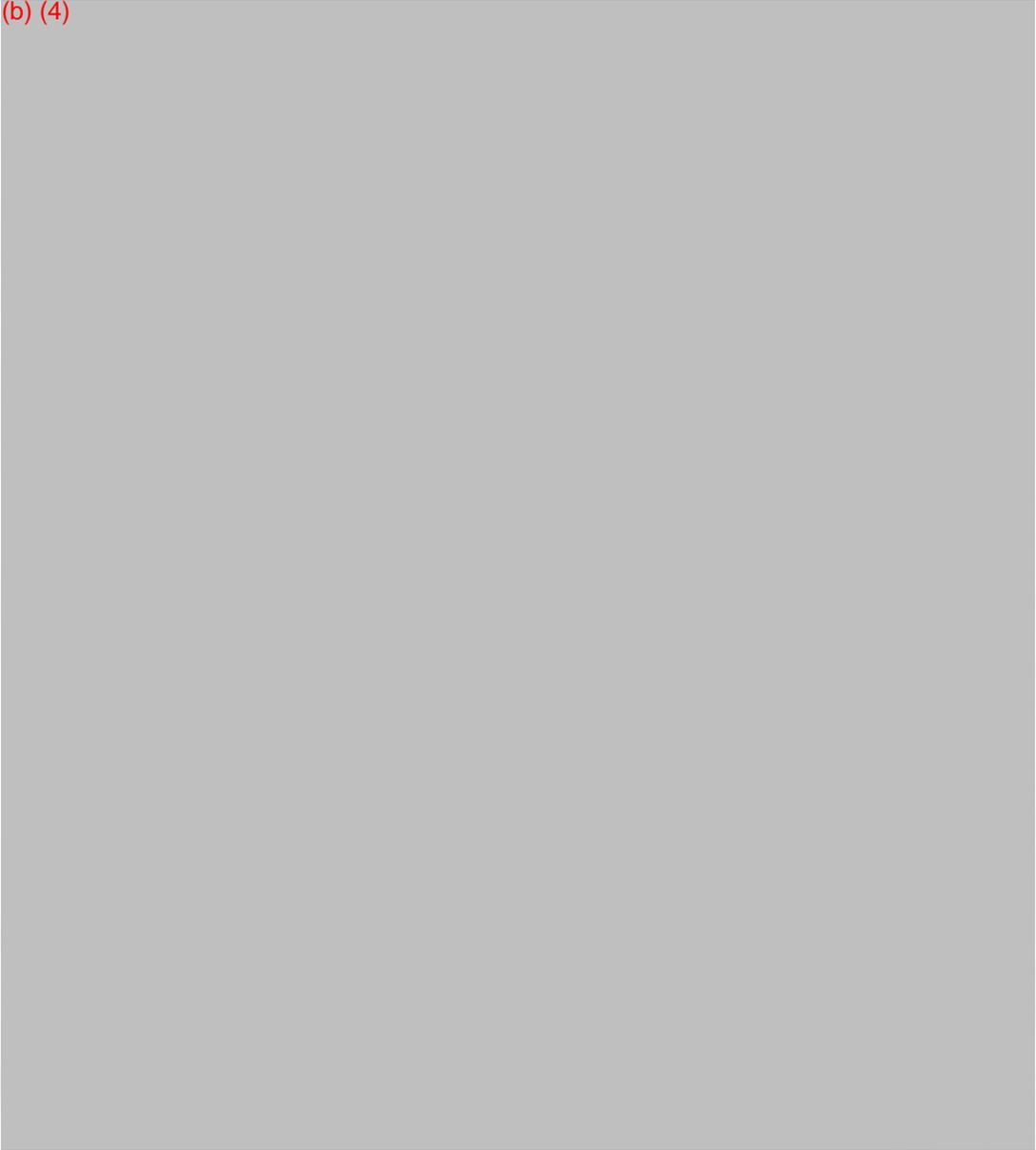
FOR

ENERGIZE-EI EB-5 VISA/REGIONAL CENTER, LLC

(b) (4)



(b) (4)



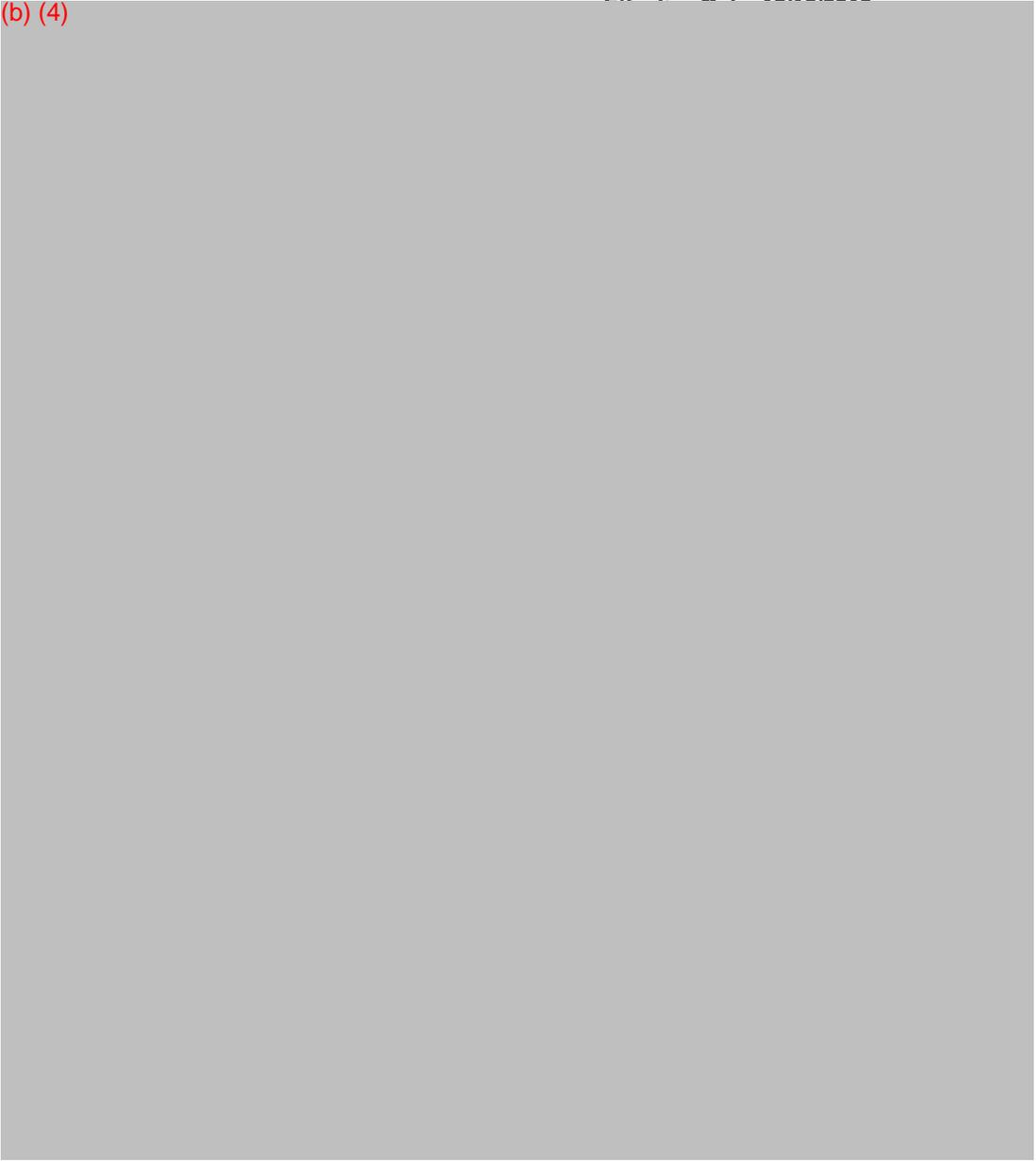
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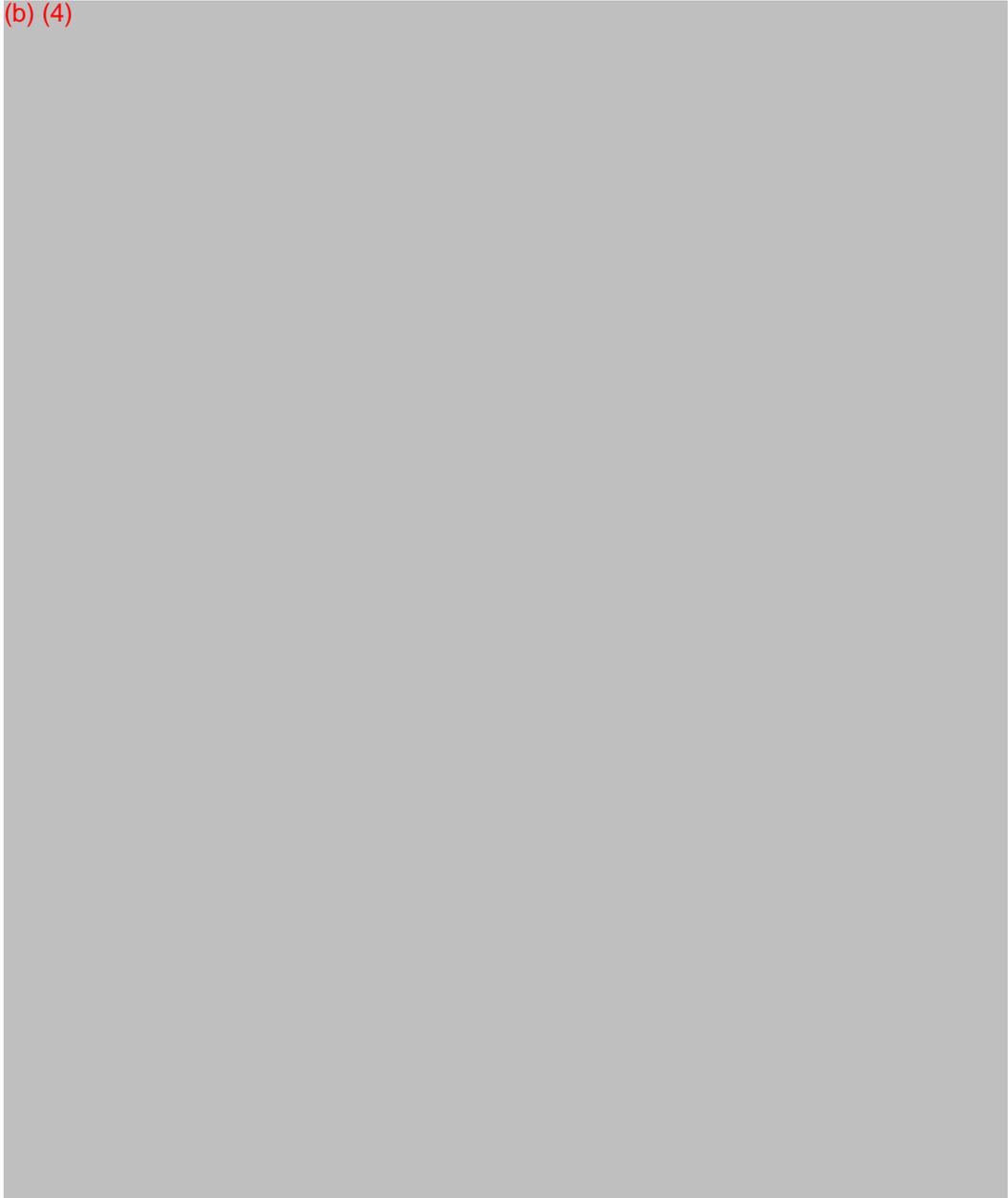
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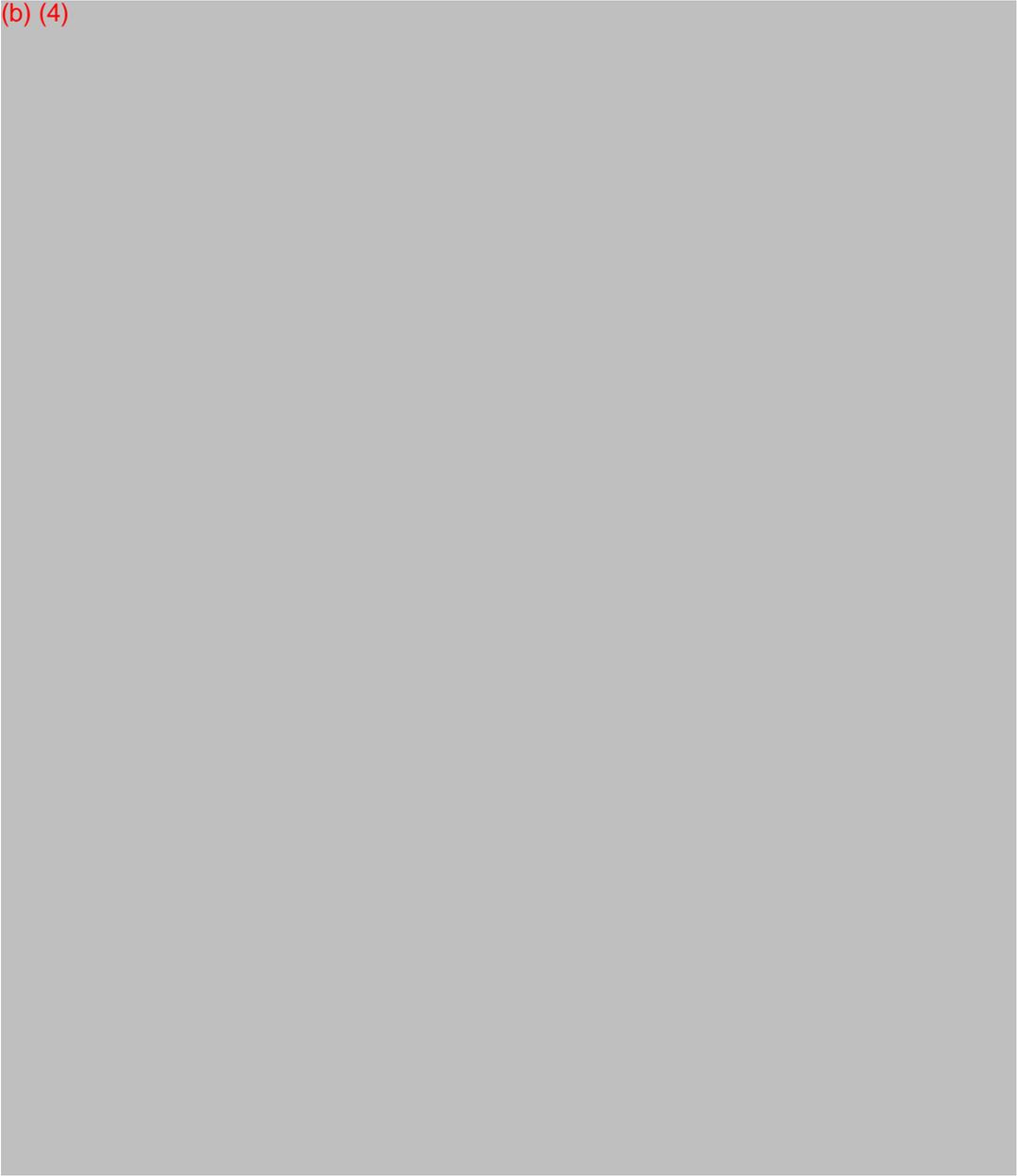
(b) (4)



(b) (4)



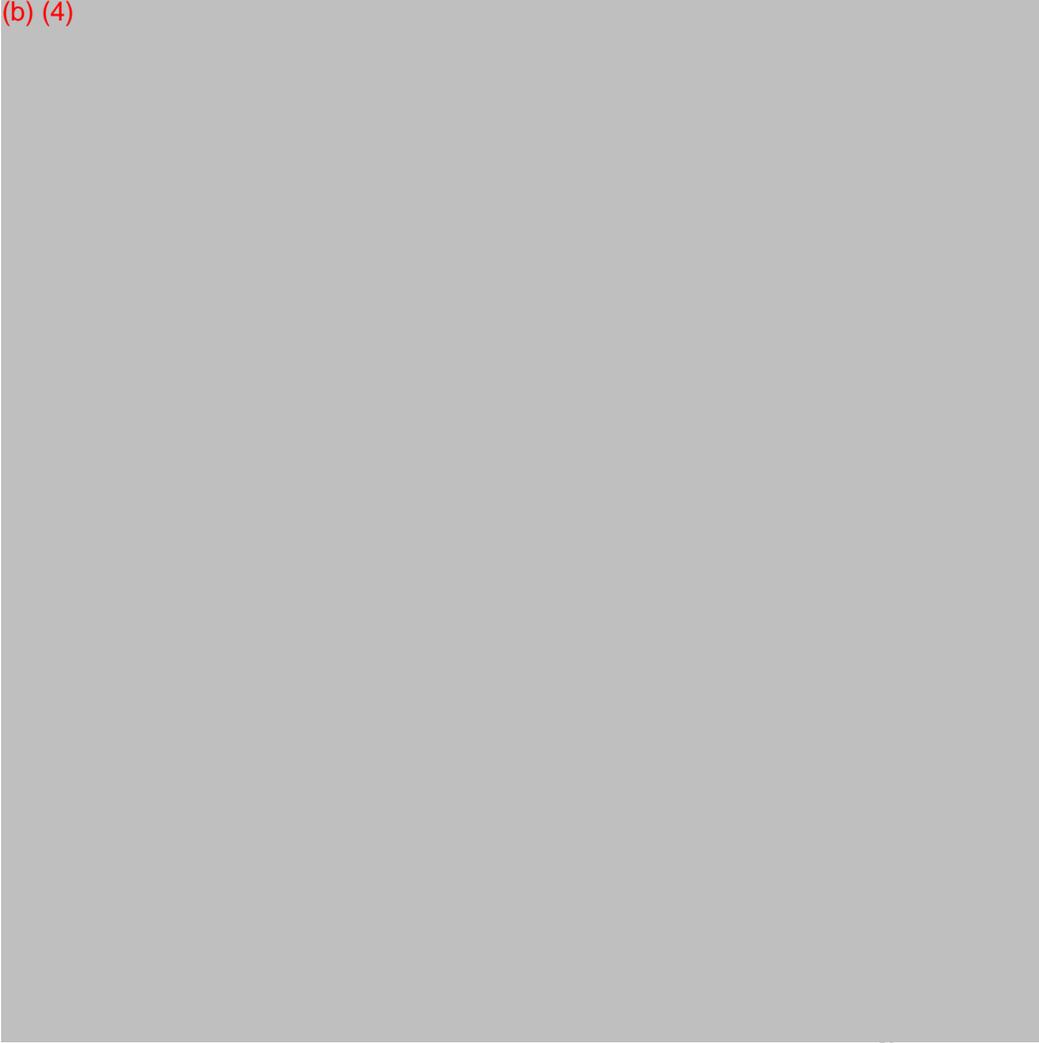
(b) (4)



(b) (4)



(b) (4)



Indiana Secretary of State
Packet: 2010112200600
Filing Date: 12/15/2010
Effective Date: 12/15/2010

EXHIBIT "A"

(b) (4)





Energize - ECI
EB5 Visa Regional Center

EIN NUMBER

EXHIBIT 13 D

Date of this notice: 11-18-2010

Employer Identification Number:

(b) (3) (A)

Form: SS-4

Number of this notice: CP 575 B

ENERGIZE INDIANA EB 5 VISA REGIONAL
CENTER LLC
EUGENE ROY BUDD MBR
PO BOX 1912
MUNCIE, IN 47308

For assistance you may call us at:
1-800-829-4933

IF YOU WRITE, ATTACH THE
STUB AT THE END OF THIS NOTICE.

WE ASSIGNED YOU AN EMPLOYER IDENTIFICATION NUMBER

Thank you for applying for an Employer Identification Number (EIN). We assigned you (b) (3) (A) This EIN will identify you, your business accounts, tax returns, and documents, even if you have no employees. Please keep this notice in your permanent records.

When filing tax documents, payments, and related correspondence, it is very important that you use your EIN and complete name and address exactly as shown above. Any variation may cause a delay in processing, result in incorrect information in your account, or even cause you to be assigned more than one EIN. If the information is not correct as shown above, please make the correction using the attached tear off stub and return it to us.

Based on the information received from you or your representative, you must file the following form(s) by the date(s) shown.

Form 1065

04/15/2011

If you have questions about the form(s) or the due date(s) shown, you can call us at the phone number or write to us at the address shown at the top of this notice. If you need help in determining your annual accounting period (tax year), see Publication 538, *Accounting Periods and Methods*.

We assigned you a tax classification based on information obtained from you or your representative. It is not a legal determination of your tax classification, and is not binding on the IRS. If you want a legal determination of your tax classification, you may request a private letter ruling from the IRS under the guidelines in Revenue Procedure 2004-1, 2004-1 I.R.B. 1 (or superseding Revenue Procedure for the year at issue). Note: Certain tax classification elections can be requested by filing Form 8832, *Entity Classification Election*. See Form 8832 and its instructions for additional information.

A limited liability company (LLC) may file Form 8832, *Entity Classification Election*, and elect to be classified as an association taxable as a corporation. If the LLC is eligible to be treated as a corporation that meets certain tests and it will be electing S corporation status, it must timely file Form 2553, *Election by a Small Business Corporation*. The LLC will be treated as a corporation as of the effective date of the S corporation election and does not need to file Form 8832.

To obtain tax forms and publications, including those referenced in this notice, visit our Web site at www.irs.gov. If you do not have access to the Internet, call 1-800-829-3676 (TTY/TDD 1-800-829-4059) or visit your local IRS office.

IMPORTANT REMINDERS:

- * Keep a copy of this notice in your permanent records. **This notice is issued only one time and the IRS will not be able to generate a duplicate copy for you.**
- * Use this EIN and your name exactly as they appear at the top of this notice on all your federal tax forms.
- * Refer to this EIN on your tax-related correspondence and documents.

If you have questions about your EIN, you can call us at the phone number or write to us at the address shown at the top of this notice. If you write, please tear off the stub at the bottom of this notice and send it along with your letter. If you do not need to write us, do not complete and return the stub. Thank you for your cooperation.

Keep this part for your records.

CP 575 B (Rev. 7-2007)

Return this part with any correspondence so we may identify your account. Please correct any errors in your name or address.

CP 575 B

9999999999

Your Telephone Number Best Time to Call
 () -

DATE OF THIS NOTICE: 11-18-2010

EMPLOYER IDENTIFICATION NUMBER: (b) (3) (A)

FORM: SS-4 NOBOD

INTERNAL REVENUE SERVICE
 CINCINNATI OH 45999-0023



ENERGIZE INDIANA EB 5 VISA REGIONAL
 CENTER LLC
 EUGENE ROY BUDD MBR
 PO BOX 1912
 MUNCIE, IN 47308



Energize - ECI
EB5 Visa Regional Center

OPERATIONAL BUSINESS PLAN

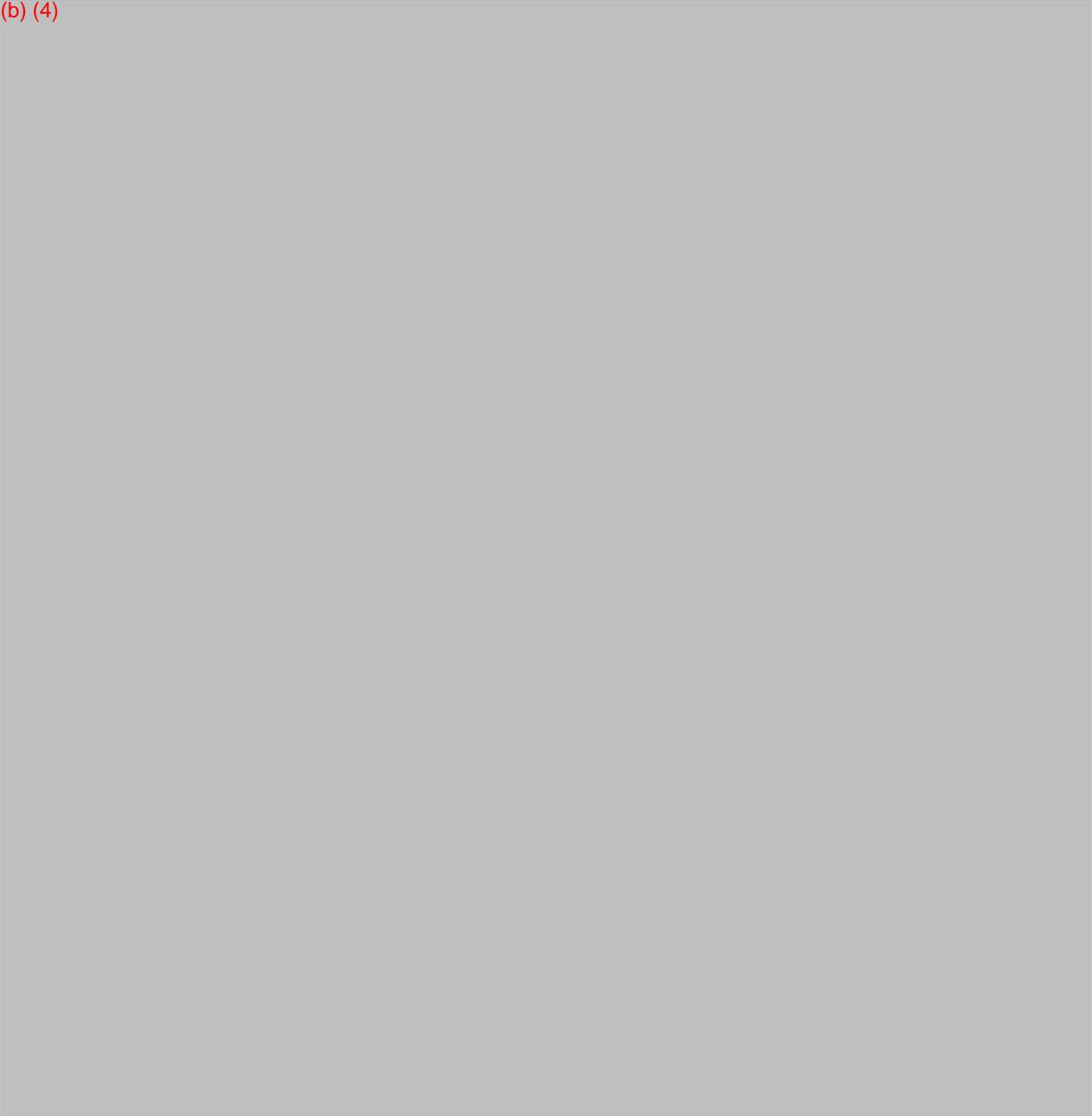
EXHIBIT 14

ENERGIZE-ECI EB-5 VISA REGIONAL CENTER

OPERATIONAL AND MARKETING BUSINESS PLAN

The ENERGIZE-ECI EB-5 VISA REGIONAL CENTER (“EEERC”) is being formed as a USCIS designated Regional Center and viable business entity.

(b) (4)



Operations and Management

The principal managing partner is Mr. E. Roy Budd. The business experience of Mr. Budd is detailed in the accompanying Private Placement Memorandum. Mr. Budd will manage and oversee all administrative functions of the EEERC.

The contact information and point of contact to be used for the USCIS website is:

ENERGIZE-ECI EB-5 VISA REGIONAL CENTER

Mr. E. Roy Budd

345 S. High St. (2nd floor)

P.O. BOX 1912

Muncie, Indiana 47308-1912

Phone (765) 254-1420

Fax: (765) 254-1450

info@energize-eci.org

www.energize-eci.org

EEERC will retain additional personnel, as needed, to meet the requirements of the Regional Center.

EEERC plans to provide timely and accurate compliance with applicable USCIS Regional Center reporting requirements, and Form I-924A as follows:

- Current identification of the principal official and point of contact for the management and administration of the regional center, including relevant contact information;
- Name of the Regional Center, including contact information and website address;
- Name(s) of the management of the Regional Center, including contact information and website address;
- Name(s) of other agent(s) of the Regional Center, including contact information and website address;

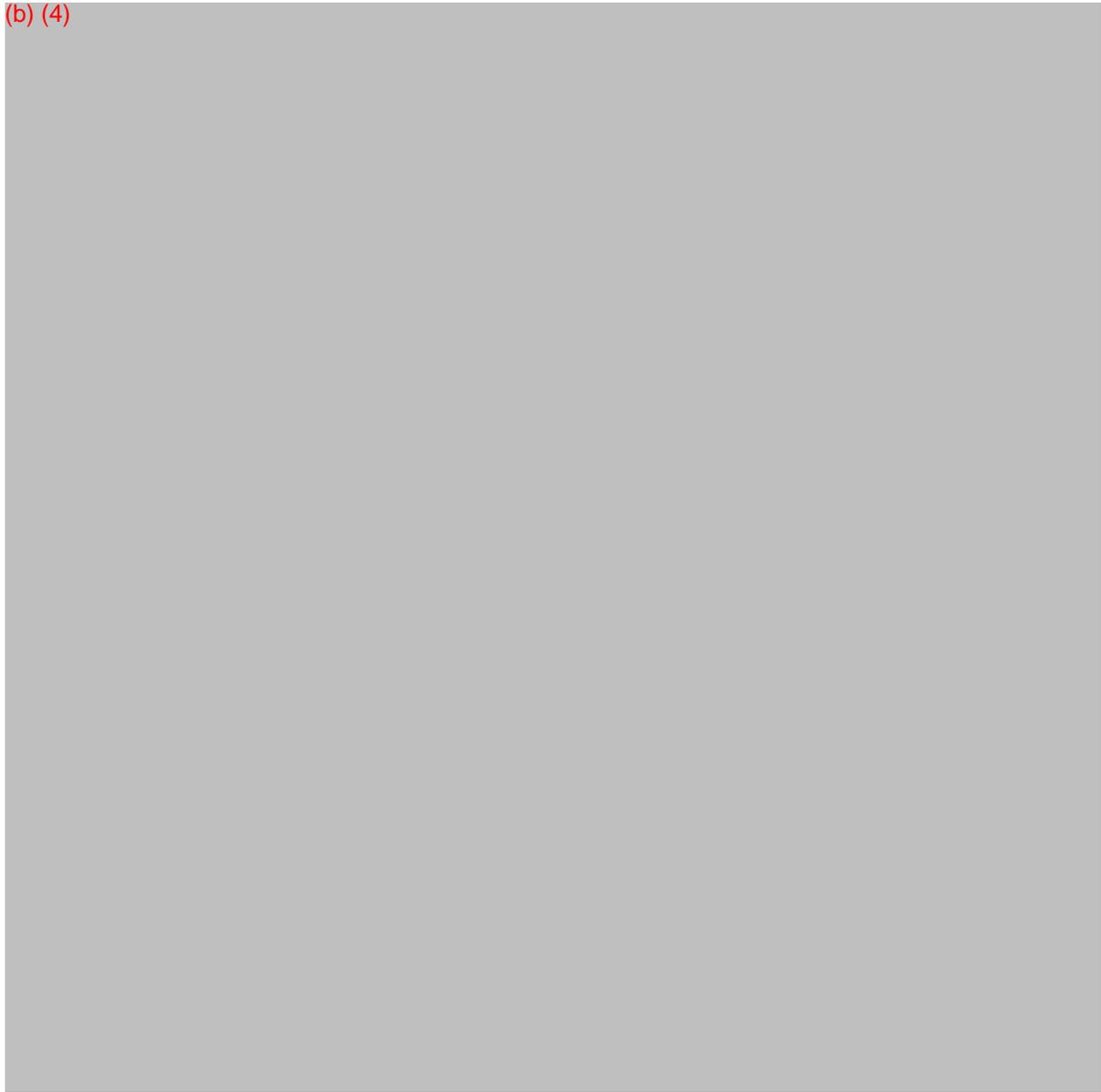
- Total aggregate EB-5 investment capital invested per federal fiscal year and federal fiscal year to date since regional center approval and designation;
- Total aggregate number of new direct and/or indirect jobs created through EB-5 investment capital per federal fiscal year to date since regional center approval and designation;
- Total aggregate number of jobs maintained per federal fiscal year to date since regional center approval and designation;
- List of each industry, identified by Industry Category Title and NAICS Code, that has been the focus of EB-5 capital investments through the Regional Center, and the resulting aggregate EB-5 capital investment and job creation;
- List of each job creating commercial enterprise, identified by Industry Category Title and NAICS Code, located within the geographic scope of the Regional Center that has received EB-5 investor capital, and the resulting aggregate EB-5 capital investment and job creation;
- List of each job creating commercial enterprise, identified by Industry Category Title and NAICS Code, located within the geographic scope of the Regional Center that has received EB-5 investor capital and will serve as a vehicle for investment into other business entities that have, or will, create or maintain jobs for EB-5 purposes, and the resulting aggregate EB-5 capital investment and job creation;
- Total aggregate number of approved, denied and revoked Form I-526 petitions filed by EB-5 investors making capital investments per federal fiscal year to date made through EEERC;
- Total aggregate number of approved, denied and revoked Form I-829 petitions filed by EB-5 investors making capital investments per federal fiscal year to date made through EEERC;
- Certification by designated Regional Center representative that information and documentation submitted in support of Form I-924A are true and correct, including certification that representative has authority to act on behalf of the Regional Center, and authorization for release of any information that USCIS needs to determine eligibility for the benefit being sought.

Although not specifically required by Form I-924A, EEERC shall track and keep electronic records of the following information and/or documentation in order to demonstrate the Regional Center's continued eligibility for Regional Center designation.

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Immigrant Investor Counsel and Outside Service Providers

(b) (4)

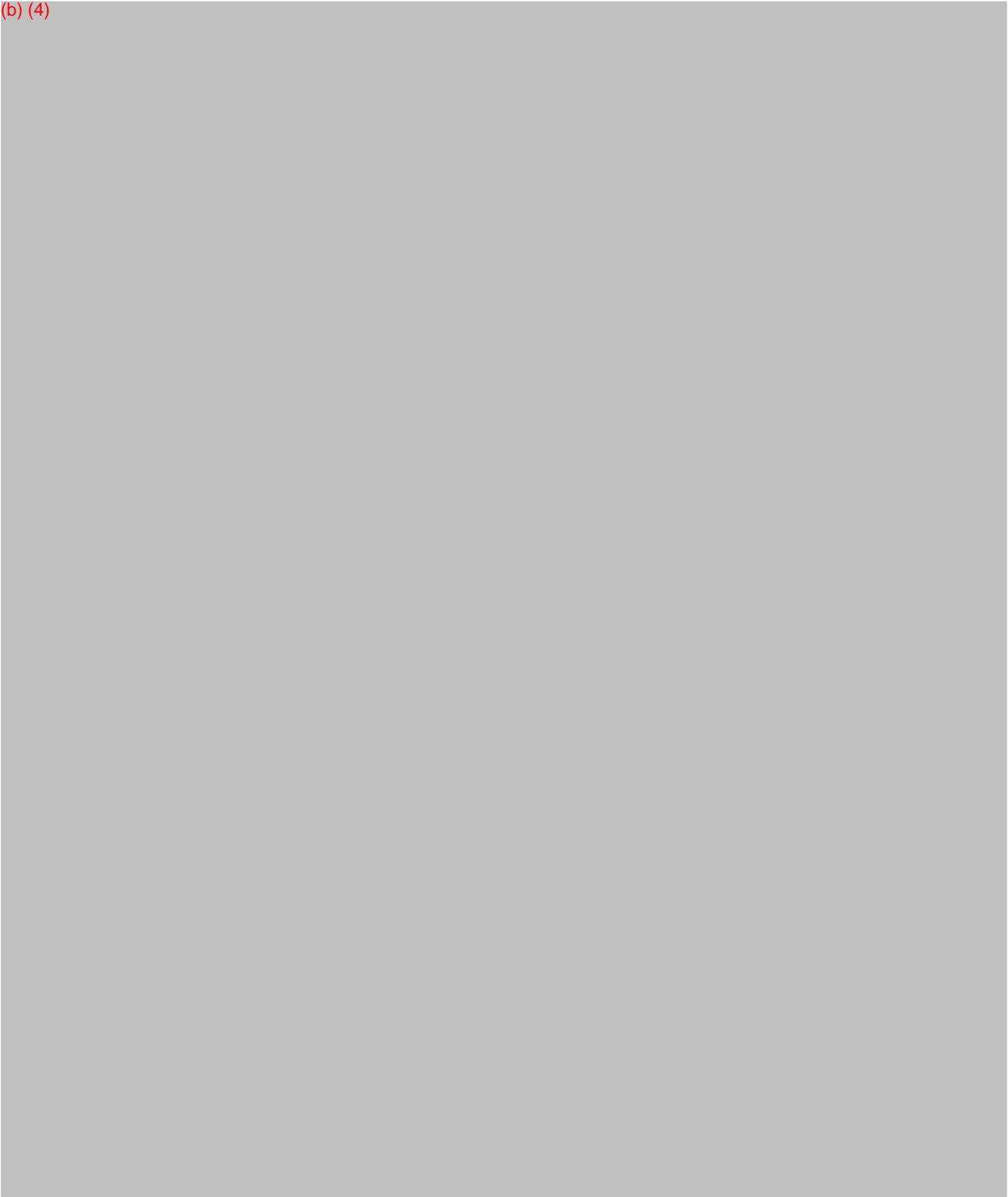


Operational Guidelines

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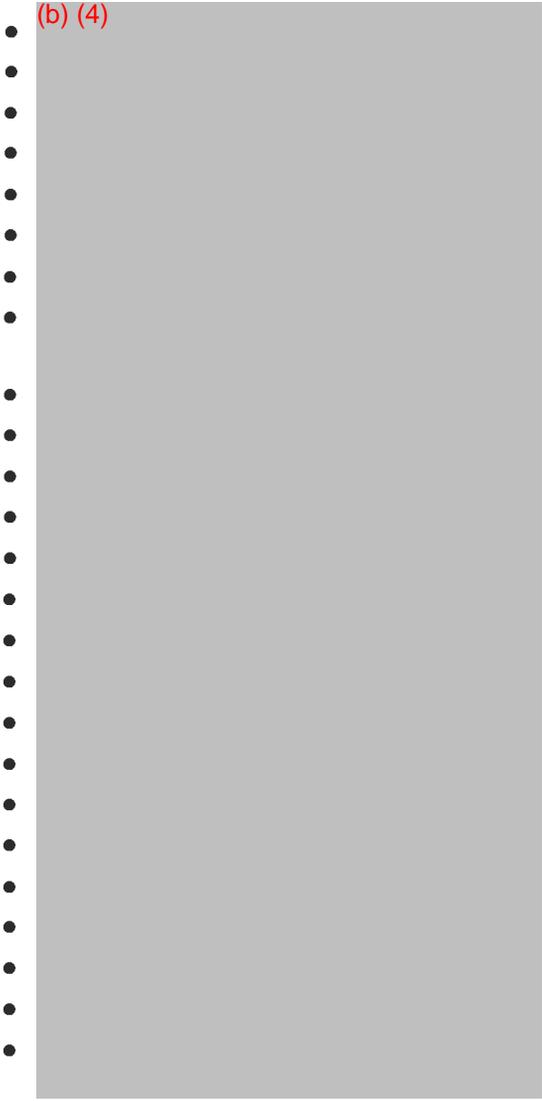


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2010 Partners Supporting ECI Economic Development

(b) (4)

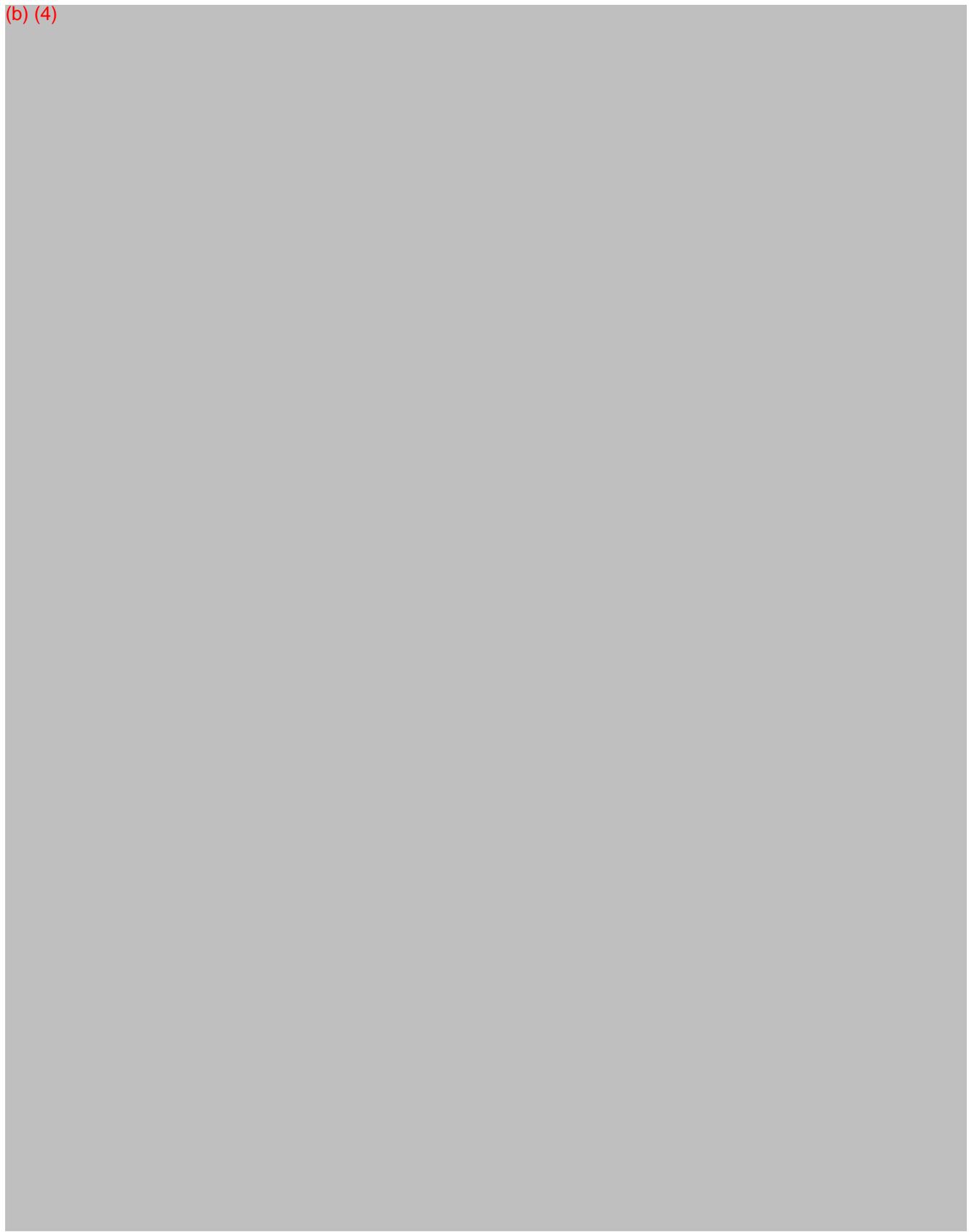


Marketing Plan

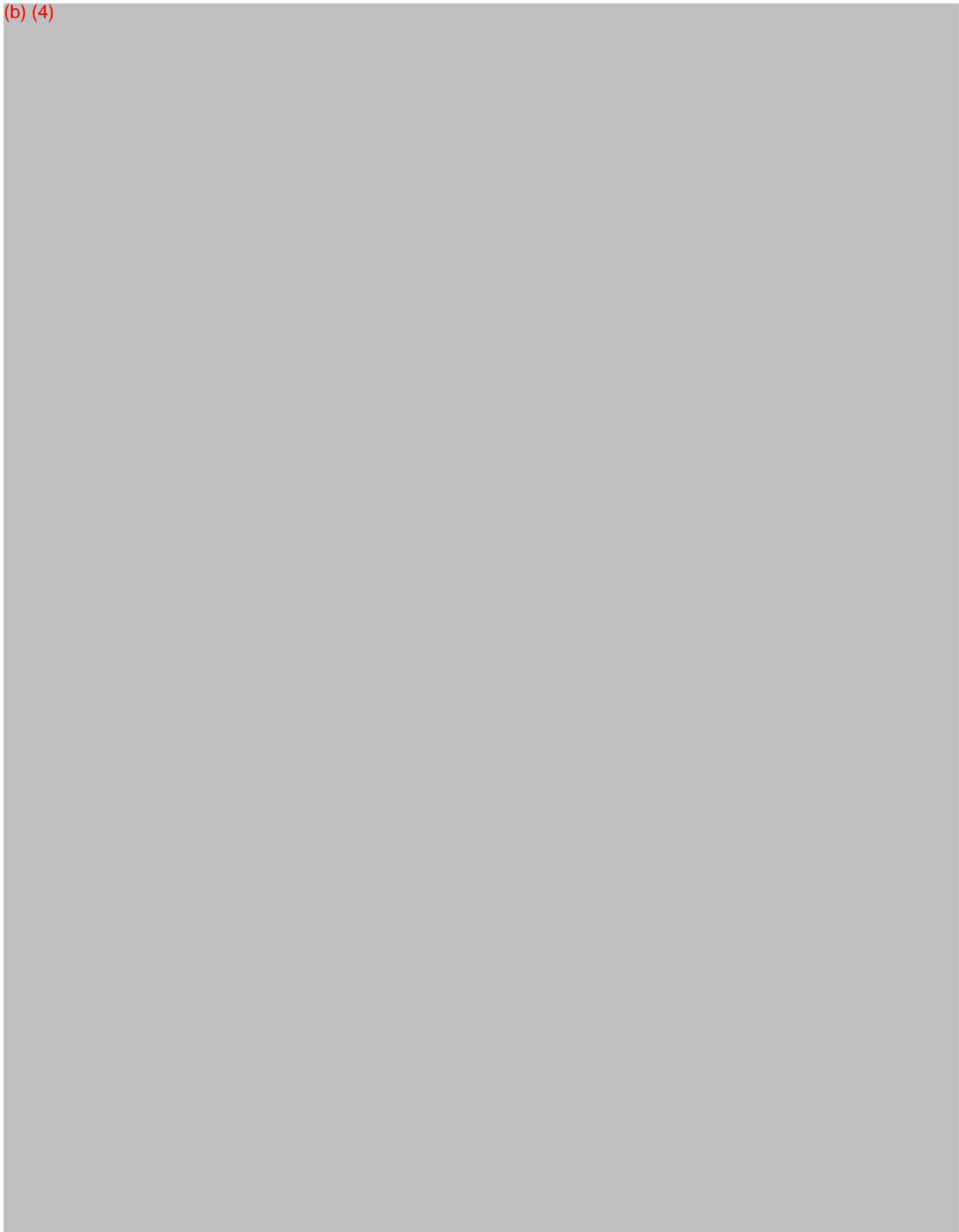
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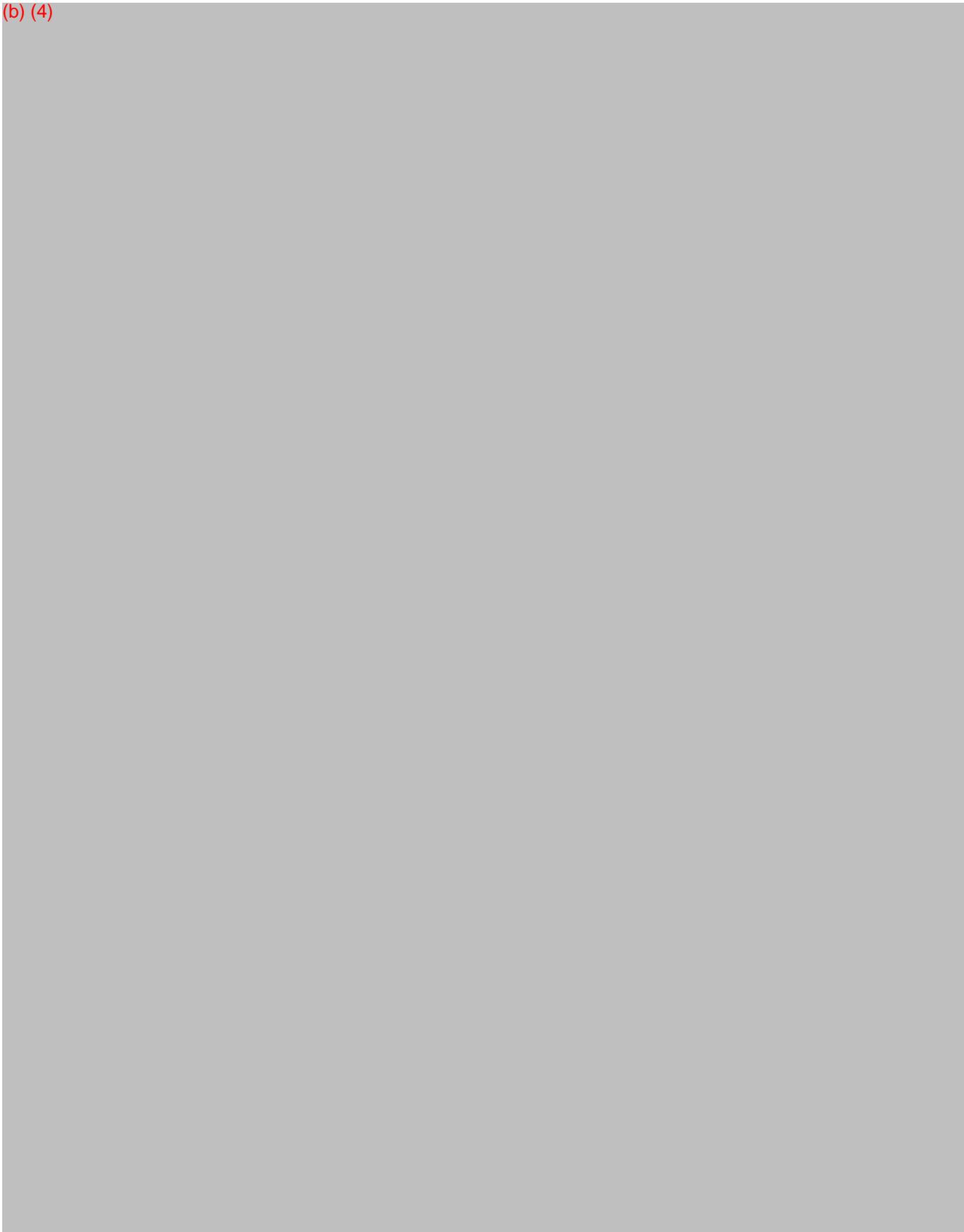
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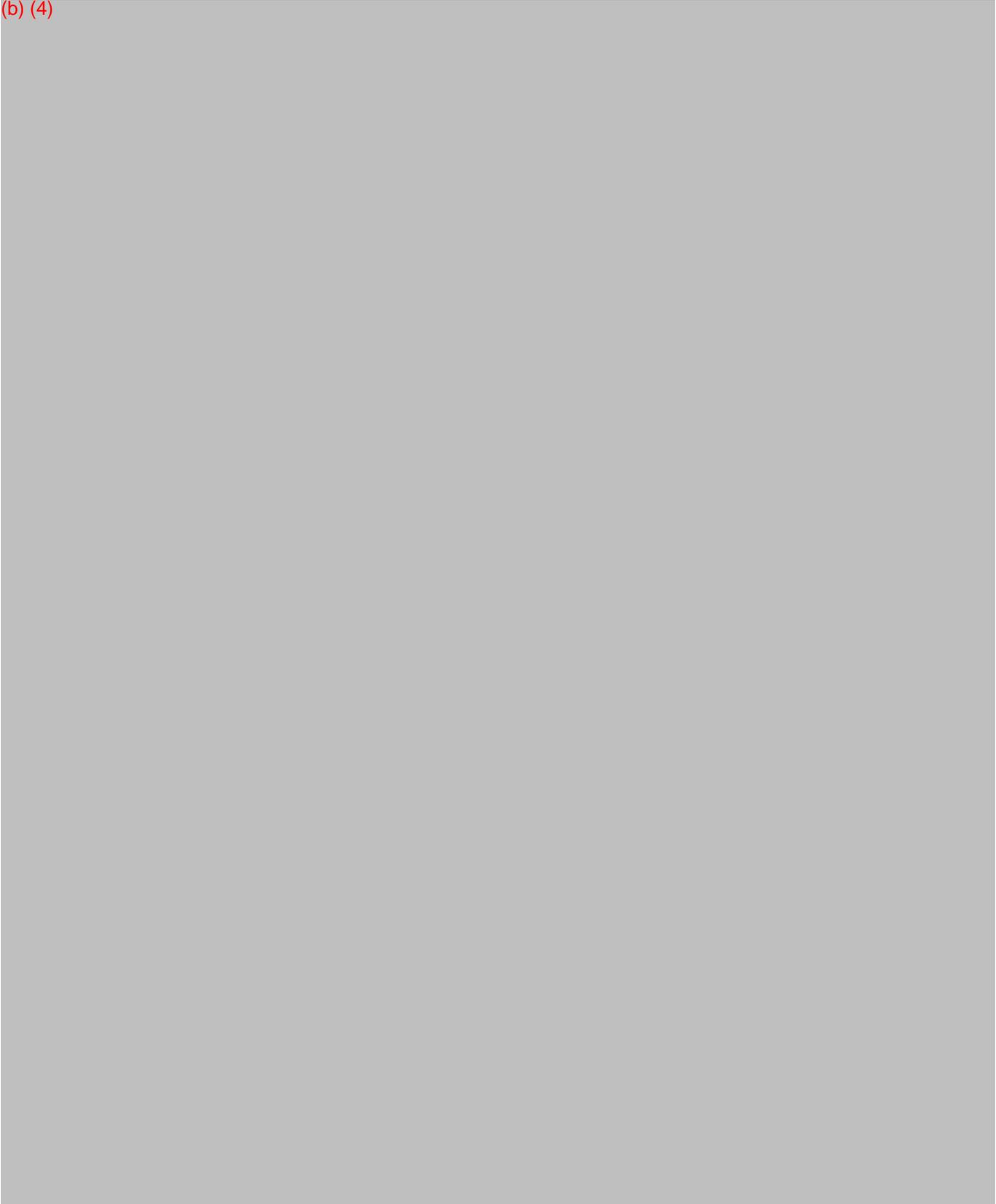


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Marketing Channels

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Attachments:

EEERC EB-5 Investor, Spouse and Child Questionnaire

EB-5 Investor Questionnaire

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PART A. BIOGRAPHICAL INFORMATION—INVESTOR

(to be completed by INVESTOR)

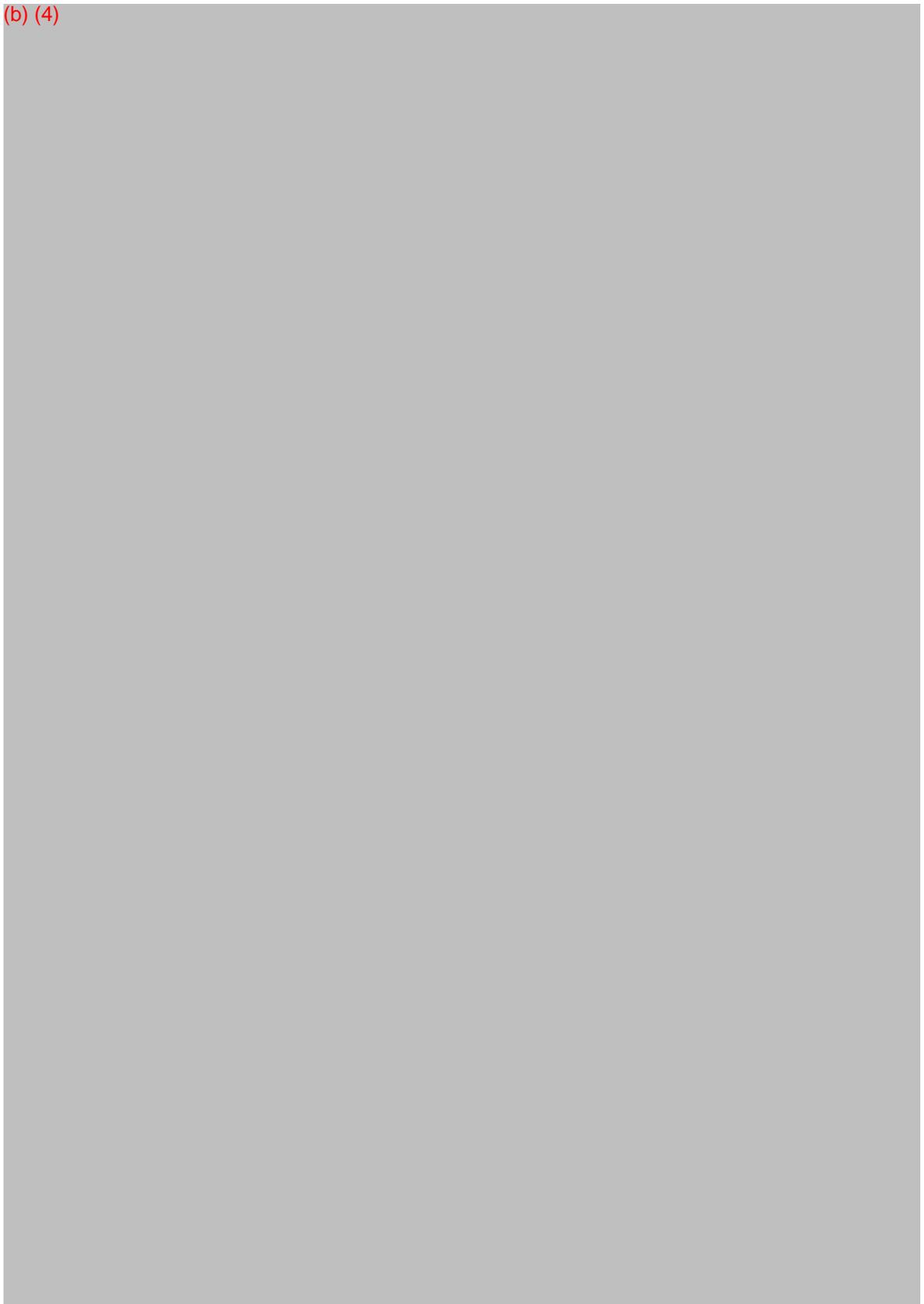
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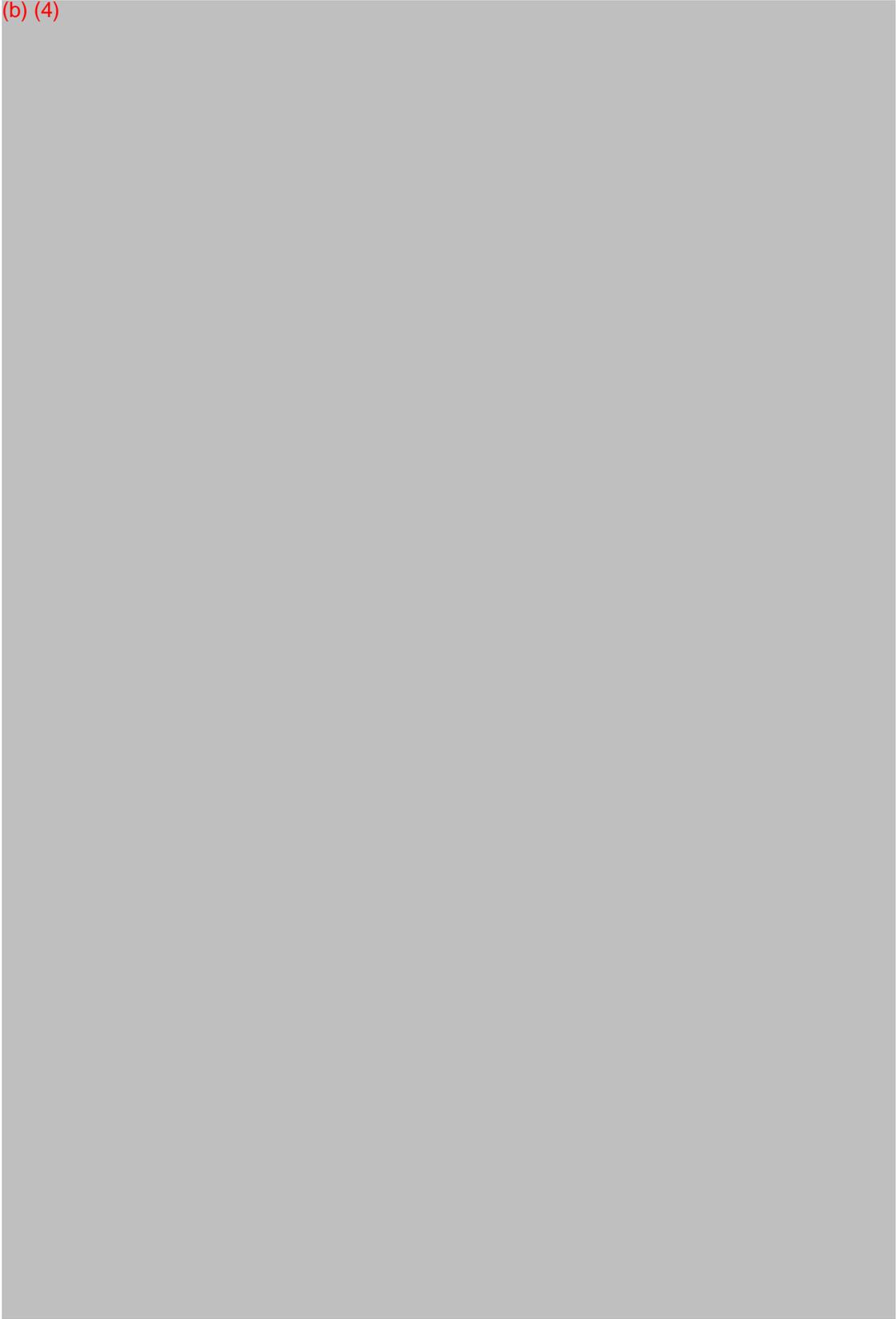
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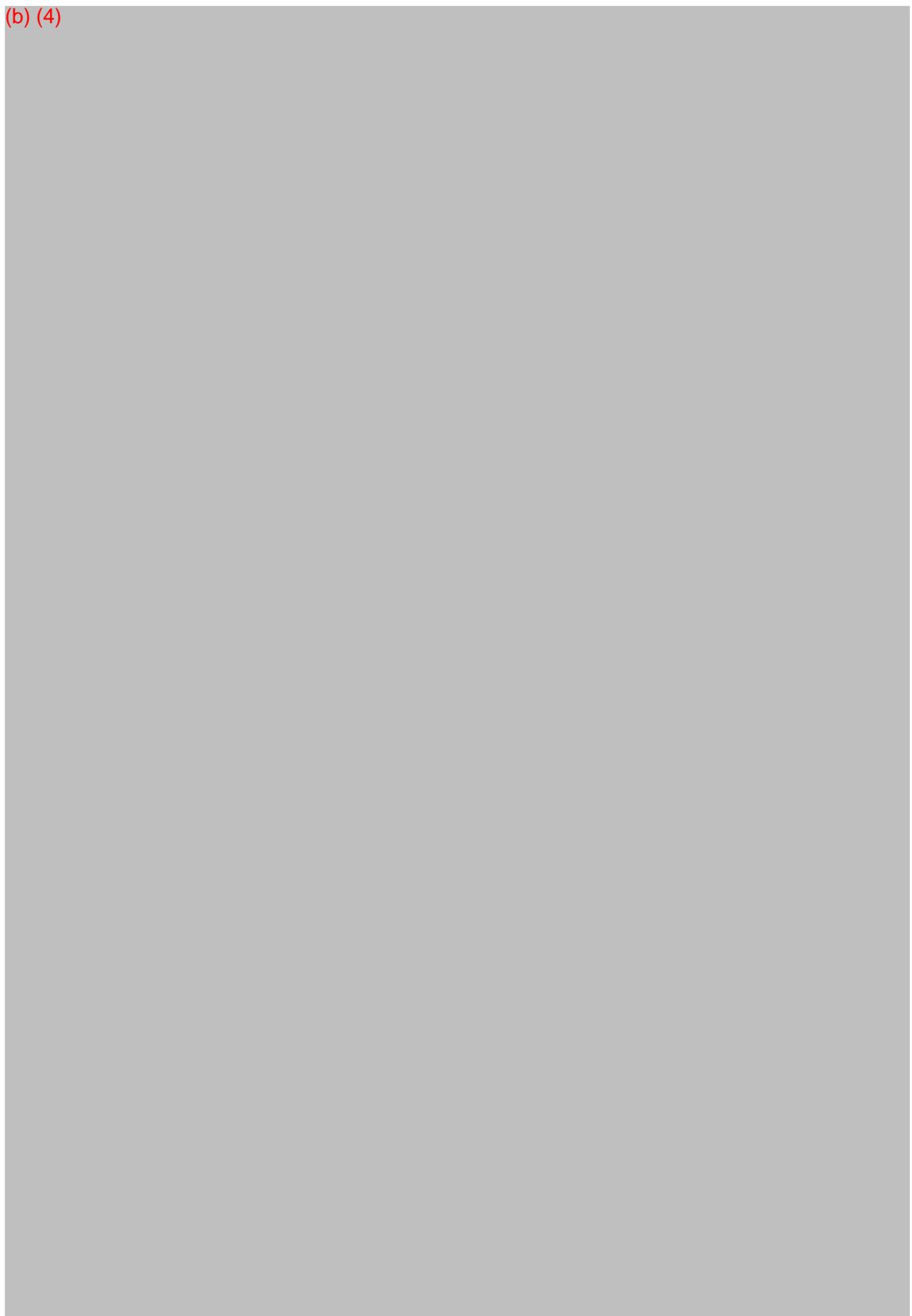
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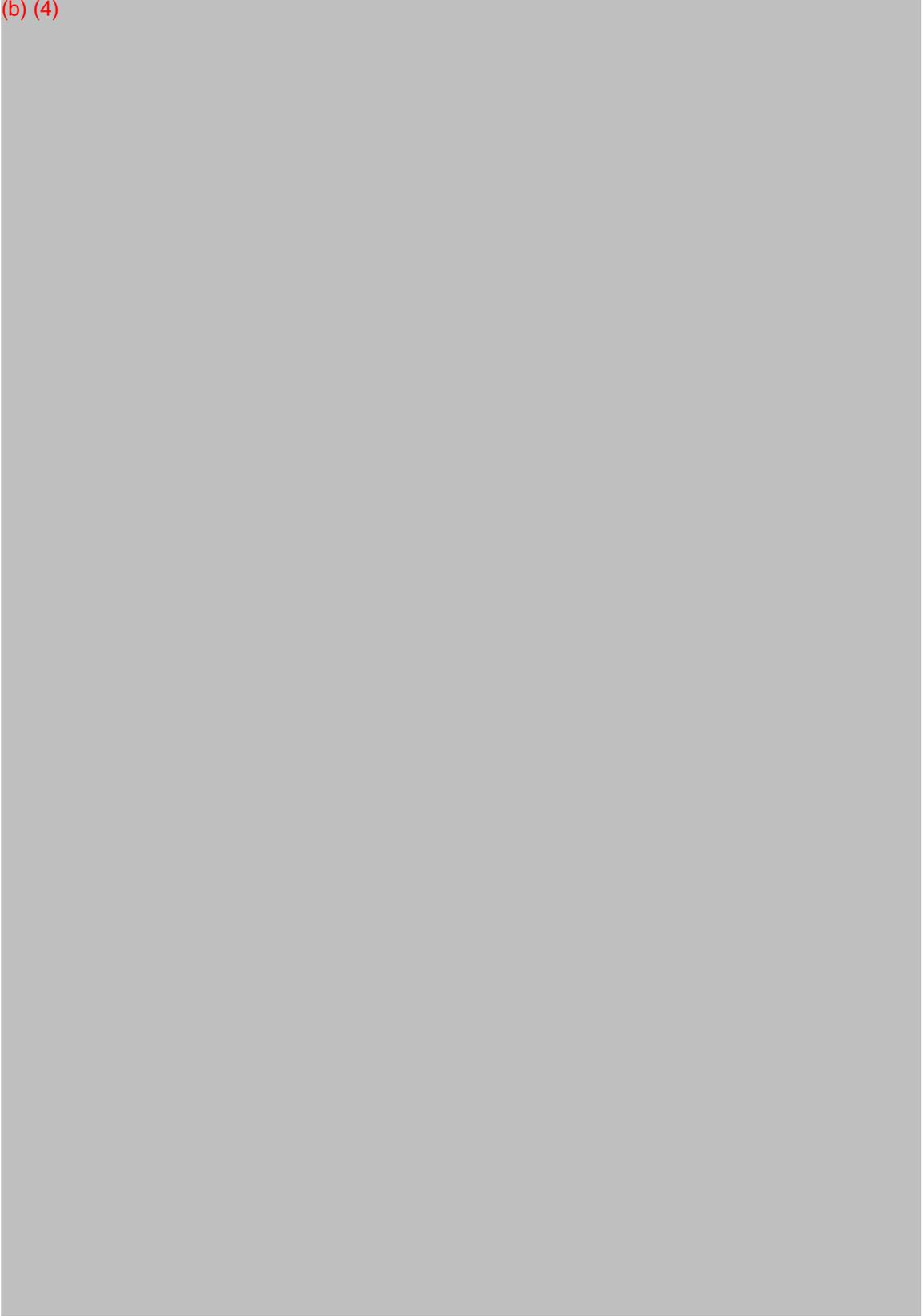


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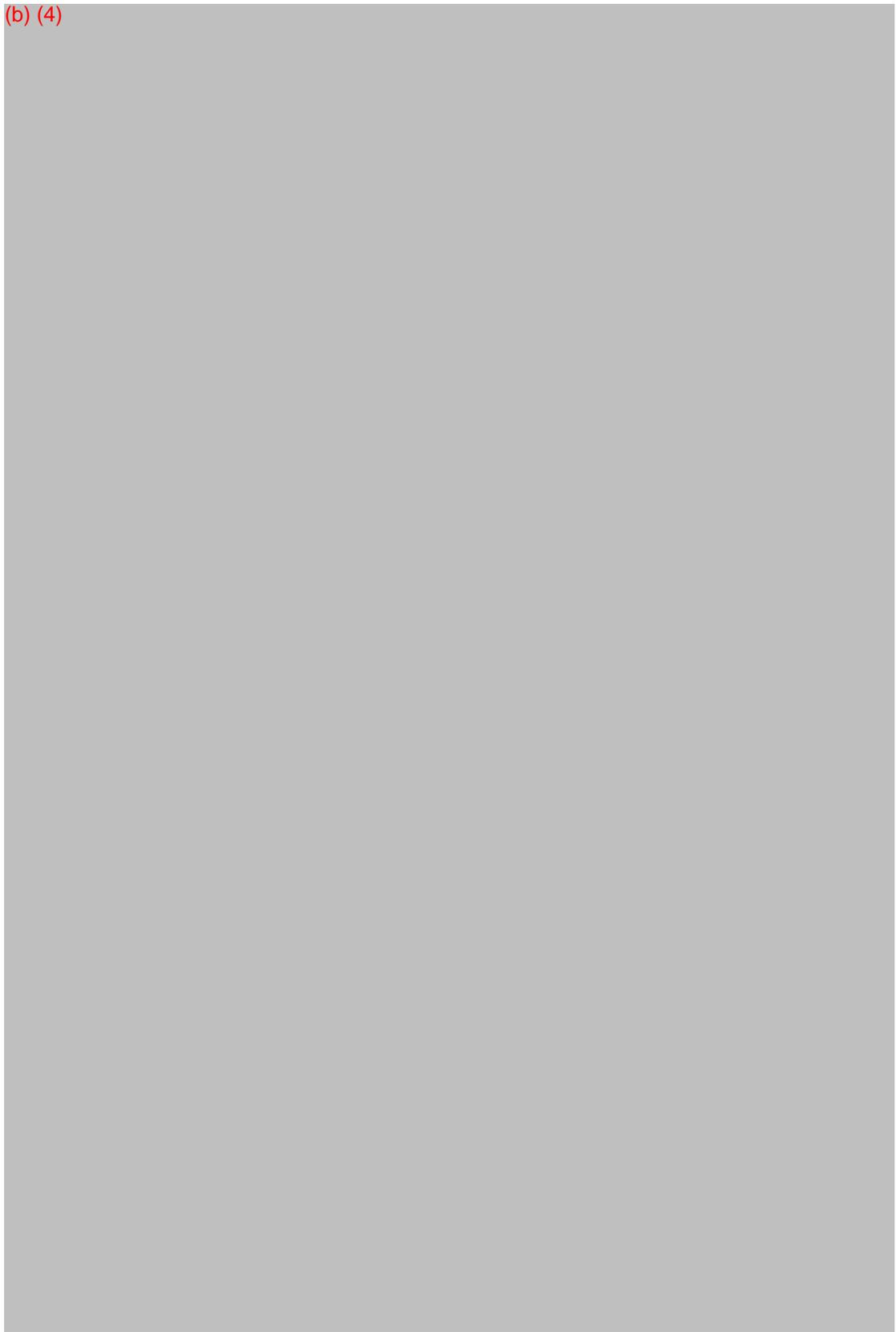
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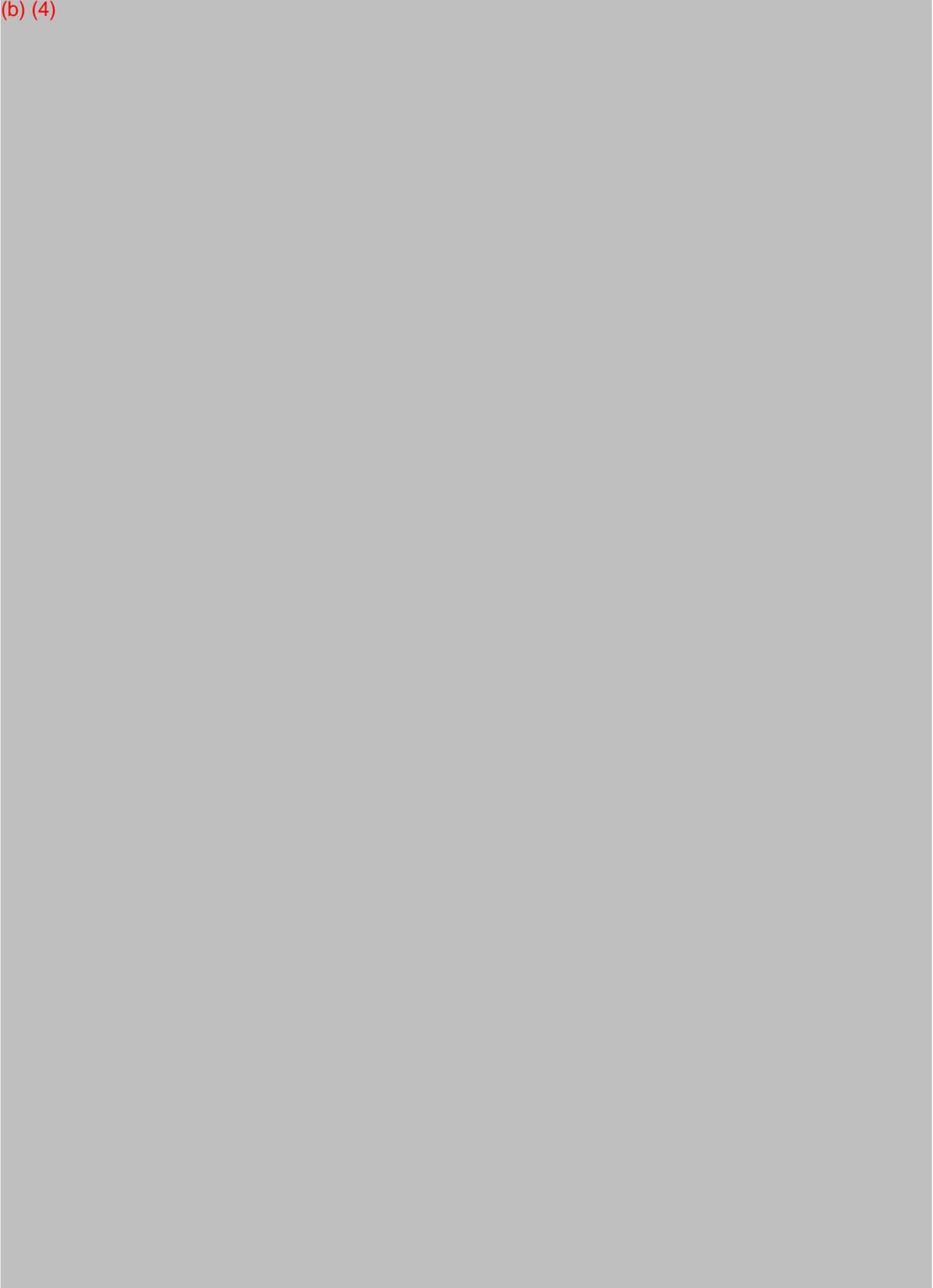
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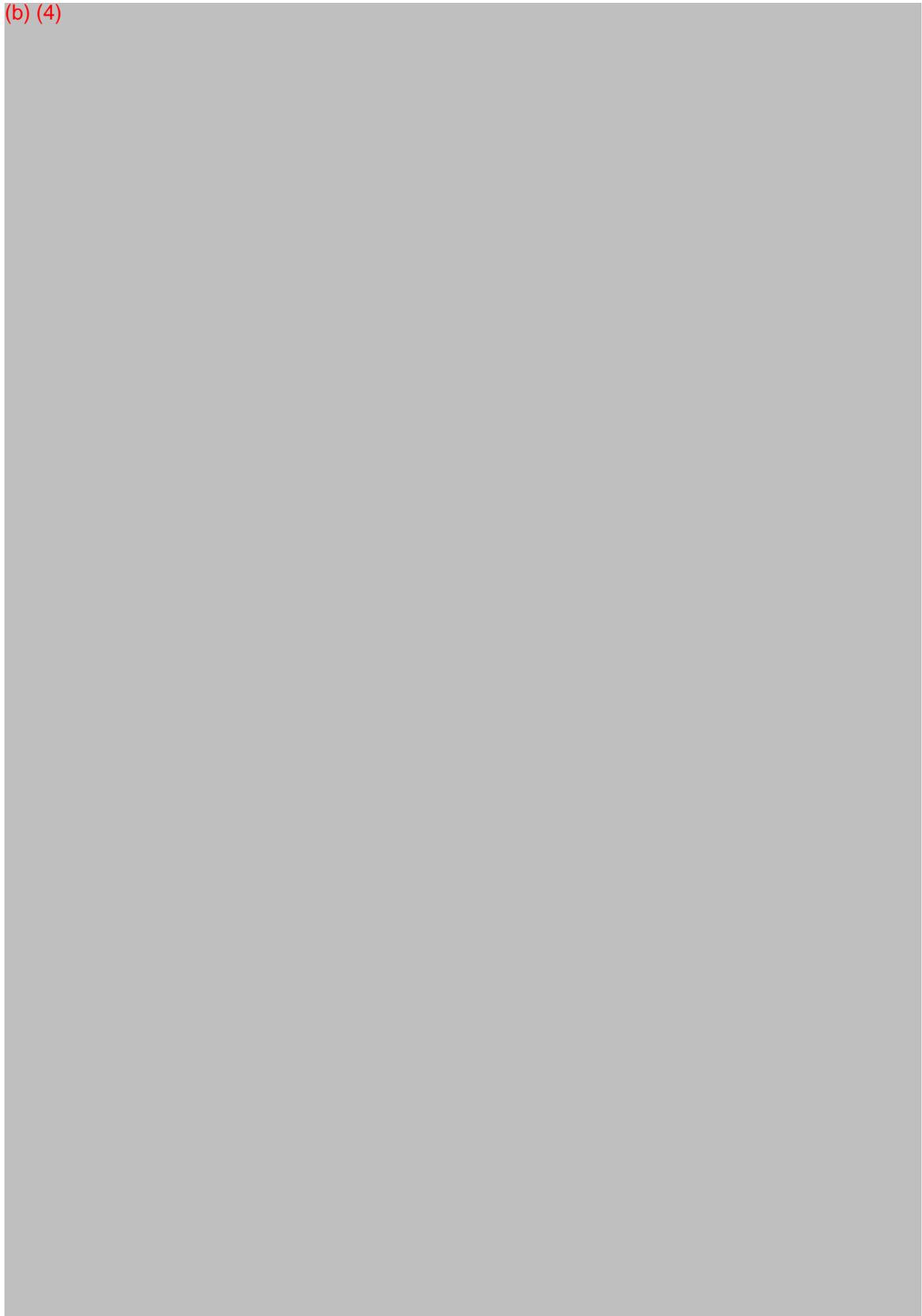


Questionnaire for Spouse of Investor

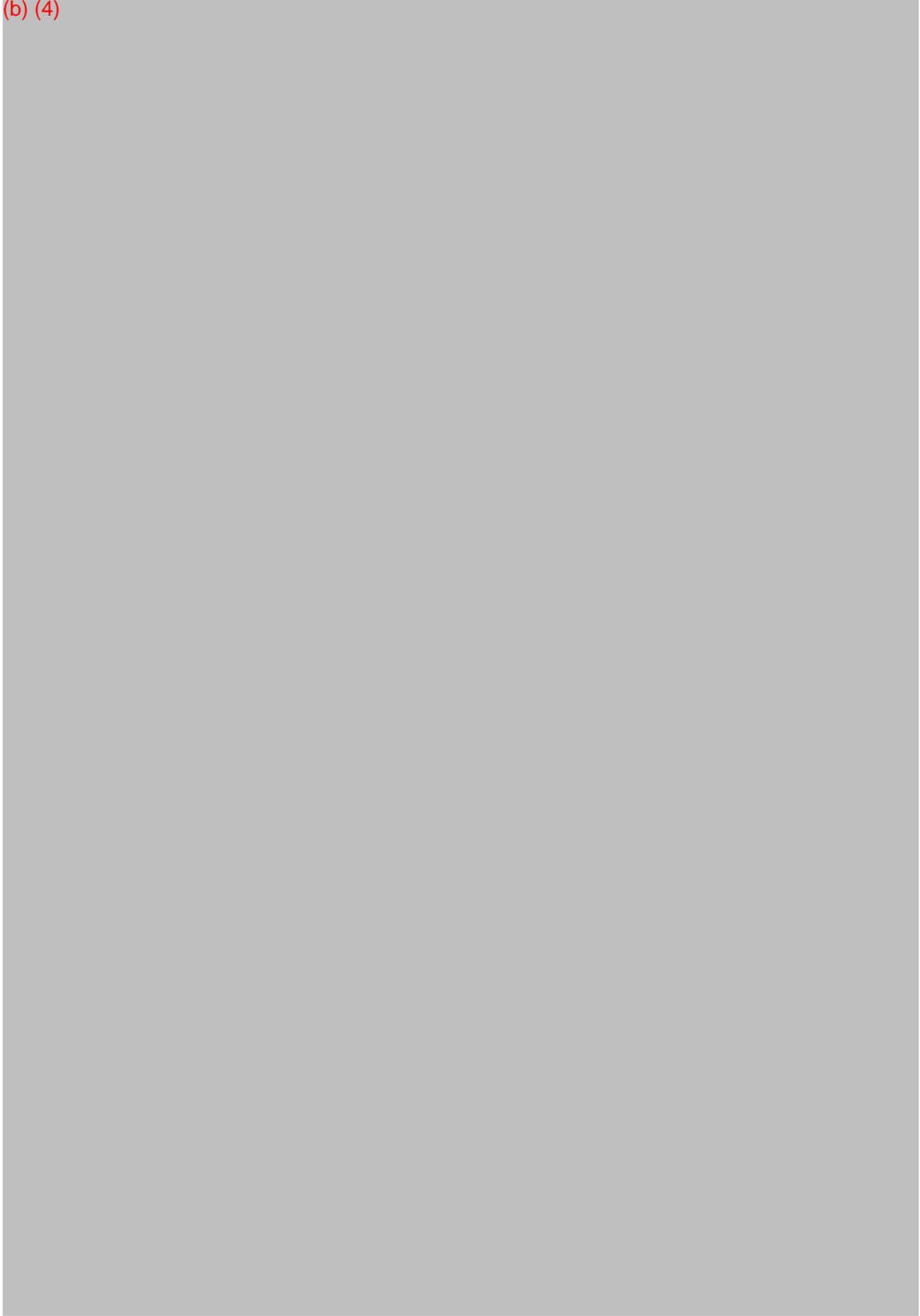
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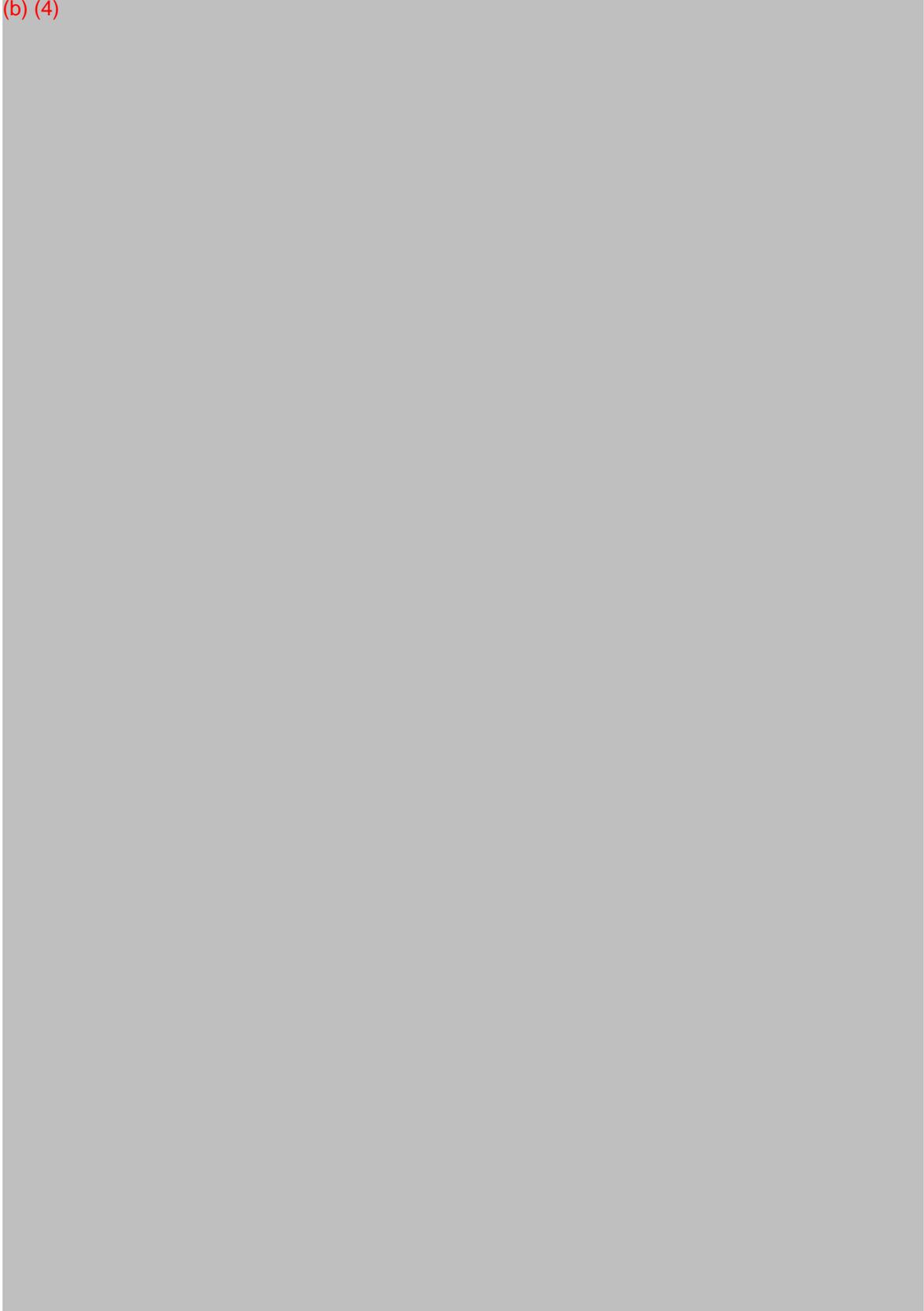
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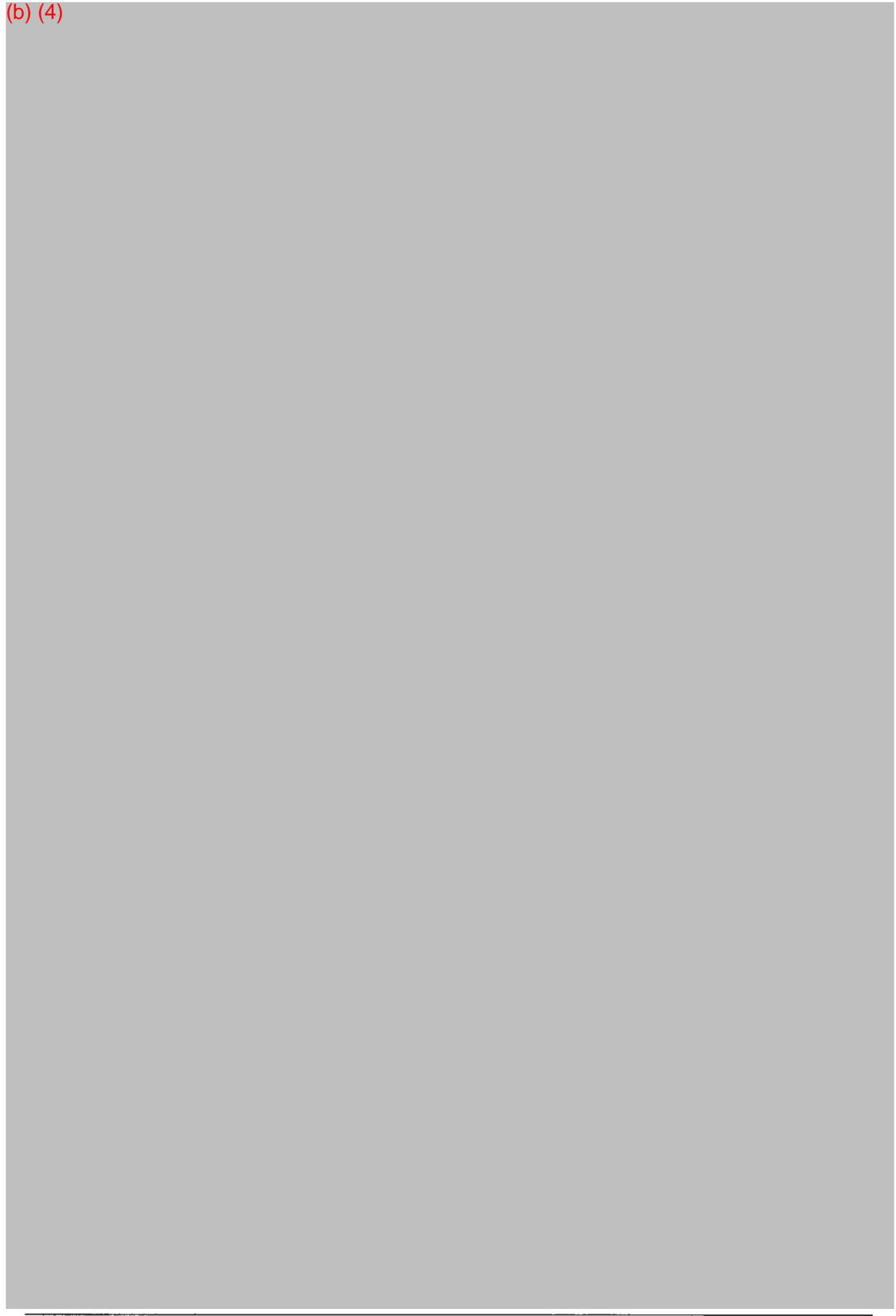
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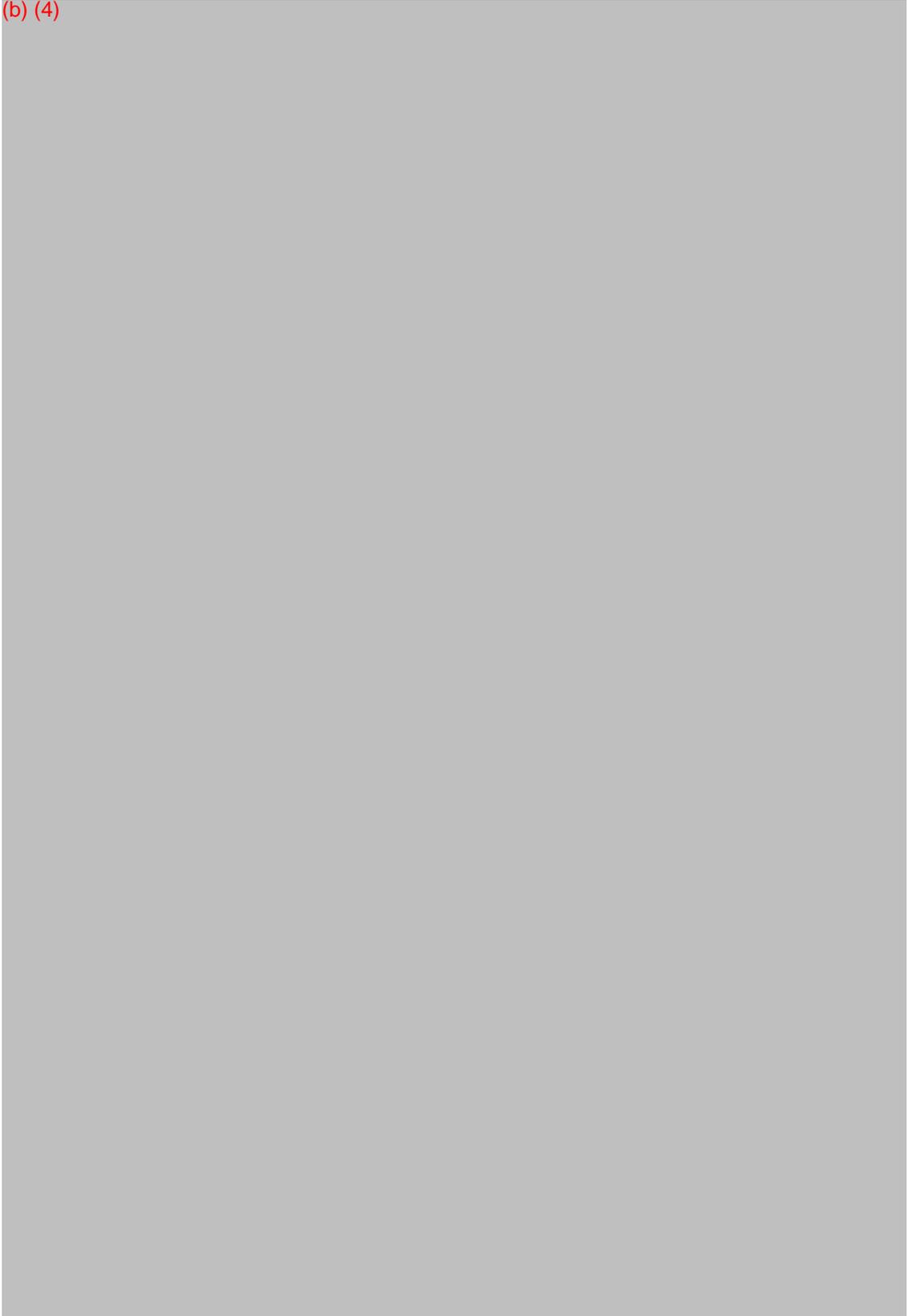
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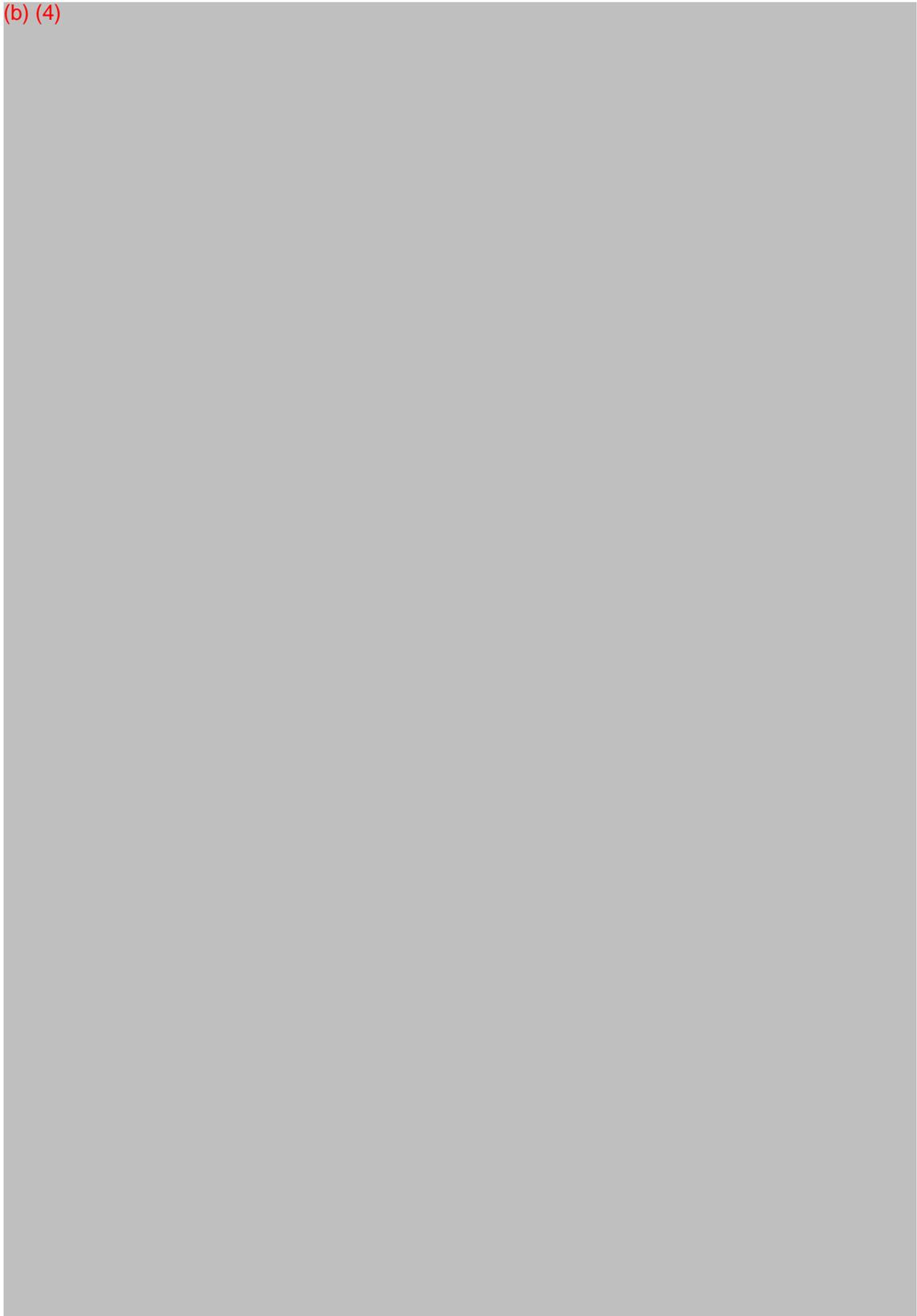
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Questionnaire for Child of Investor

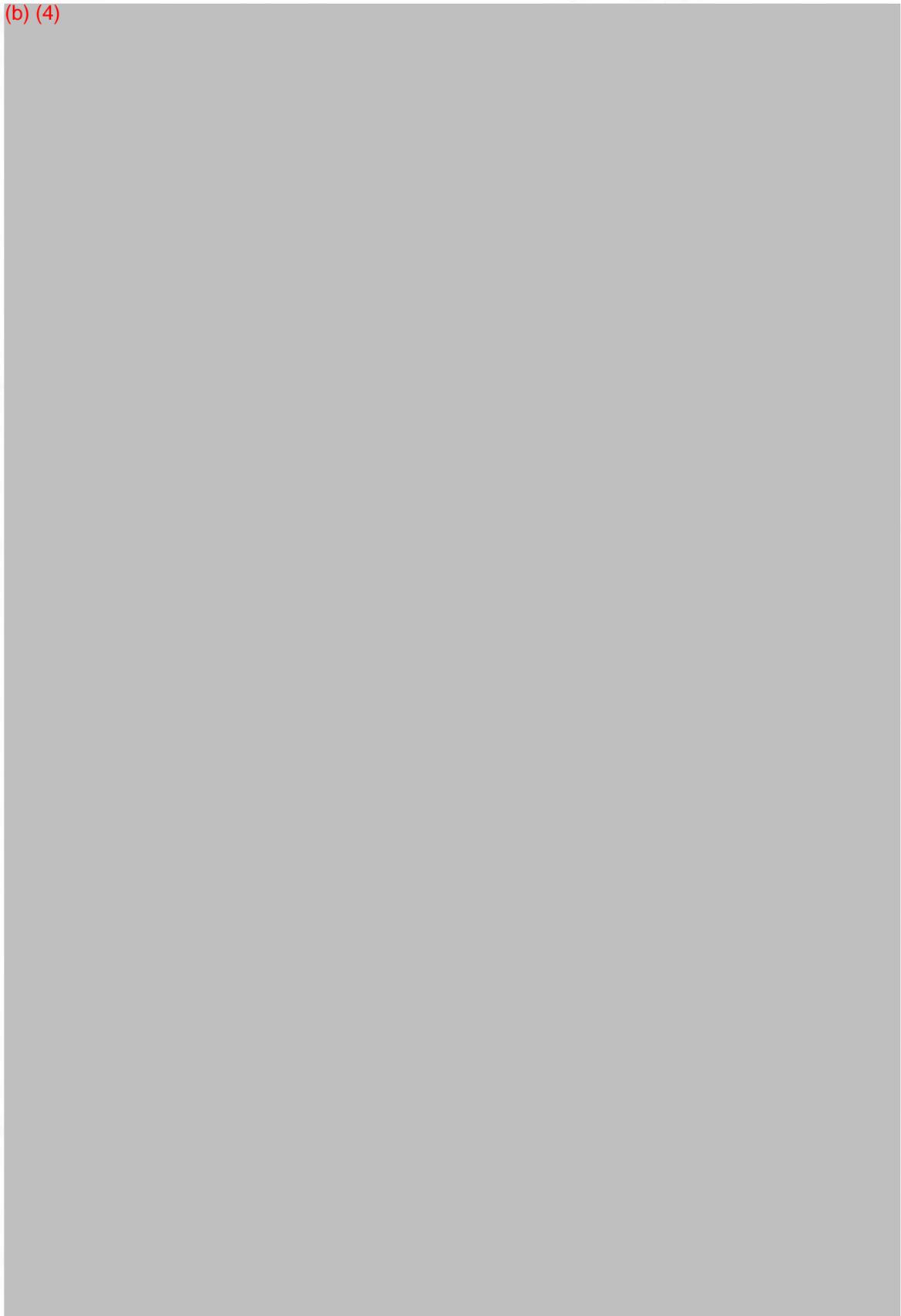
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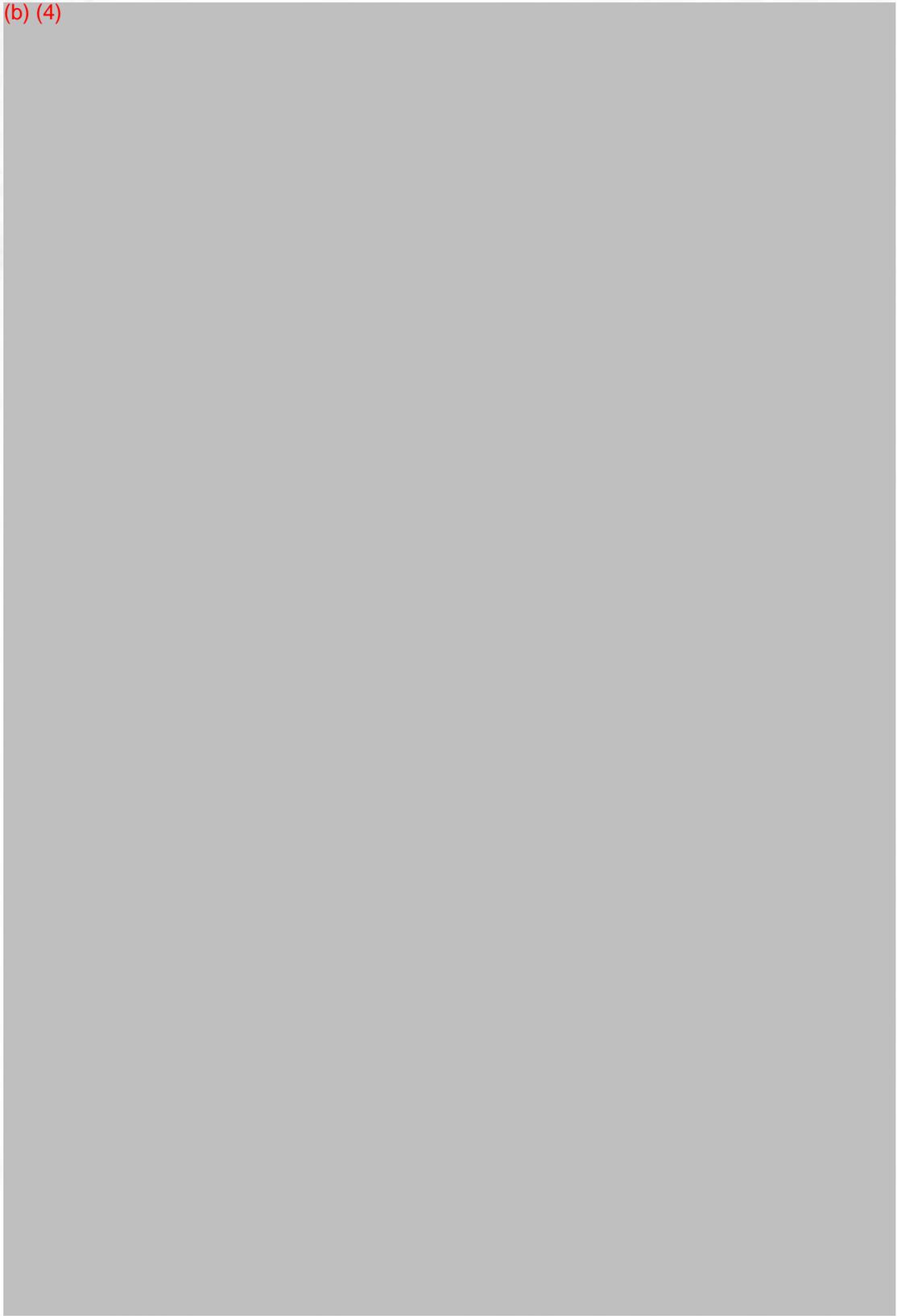


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11/11/11

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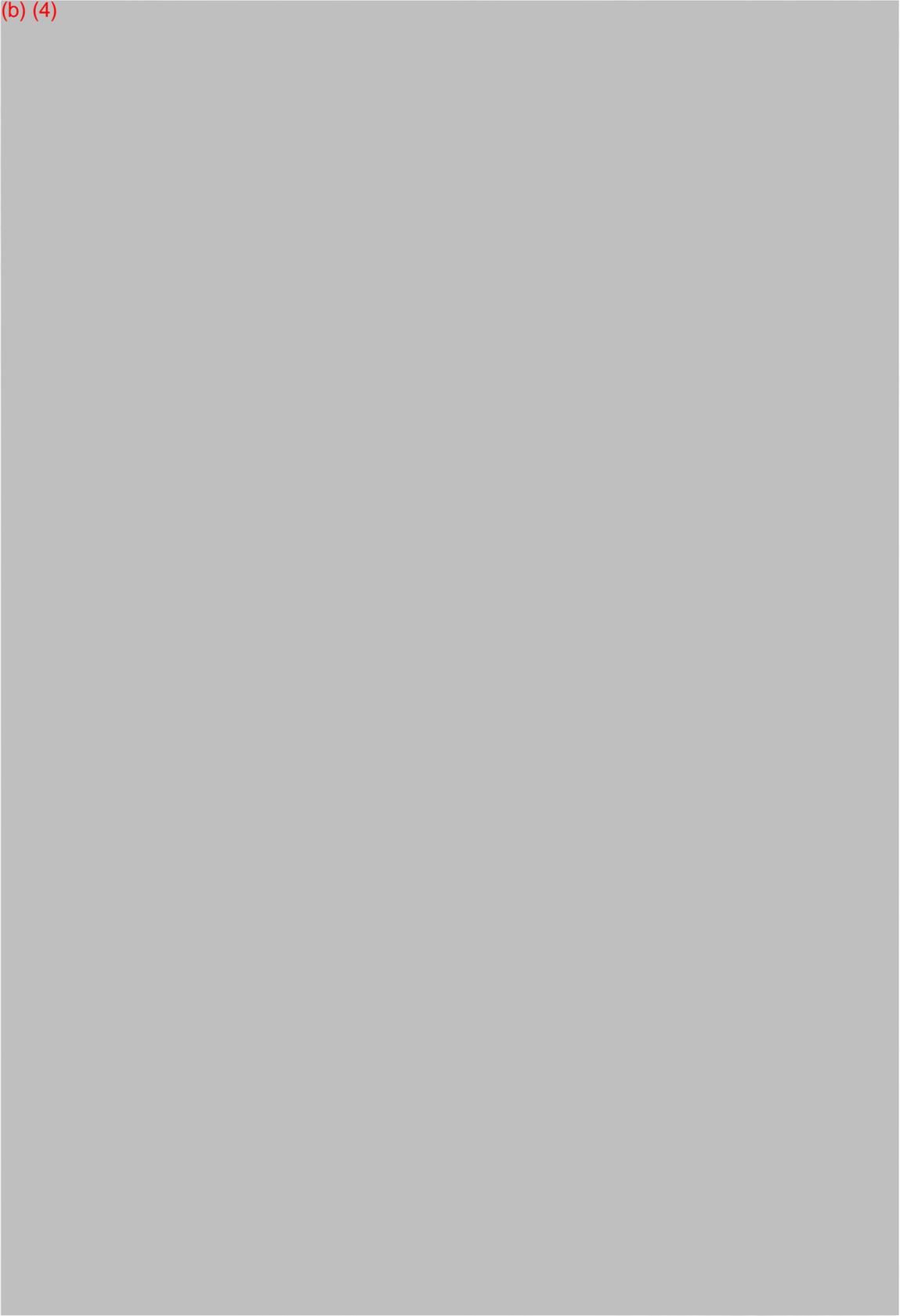
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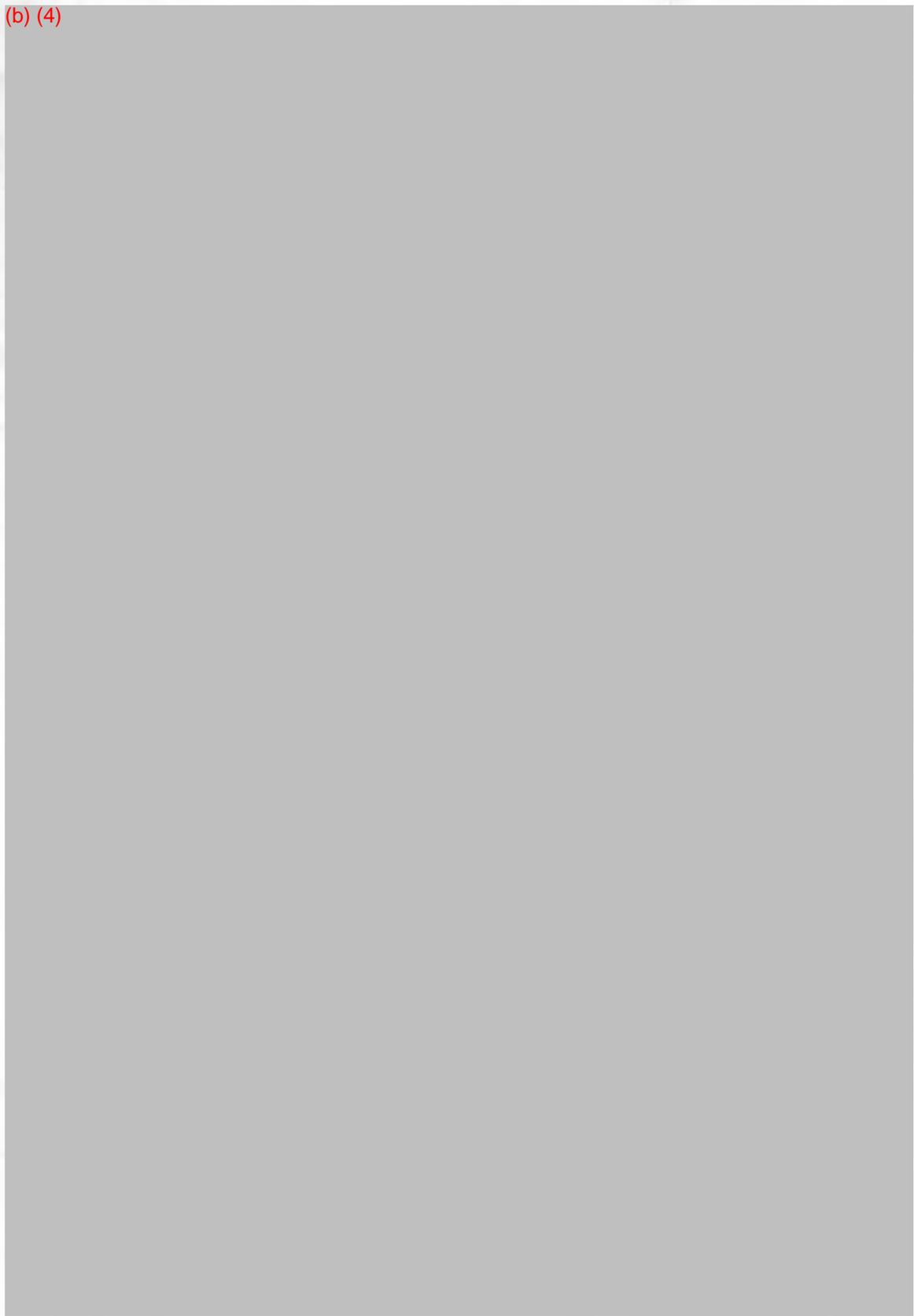
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Energize - ECI
EB5 Visa Regional Center

FORM I-924A

EXHIBIT 15

Handwritten notes on a small rectangular piece of paper in the bottom right corner, including the letters "dx" and some illegible scribbles.



U.S. Citizenship and Immigration Services

I-924A, Supplement to Form I-924

- [Download Form I-924A \(1KB PDF\)](#)
- [Download Instructions for Form I-924A \(1KB PDF\)](#)

Purpose of Form :

This form is used to demonstrate a Regional Center's continued eligibility for the Regional Center designation. Each designated Regional Center entity must file a Form I-924A for each fiscal year (October 1 through September 30) within 90 days after the end of the fiscal year (on or before December 29) of the calendar year in which the fiscal year ended.

Number of Pages :

Form 7; Instructions 3.

Edition Date :

11/23/10

Where to File :

Submit Form I-924A and all supporting documentation to:

For U.S. Postal Service:

U.S. Citizenship and Immigration Services
California Service Center
Attn: EB-5 Processing Unit
P.O. Box 10526
Laguna Niguel, CA 92067-0526

For non-U.S. Postal Service deliveries (e.g., private couriers), send to:

U.S. Citizenship and Immigration Services
California Service Center
Attn: EB-5 Processing Unit
24000 Avila Road, 2nd Floor
Laguna Niguel, CA 92677

Filing Fee :

There is no filing fee for the Form I-924A Supplement.

Special Instructions :

Effective November 23, 2010, the failure to timely file a Form I-924A Supplement for each fiscal year in which the regional center has been designated for participation in the Immigrant Investor Pilot Program will result in the issuance of an intent to terminate the participation of the regional center in the Pilot Program, which may ultimately result in

the termination of the approval and designation of the regional center.

Note: The requirement for the filing of Form I-924A Supplement commences in fiscal year 2011. Each regional center that remains designated for participation in the pilot program as of September 30, 2011 must submit the Form I-924A Supplement with the required supporting documentation on or before December 29, 2011.

See "Related Links" (in the upper right corner of this page) for additional information.

Last updated:11/22/2010

Plug-ins

Department of Homeland Security
U.S. Citizenship and Immigration Services

**Form I-924A,
Supplement to Form I-924**

Part 1. Information About Principal of the Regional Center

Name: Last		First	Middle
In Care Of:			
Street Address/P.O. Box:			
City:		State:	Zip Code:
Date of Birth (mm/dd/yyyy):	Fax Number (include area code):	Telephone Number (include area code):	

Web site address:

USCIS-assigned number for the Designated Regional Center (attach the Regional Center's most recently issued approval notice)

Part 2. Application Type (Check one)

- a. Supplement for the Fiscal Year Ending September 30, ____ (YYYY)
- b. Supplement for a Series of Fiscal Years Beginning on October 1, ____ (YYYY) and Ending on September 30, ____ (YYYY)

Part 3. Information About the Regional Center

(Use a continuation sheet, if needed, to provide information for additional management companies/agencies, regional center principals, agents, individuals, or entities who are or will be involved in the management, oversight, and administration of the regional center.)

A. Name of Regional Center:

Street Address/P.O. Box:			
City:		State:	Zip Code:
Web site Address:	Fax Number (include area code):	Telephone (include area code):	

B. Name of Managing Company/Agency:

Street Address/P.O. Box:			
City:		State:	Zip Code:
Web site Address:	Fax Number (include area code):	Telephone (include area code):	

C. Name of Other Agent:

Street Address/P.O. Box:			
City:		State:	Zip Code:
Web site Address:	Fax Number (include area code):	Telephone (include area code):	



Part 3. Information About the Regional Center (Continued)

Answer the following questions for the time period identified in Part 2 of this form. Note: If extra space is needed to complete any item, attach a continuation sheet, indicate the item number, and provide the response.

1. Identify the aggregate EB-5 capital investment and job creation has been the focus of EB-5 capital investments sponsored through the regional center. (Note: Separately identify jobs maintained through investments in "troubled businesses.")

Aggregate EB-5 Capital Investment	Aggregate Direct and Indirect Job Creation	Aggregate Jobs Maintained
-----------------------------------	--	---------------------------

2. Identify each industry that has been the focus of EB-5 capital investments sponsored through the Regional Center, and the resulting aggregate EB-5 capital investment and job creation. (Note: Separately identify jobs maintained through investments in "troubled businesses".)

a. Industry Category Title:		NAICS Code for the Industry Category _____
Aggregate EB-5 Capital Investment:	Aggregate Direct and Indirect Job Creation:	Aggregate Jobs Maintained:
b. Industry Category Title:		NAICS Code for the Industry Category _____
Aggregate EB-5 Capital Investment:	Aggregate Direct and Indirect Job Creation:	Aggregate Jobs Maintained:
c. Industry Category Title:		NAICS Code for the Industry Category _____
Aggregate EB-5 Capital Investment:	Aggregate Direct and Indirect Job Creation:	Aggregate Jobs Maintained:

3. Provide the following information for each job creating commercial enterprise located within the geographic scope of your regional center that has received EB-5 investor capital:

a. Name of Commercial Enterprise:		Industry Category Title:	
Address (Street Number and Name):	City:	State:	Zip Code:
Aggregate EB-5 Capital Investment:	Aggregate Direct and Indirect Job Creation:	Aggregate Jobs Maintained:	
Does this EB-5 commercial enterprise serve as a vehicle for investment into other business entities that have or will create or maintain jobs for EB-5 purposes? <input type="checkbox"/> No <input type="checkbox"/> Yes			



Part 3. Information About the Regional Center (Continued)

If yes, then identify the name and address of each job creating business, as well as the amount of EB-5 capital investment and job creation/maintenance associated with each job creating business.

(1) Business Name:		Industry Category Title:	
Address (Street Number and Name):	City:	State:	Zip Code:
EB-5 Capital Investment:	Direct and Indirect Job Creation:	Jobs Maintained:	
(2) Business Name		Industry Category Title:	
Address (Street Number and Name):	City:	State:	Zip Code:
EB-5 Capital Investment:	Direct and Indirect Job Creation:	Jobs Maintained:	

b. Name of Commercial Enterprise:		Industry Category Title:	
Address (Street Number and Name):	City:	State:	Zip Code:
Aggregate EB-5 Capital Investment:	Aggregate Direct and Indirect Job Creation:	Aggregate Jobs Maintained:	

Does this EB-5 commercial enterprise serve as a vehicle for investment into other business entities that have or will create or maintain jobs for EB-5 purposes? No Yes

If yes, then identify the name and address of each job creating business, as well as the amount of EB-5 capital investment and job creation/maintenance associated with each job creating business.

(1) Business Name:		Industry Category Title:	
Address (Street Number and Name):	City:	State:	Zip Code
EB-5 Capital Investment	Direct and Indirect Job Creation	Jobs Maintained	



Part 3. Information About the Regional Center (Continued)

(2) Business Name:		Industry Category Title:	
Address (Street Number and Name):	City:	State:	Zip Code:
EB-5 Capital Investment:	Direct and Indirect Job Creation:	Jobs Maintained:	

c. Name of Commercial Enterprise:		Industry Category Title:	
Address (Street Number and Name):	City:	State:	Zip Code:
Aggregate EB-5 Capital Investment:	Aggregate Direct and Indirect Job Creation:	Aggregate Jobs Maintained:	

Does this EB-5 commercial enterprise serve as a vehicle for investment into other business entities that have or will create or maintain jobs for EB-5 purposes? No Yes

If yes, then identify the name and address of each job creating business, as well as the amount of EB-5 capital investment and job creation/maintenance associated with each job creating business.

(1) Business Name:		Industry Category Title:	
Address (Street Number and Name):	City:	State:	Zip Code:
EB-5 Capital Investment:	Direct and Indirect Job Creation:	Jobs Maintained:	

(2) Business Name:		Industry Category Title:	
Address (Street Number and Name):	City:	State:	Zip Code:
EB-5 Capital Investment:	Direct and Indirect Job Creation:	Jobs Maintained:	



Part 3. Information About the Regional Center (Continued)

d. Name of Commercial Enterprise:		Industry Category Title:	
Address (Street Number and Name):	City:	State:	Zip Code:
Aggregate EB-5 Capital Investment:	Aggregate Direct and Indirect Job Creation:	Aggregate Jobs Maintained:	
Does this EB-5 commercial enterprise serve as a vehicle for investment into other business entities that have or will create or maintain jobs for EB-5 purposes? <input type="checkbox"/> No <input type="checkbox"/> Yes If yes, then identify the name and address of each job creating business, as well as the amount of EB-5 capital investment and job creation/maintenance associated with each job creating business.			
(1) Business Name:		Industry Category Title:	
Address (Street Number and Name):	City:	State:	Zip Code:
EB-5 Capital Investment:	Direct and Indirect Job Creation:	Jobs Maintained:	
(2) Business Name:		Industry Category Title:	
Address (Street Number and Name):	City:	State:	Zip Code:
EB-5 Capital Investment:	Direct and Indirect Job Creation:	Jobs Maintained:	
e. Name of Commercial Enterprise:		Industry Category Title:	
Address Street Number and Name:	City:	State:	Zip Code:
Aggregate EB-5 Capital Investment:	Aggregate Direct and Indirect Job Creation:	Aggregate Jobs Maintained:	
Does this EB-5 commercial enterprise serve as a vehicle for investment into other business entities that have or will create or maintain jobs for EB-5 purposes? <input type="checkbox"/> No <input type="checkbox"/> Yes			



Part 3. Information About the Regional Center (Continued)

If yes, then identify the name and address of each job creating business, as well as the amount of EB-5 capital investment and job creation/maintenance associated with each job creating business.

(1) Business Name:		Industry Category Title:	
Address (Street Number and Name):	City:	State:	Zip Code:
EB-5 Capital Investment:	Direct and Indirect Job Creation:	Jobs Maintained:	
(2) Business Name:		Industry Category Title:	
Address (Street Number and Name):	City:	State:	Zip Code:
EB-5 Capital Investment:	Direct and Indirect Job Creation:	Jobs Maintained:	

4. Provide the total number of approved, denied and revoked Form I-526 petitions filed by EB-5 investors making capital investments sponsored by the regional center. (Note: If an adverse action was ultimately reversed and the petition was approved, then note the case as approved.)

Form I-526 Petition Final Case Actions		
Approved	Denied	Revoked

5. Provide the total number of approved, denied and revoked Form I-829 petitions filed by EB-5 investors making capital investments sponsored by the regional center. (Note: If an adverse action was ultimately reversed and the petition was approved, then note the case as approved.)

Form I-829 Petition Final Case Actions		
Approved	Denied	Revoked

NOTE: USCIS may require case-specific data relating to individual EB-5 petitions and the job creation determination and further information regarding the allocation methodologies utilized by a regional center in certain instances in order to verify the aggregate data provided above.



Part 4. Applicant Signature *Read the information on penalties in the instructions before completing this section. If someone helped you prepare this petition, he or she must complete Part 5.*

I certify, under penalty of perjury under the laws of the United States of America, that this supplemental form and the evidence submitted with it are all true and correct. I authorize the release of any information from my records that U.S. Citizenship and Immigration Services needs to determine eligibility for the benefit being sought. I also certify that I have authority to act on behalf of the Regional Center.

Signature of Applicant	Printed Name of Applicant	Date (mm/dd/yyyy)
Daytime Phone Number <i>(Area/Country Codes)</i>	E-Mail Address	
Relationship to the Regional Center Entity (Managing Member, President, CEO, etc.)		

Part 5. Signature of Person Preparing This Form, If Other Than Above (Sign Below)

I declare that I prepared this form using information provided by someone with authority to act on behalf of the Regional Center, and the answers and information are those provided by the Regional Center.

Attorney or Representative: In the event of a Request for Evidence (RFE), may the USCIS contact you by Fax or E-mail? No Yes

Signature of Preparer	Printed Name of Preparer	Date (mm/dd/yyyy)
Firm Name and Address		
Daytime Phone Number <i>(Area/Country Codes)</i>	Fax Number (Area/Country Codes)	E-Mail Address



Instructions for Form I-924A, Supplement to Form I-924

Department of Homeland Security
U.S. Citizenship and Immigration Services

What Is the Purpose of This Form?

This form is used to demonstrate a Regional Center's continued eligibility for the Regional Center designation. Each designated Regional Center entity must file a Form I-924A for each fiscal year (October 1 through September 30) within 90 days after the end of the fiscal year (on or before December 29) of the calendar year in which the fiscal year ended.

Failure to timely file a Form I-924 Supplement for each fiscal year in which the regional center has been designated for participation in the Immigrant Investor Pilot Program will result in the issuance of an intent to terminate the participation of the regional center in the Pilot Program, which may ultimately result in the termination of the approval and designation of the regional center.

Who May File This Form?

This form may be filed by an individual who has the executive or managerial authority to act on behalf of the Regional Center with respect to the Regional Center's designation.

Filing Instructions for Form I-924A

Provide a detailed statement which describes for the last fiscal year, (and prospectively if noted):

- A. The aggregate amount of EB-5 alien capital invested through your regional center [Form I-924A Supplement, Part 3, No. 1];
- B. The aggregate number of new direct and/or indirect jobs created by EB-5 investors through your regional center [Form I-924A Supplement, Part 3, No. 1];
- C. The aggregate number of jobs "maintained" jobs by EB-5 capital investments into a "troubled business" through your regional center, if applicable [Form I-924A Supplement, Part 3, No. 1];
- D. The industry(s) that have been the focus of EB-5 capital investments sponsored through the regional center, and the resulting aggregate EB-5 capital investment and job creation. (Note: Separately identify jobs maintained through investments in "troubled businesses") [Form I-924 Supplement, Part 3, No. 2];

- E. The names, addresses, and industry category title of each job creating commercial enterprise located within the geographic scope of your regional center that has received alien investor capital. Also, provide the aggregate amount of EB-5 capital investment, the aggregate number of new direct and/or indirect jobs created by EB-5 investors, and if applicable, the aggregate number of jobs that have been "maintained" through EB-5 capital investments into a "troubled business," for each commercial enterprise located within the geographic scope of your regional center [Form I-924A Supplement, Part 3, No. 3];
- F. If the EB-5 commercial enterprise(s) serve as a vehicle for investment into other business entities that have or will create or maintain jobs for EB-5 purposes, then please identify the names, addresses, amount of EB-5 capital investment, and the number of jobs created or maintained by the actual job creating businesses through EB-5 investments [Form I-924A Supplement, Part 3, No. 3];
- G. The total number of approved, denied, or revoked Form I-526 petitions filed by EB-5 alien investors, for capital investments sponsored through your regional center [Form I-924A Supplement, Part 3, No. 4];
- H. The total number of approved, denied, or revoked Form I-829 petitions filed by EB-5 alien investors, for capital investments sponsored through your regional center [Form I-924A Supplement, Part 3, No. 5];

NOTE: USCIS may require case-specific data relating to individual EB-5 petitions and the job creation determination and allocation methodologies utilized by a regional center in certain instances in order to verify the aggregate data provided A-H on Page 1.

General Evidence

Translations. Any document containing foreign language submitted to USCIS must be accompanied by a full English language translation which the translator has certified as complete and accurate, and by the translator's certification that he or she is competent to translate from the foreign language into English.

Copies. Unless specifically required that an original document be filed with an application or petition, an ordinary legible photocopy (standard 8 1/2 x 11 letter size) may be submitted. Original documents submitted when not required will remain a part of the record.

Where To File?

Submit Form I-924A and all supporting documentation to:

For direct mail, send to:

**U.S. Citizenship and Immigration Services
California Service Center
Attn: EB-5 Processing Unit
P.O. Box 10526
Laguna Niguel, CA 92607-0526**

For non-U.S. Postal Service deliveries (e.g., private couriers), send to:

**U.S. Citizenship and Immigration Services
California Service Center
Attn: EB-5 Processing Unit
24000 Avila Road, 2nd Floor
Laguna Niguel, CA 92677**

What Is the Filing Fee?

There is no filing fee for filing Form I-924A.

Address Changes

If you change your address and you have a Form I-924A application pending with USCIS, you may change your address by sending notification to:

For direct mail, send to:

**U.S. Citizenship and Immigration Services
California Service Center
Attn: EB-5 Processing Unit
P.O. Box 10526
Laguna Niguel, CA 92607-0526**

For non-U.S. Postal Service deliveries (e.g., private couriers), send to:

**U.S. Citizenship and Immigration Services
California Service Center
Attn: EB-5 Processing Unit
24000 Avila Road, 2nd Floor
Laguna Niguel, CA 92677**

Processing Information

Acceptance. Any application that is not signed, will be rejected with a notice that it is deficient. You may correct the deficiency and resubmit the application. However, an application is not considered properly filed until accepted by USCIS.

Initial processing. Once Form I-924A has been received, it will be checked for completeness, including submission of the required initial evidence. If you do not completely fill out the form or file it without required initial evidence, USCIS may initiate proceedings to terminate your Regional Center's designation under the Immigrant Investor Pilot Program.

Requests for more information or interview. We may request more information or evidence. We may also request that you submit the originals of any copy. We will return these originals when they are no longer needed.

Use of Information. The information collected through the Form I-924A permits USCIS to determine whether the Regional Center continues to serve the purposes of the Immigrant Investor Pilot Program. USCIS may initiate termination proceedings to terminate a Regional Center's designation for participation in the Immigrant Investor Pilot Program if a Regional Center fails to submit the information required by this form, or upon a determination that the Regional Center no longer serves the purpose of promoting economic growth, including increased export sales, improved regional productivity, job creation, and increased domestic capital investment.

USCIS Forms and Information

To order USCIS forms, call our toll-free number at **1-800-870-3676**. You can also get USCIS forms and information on immigration laws, regulations, and procedures by telephoning our National Customer Service Center at **1-800-375-5283** or visiting our Internet Web site at **www.uscis.gov**.

To make an inquiry or ask a question about the Regional Center Program you may send an e-mail to:
USCIS.ImmigrantInvestorProgram@dhs.gov

USCIS Compliance Review and Monitoring

By signing this form, you have stated under penalty of perjury (28 U.S.C. 1746) that all information and documentation submitted with this form is true and correct. You also have authorized the release of any information from your records that USCIS may need to determine eligibility for the benefit you are seeking and consented to USCIS verification of such information.

The Department of Homeland Security has the right to verify any information you submit to establish eligibility for the immigration benefit you are seeking **at any time**. Our legal right to verify this information is in 8 U.S.C. 1103, 1155, 1184, and 8 CFR parts 103, 204, and 205. To ensure compliance with applicable laws and authorities, USCIS may verify information before or after your case has been decided.

Subject to the restrictions under 8 CFR part 103.2(b)(16), you will be provided an opportunity to address any adverse or derogatory information that may result from a USCIS compliance review, verification, or site visit after a formal decision is made on your case or after the agency has initiated an adverse action which may result in revocation or termination of an approval.

Paperwork Reduction Act

An agency may not conduct or sponsor an information collection and a person is not required to respond to a collection of information unless it displays a currently valid OMB control number. The public reporting burden for this collection of information is estimated at 3 hours per response for Form I-924A.

The estimated reporting burden for this collection of information includes the time for reviewing instructions and completing and submitting the form. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to: U.S. Citizenship and Immigration Services, Regulatory Products Division, Office of the Executive Secretariat, 20 Massachusetts Ave., N.W., Washington, D.C. 20529-2020, OMB No. 1615-0061. **Do not mail your application to this address.**



Energize - ECI
EB5 Visa Regional Center

EMPLOYMENT TRACKING DATABASE SCREENSHOTS

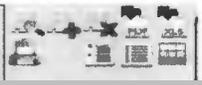
EXHIBIT 16





Employee Report
Employment Report
Employee Quarters Report

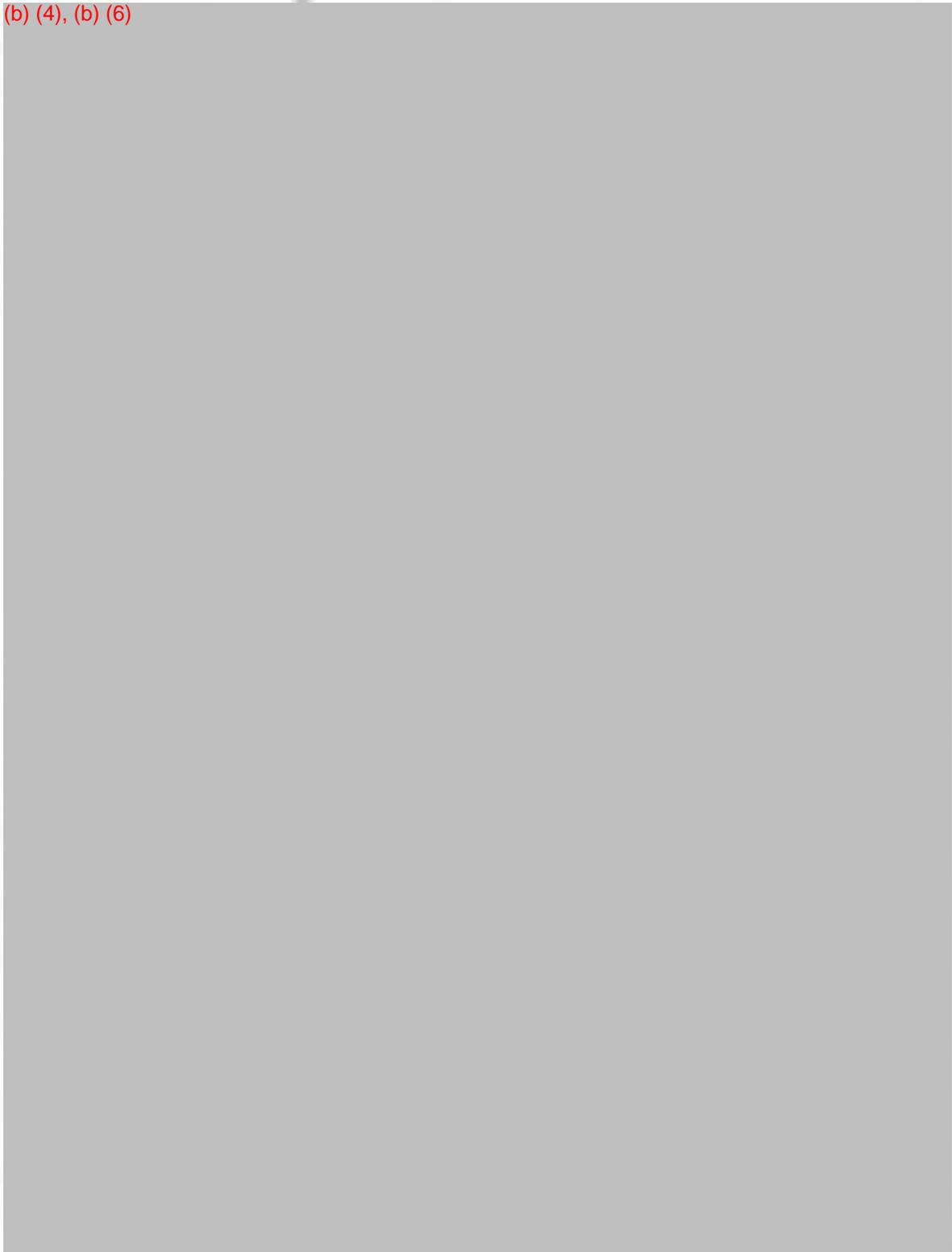
Intra	Broker	Employee
Region	Attorney	Potential
Project	Accountant	Reports
Team/Center	Manager	Max. Flow



(b) (4), (b) (6)



(b) (4), (b) (6)



Energize - ECI
EB5 Visa Regional Center

(b) (4), (b) (6)



Energize - ECI
EB5 Visa Regional Center

(b) (4), (b) (6)



Energize - ECI
EB5 Visa Regional Center



Energize - ECI
EB5 Visa Regional Center

INITIAL DEPOSITS - MARKETING BUDGET

EXHIBIT 17

Plus

Customer Receipt



First Merchants Bank
First Merchants Bank, NA
Member FDIC

(b) (4)



Customer Receipt



First Merchants Bank
First Merchants Bank, National Association
Member FDIC

A handwritten signature in black ink, appearing to be 'R' or similar.

DDA DEPOSIT

RECEIPT

(b) (4)





Energize - ECI EB5 Visa Regional Center

LETTER OF SUPPORT

**CHAMBER OF COMMERCE
CONGRESSMAN
ECONOMIC DEVELOPMENT GROUP**

EXHIBIT 18



504 North Central Avenue • Connersville, IN 47331

Phone: 765-825-2561 • Fax: 765-825-4613

www.connersvillechamber.com

Thursday, December 9, 2010

Department of Homeland Security
U.S. Citizenship and Immigration Services
California Service Center
Attn: Energize-ECI EB-55 Visa Regional Center Proposal
24000 Avila Road, 2nd Floor
Laguna Niguel, CA 92677

Re: Energize-ECI EB-5 Visa Regional Center Application (pending with the USCIS)

Dear Examiner,

The Energize-ECI EB-5 Visa Regional Center group is requesting to be designated as a Regional Center in the EB-5 Visa Pilot Program through the U.S. Citizenship and Immigration Services. The proposed Regional Center will serve Fayette, Blackford, Delaware, Grant, Henry, Jay, Madison, Randolph and Rush counties in East Central Indiana. I highly support your approval of the pending application.

Several projects have emerged during the time the Energize-ECI EB-5 Visa Regional Center application has been pending. Most are time-sensitive and we have had inquiries about when USCIS Regional Center approval will take place, so they can either make a regional announcement or refocus their projects on Regional Centers in other states. These types of projects will be transformational to the economies of our region, our communities, our State and benefit the nation. The Energize-ECI EB-5 Visa Regional Center will be the first Regional Center based in the State of Indiana.

East Central Indiana is a region with a great many economic development competitive advantages, so prospective immigrant investors should have an interest in the investment opportunities of our area. I believe that approval of the Energize-ECI EB-5 Visa Regional Center will bring transformational innovation, entrepreneurship and economic development opportunities, while benefiting our communities and helping our immigrant investors achieve their dreams of U.S. Citizenship.

Again, I would like to express my strong support for the Energize-ECI EB-5 Visa Regional Center and urge you to give serious consideration to this request.

Sincerely,

Katrina Griffin
Executive Director



MADISON COUNTY CHAMBER
Connecting Business. Creating Commerce.

December 14, 2010

Department of Homeland Security
U.S. Citizenship and Immigration Services
California Service Center
Attn: Energize-ECI EB-55 Visa Regional Center Proposal
24000 Avila Road, 2nd Floor
Laguna Niguel, CA 92677

Dear Examiner:

I am writing in strong support of the pending Energize-ECI EB-5 Visa Regional Center application to establish an EB-5 Visa Regional Center to serve an area of great need and opportunity – Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties in East Central Indiana. (insert local information, data, or something about the interested generated in a Regional Center, local impact, etc.)

Indiana does not currently have a state-based EB-5 Visa Regional Center and we are excited about having this important economic development tool available to bring new capital investment and jobs to our area. The Indiana Economic Development Corporation of the State of Indiana is supporting the establishment of the Energize-ECI EB5 Visa Regional Center. The strategic plan of the proposed Energize-ECI EB-5 Visa Regional Center will promote economic growth through increased export sales, improve regional productivity, create much-needed new jobs and increase capital investment within the region.

Our region has been experiencing unemployment numbers much higher than the State of Indiana and U.S. averages. Plus our per capita income is much lower than State and U.S. averages. As an area who has suffered greatly from the downturn in the domestic automotive industry coupled with the impact of the continuing recession, the potential infusion of capital investments through the EB-5 program will prove beneficial. We are a region with great economic development competitive advantages, so business prospects should have an interest in the invest opportunities of our area.

Again, I would like to express my strong support for the Energize-ECI EB-5 Visa Regional Center in their application to become a designated Regional Center. The organization is very experienced in economic development and project development – which is a strong foundation beneficial to applicant-investors, developers and the residents of our local communities. I urge you to give serious and prompt consideration to this request. I know of many prospective EB-5 Visa prospects eagerly awaiting a positive decision.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kyle Morey', written in a cursive style.

Kyle Morey
President & CEO

HARTFORD CITY CHAMBER OF COMMERCE

December 10, 2010

Department of Homeland Security
U.S. Citizenship and Immigration Services
California Service Center
Attn: Energize-ECI EB-5 Visa Regional Center Proposal
24000 Avila Road, 2nd Floor
Laguna Niguel, CA 92677

121 N. High Street
P.O. Box 286
Hartford City, IN 47348

Phone: (765) 348.1905
Fax: (765) 348.4945.
sgerard@blackfordcoedc.org
www.hartfordcitychamber.org

Dear Examiner:

I am writing to offer my support for the Energize-ECI EB-5 Visa Regional Center application now pending with the USCIS. In the past ten months in which the application has been pending, the region has received many inquiries from potential immigrant investor applicants, developers, brokers, businesses, government leaders and others. All are interested in knowing when the Energize-ECI EB-5 Visa Regional Center will be approved. The EB-5 Visa Regional Center proposal serves an area of great need and opportunity – Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties in East Central Indiana – an area which has lost more than 31,000 jobs in the past two decades.

More than a dozen serious projects have emerged during the time the Energize-ECI EB-5 Visa Regional Center application has been pending. Most are time-sensitive and keep asking when approval will take place, so they can either make a regional announcement or refocus their projects on Regional Centers in other states. Potential new jobs from the projects total near 3,000, with a total capital investment of almost \$1 billion. These types of projects will be transformational to the economies of our region, our communities, our State and benefit the nation. The Energize-ECI EB-5 Visa Regional Center will be the first Regional Center based in the State of Indiana – a point of pride for all of us, including the Indiana Economic Development Corporation.

Despite our economic losses, East Central Indiana is a region with a great many economic development competitive advantages, so prospective immigrant investors should have a great interest in the investment opportunities of our area. I believe that approval of the Energize-ECI EB-5 Visa Regional Center will bring transformational innovation, entrepreneurship and economic development opportunities, while benefitting our communities and helping our immigrant investors achieve their dreams of U.S. Citizenship.

Again, I would like to express my strong support for the Energize-ECI EB-5 Visa Regional Center and urge you to give serious and prompt consideration to this request. Many prospective EB-5 Visa prospects and developers are eagerly awaiting a positive decision.

Sincerely,



Angela Van Horn, Hartford City Chamber President



City of **MUNCIE**

MUNCIE, INDIANA

Sharon McShurley, Mayor

December 14, 2010

Department of Homeland Security
U.S. Citizenship and Immigration Services
California Service Center
Attn: Energize-ECI EB-55 Visa Regional Center Proposal
24000 Avila Road, 2nd Floor
Laguna Niguel, CA 92677

Dear Examiner:

I am writing to offer my support for the Energize-ECI EB-5 Visa Regional Center application now pending with the USCIS. In the past ten months in which the application has been pending, the region has received many inquiries from potential immigrant investor applicants, developers, brokers, businesses, government leaders and others. All are interested in knowing when the Energize-ECI EB-5 Visa Regional Center will be approved. The EB-5 Visa Regional Center proposal serves an area of great need and opportunity – Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties in East Central Indiana – an area which has lost more than 31,000 jobs in the past two decades.

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Despite our economic losses, East Central Indiana is a region with a great many economic development competitive advantages, so prospective immigrant investors should have a great interest in the investment opportunities of our area. I believe that approval of the Energize-ECI EB-5 Visa Regional Center will bring transformational innovation, entrepreneurship and economic development opportunities, while benefitting our communities and helping our immigrant investors achieve their dreams of U.S. Citizenship.

Again, I would like to express my strong support for the Energize-ECI EB-5 Visa Regional Center and urge you to give serious and prompt consideration to this request. Many prospective EB-5 Visa prospects and developers are eagerly awaiting a positive decision.

Sincerely,

Sharon McShurley
Mayor
City of Muncie

SM/si



December 14, 2010

Department of Homeland Security
U.S. Citizenship and Immigration Services
California Service Center
Attn: Energize-ECI EB-5 Visa Regional Center Proposal
24000 Avila Road, 2nd Floor
Laguna Niguel, CA 92677

Dear Examiner:

I am writing to offer my support for the Energize-ECI EB-5 Visa Regional Center application received April 1, 2010 by the USCIS. The Energize-ECI EB-5 Visa Regional Center application team has developed a compelling plan to expand East Central Indiana economy through the attraction of immigrant investment to increase jobs in the region and to advance the quality of life for all ECI residents. The proposal serves an area of great need and opportunity – Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties in East Central Indiana – an area which has lost more than 31,000 jobs in the past two decades.

In these difficult troubling economic times, I find the core industry focus and job projections of this proposal very encouraging, particularly how these jobs will impact the lives of our East Central Indiana residents. The target industry areas of technology, advanced manufacturing, agri-business/food processing, life sciences and new media offer export opportunities, job creation, improved regional productivity and increased capital investment – at a time when it is most needed. We feel that the positive economic impact of the Energize-ECI EB-5 Visa Regional Center will also serve as a boost to our entire state of Indiana.

East Central Indiana is a region with great economic development competitive advantages, so prospective immigrant investors should have a great interest in the invest opportunities of our area.

I am very optimistic, that approval of the Energize-ECI EB-5 Visa Regional Center will bring unprecedented innovation, entrepreneurship and economic development opportunities, while helping the dreams of U.S. Citizenship become a reality for our success immigrant investors.

Again, I would like to express my strong support for the Energize-ECI EB-5 Visa Regional Center and urge you to give serious and prompt consideration to this request. I know of many prospective EB-5 Visa prospects and developers eagerly awaiting a positive decision.

Sincerely,

Wayne W. Seybold
Mayor

City of Connersville Indiana

MAYOR
Leonard E. Urban
mayor@connersvillein.gov

Executive Assistant
Melissa Callahan



CITY COUNCIL

Richard C. O'Neal
District #1

Fran Chomel
District #2

David Jobe
District #3

Tom Creech
District #4

Nancy Stevens
District #5

Gary Weber
Councilman-At-Large

Harold Gordon
Councilman-At-Large

Jon Baker
Attorney

504 N. Central Avenue
Connersville, IN 47331

(765) 825-4211

Fax (765) 825-2361

www.connersvillecommunity.com

December 9, 2010

Department of Homeland Security
U.S. Citizenship and Immigration Services
California Service Center
Attn: Energize-ECI EB-55 Visa Regional Center Proposal
24000 Avila Road, 2nd Floor
Laguna Niguel, CA 92677

Dear Examiner:

As Mayor of the City of Connersville, I am writing to offer my support for the Energize-ECI EB-5 Visa Regional Center application now pending with the USCIS. In the past ten months in which the application has been pending, our region has received many inquiries from potential immigrant investor applicants, developers, brokers, businesses, government leaders and others. The EB-5 Visa Regional Center proposal will serve an area of great need and opportunity – Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties in East Central Indiana – an area which has lost more than 31,000 jobs in the past two decades.

More than twelve serious projects have emerged during the time the Energize-ECI EB-5 Visa Regional Center application has been pending. Most are time-sensitive and are asking when the approval will take place, so they can either make a regional announcement or refocus their projects on Regional Centers in other states. Potential new jobs from the projects total near 3,000, with a total capital investment of almost \$1 billion. These types of projects will be transformational to the economies of our region, our communities, our State and benefit the nation. The Energize-ECI EB-5 Visa Regional Center will be the first Regional Center based in the State of Indiana – a point of pride for all of us, including the Indiana Economic Development Corporation.

Our unemployment numbers are much higher than the State of Indiana and U.S. averages. Plus our per capital income is much lower than State and U.S. averages. As an area who has suffered greatly from the downturn in the domestic automotive industry coupled with the impact of the continuing recession, the potential infusion of capital investments through the EB-5 program will prove beneficial.

Despite our economic losses, East Central Indiana is a region with a great many economic development competitive advantages, so prospective immigrant investors should have a great interest in the investment opportunities of our area. I believe that approval of the Energize-ECI EB-5 Visa Regional Center will bring transformational innovation, entrepreneurship and economic

"City of Possibilities"

development opportunities, while benefitting our communities and helping our immigrant investors achieve their dreams of U.S. Citizenship.

Again, I would like to express my support for the Energize-ECI EB-5 Visa Regional Center in their application to become a designated Regional Center. This organization is very experienced in economic development and project development – which is a strong foundation beneficial to applicant-investors, developers and the residents of our local communities. I ask you to please give serious and prompt consideration to this request.

Sincerely,



Leonard E. Urban

Mayor
City of Connersville

LEU/mkc



City of Rushville

133 West First Street

Rushville, Indiana 46173

Mayor
Mervyn R. Bostic
(765) 932-3735

Fax (765) 932-4355

Clerk-Treasurer
Ann Copley
(765) 932-2672

December 9, 2010

Department of Homeland Security
U.S. Citizenship and Immigration Services
California Service Center
Attn: Energize-ECI EB-55 Visa Regional Center Proposal
24000 Avila Road, 2nd Floor
Laguna Niguel, CA 92677

Dear Examiner:

I am writing in strong support of the pending Energize-ECI EB-5 Visa Regional Center application to establish an EB-5 Visa Regional Center to serve an area of great need and opportunity – Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties in East Central Indiana. We believe this will create many jobs for our county and the region as a whole.

Indiana does not currently have a state-based EB-5 Visa Regional Center and we are excited about having this important economic development tool available to bring new capital investment and jobs to our area. The Indiana Economic Development Corporation of the State of Indiana is supporting the establishment of the Energize-ECI EB5 Visa Regional Center. The strategic plan of the proposed Energize-ECI EB-5 Visa Regional Center will promote economic growth through increased export sales, improve regional productivity, create much-needed new jobs and increase capital investment within the region.

Our region has been experiencing unemployment numbers much higher than the State of Indiana and U.S. averages. Plus our per capital income is much lower than State and U.S. averages. As an area who has suffered greatly from the downturn in the domestic automotive industry coupled with the impact of the continuing recession, the potential infusion of capital investments through the EB-5 program will prove beneficial. We are a region with great economic development competitive advantages, so business prospects should have an interest in the invest opportunities of our area.

Again, I would like to express my strong support for the Energize-ECI EB-5 Visa Regional Center in their application to become a designated Regional Center. The organization is very experienced in economic development and project development – which is a strong foundation beneficial to applicant-investors, developers and the residents of our local communities. I urge you to give serious and prompt consideration to this request. I know of many prospective EB-5 Visa prospects eagerly awaiting a positive decision.

Sincerely,

Mervyn R. Bostic, Mayor
City of Rushville

MRB/cs



CITY OF
Winchester

Steven D. Croyle, Mayor
113 East Washington Street, P.O. Box 408
Winchester, In. 47394

10 December 2010

Department of Homeland Security
U.S. Citizenship and Immigration Services
California Service Center
Attn: Energize-ECI EB-55 Visa Regional Center Proposal
24000 Avila Road, 2nd Floor
Laguna Niguel, CA 92677

Re: Energize-ECI EB-5 Visa Regional Center Application (pending with the USCIS)

Dear Examiner:

I am the Mayor of the City of Winchester. I want to express my highest recommendation for Energize-ECI EB-5 Visa Regional Center, with respect to their pending designation as an EB-5 Visa Regional Center in Indiana, serving Blackford, Delaware, Fayette Grant, Henry, Jay, Madison, Randolph and Rush counties. The Energize-ECI EB-5 Visa Regional Center will be the first USCIS Regional Center based in the State of Indiana – a point of pride for all of us, including the Indiana Economic Development Corporation.

I have known and worked with applicants for the Energize-ECI EB-5 Visa Regional Center for several years. I know this group will do an excellent job in utilizing the EB-5 program to transform the economy of our region – creating many new jobs and bringing needed investment capital to our area.

Despite our economic losses, East Central Indiana is a region with a great many economic development competitive advantages, so prospective immigrant investors should have a great interest in the investment opportunities of our area. I believe that approval of the Energize-ECI EB-5 Visa Regional Center will bring transformational innovation, entrepreneurship and economic development opportunities, while benefitting our communities and helping our immigrant investors achieve their dreams of U.S. Citizenship.

Again, I would like to express my highest support for the Energize-ECI EB-5 Visa Regional Center and urge you to give serious and prompt consideration to this request.

Sincerely,

Steven D. Croyle
Mayor, City of Winchester



CITY OF
Winchester

Steven D. Croyle, Mayor
113 East Washington Street, P.O. Box 408
Winchester, In. 47394



Tx: 765-584-6845 Fax: 765-584-3730 E-mail: mayor@winchester-in.gov

MICHAEL R. PENCE
SIXTH DISTRICT, INDIANA

HOUSE REPUBLICAN CONFERENCE
CHAIRMAN

COMMITTEES:
FOREIGN AFFAIRS

Congress of the United States
House of Representatives
Washington, DC 20515-1406

WASHINGTON OFFICE:
1431 LONGWORTH HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225-3021
FAX: (202) 225-3382

DISTRICT OFFICE:
1134 MERIDIAN PLAZA 107 WEST CHARLES STREET
ANDERSON, IN 46016 MUNCIE, IN 47305
(765) 840-2919 (765) 747-5586
FAX: (765) 840-2922 FAX: (765) 747-5586

50 NORTH 6TH STREET
RICHMOND, IN 47374
(765) 862-2883
FAX: (765) 862-3225

December 15, 2010

Mr. Donald Neufeld
Director
Service Center Operations
U. S. Citizenship & Immigration Services
20 Massachusetts Ave., NW
Washington, DC 20529

Re: Energize-ECI EB 5 Visa Regional Center Application (W09001490 – pending w/USCIS)

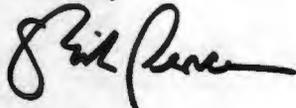
Dear Mr. Neufeld:

Attached is supporting documentation in connection with an application for establishment of an EB-5 Visa Regional Center, submitted by Energize-ECI, Inc., Muncie, Indiana.

I would respectfully request that you give Energize-ECI's application every appropriate consideration. You may direct any response or questions to my Deputy District Director, Kim Bennett, at 107 W. Charles St., Muncie, IN 47305, or via e-mail at kiml.bennett@mail.house.gov.

Thank you for your kind consideration of this most important matter.

Sincerely,



Mike Pence
Member of Congress
Sixth District, Indiana

MRP:klb

Enc.



Grant County Economic Growth Council
301 S Adams
Marion, IN 46952
(765)662-0650
www.grantcountdevelopment.com

December 9, 2010

Department of Homeland Security
U.S. Citizenship and Immigration Services
California Service Center
Attn: Energize-ECI EB-55 Visa Regional Center Proposal
24000 Avila Road, 2nd Floor
Laguna Niguel, CA 92677

Dear Examiner:

I am writing in strong support of the pending Energize-ECI EB-5 Visa Regional Center application to establish an EB-5 Visa Regional Center to serve an area of great need and opportunity – Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties in East Central Indiana. (insert local information, data, or something about the interested generated in a Regional Center, local impact, etc.)

Indiana does not currently have a state-based EB-5 Visa Regional Central and we are excited about having this important economic development tool available to bring new capital investment and jobs to our area. The Indiana Economic Development Corporation of the State of Indiana is supporting the establishment of the Energize-ECI EB5 Visa Regional Center. The strategic plan of the proposed Energize-ECI EB-5 Visa Regional Center will promote economic growth through increased export sales, improve regional productivity, create much-needed new jobs and increase capital investment within the region.

Our region has been experiencing unemployment numbers much higher than the State of Indiana and U.S. averages. Plus our per capital income is much lower than State and U.S. averages. As an area who has suffered greatly from the downturn in the domestic automotive industry coupled with the impact of the continuing recession, the potential infusion of capital investments through the EB-5 program will prove beneficial. We are a region with great economic development competitive advantages, so business prospects should have an interest in the invest opportunities of our area.

Again, I would like to express my strong support for the Energize-ECI EB-5 Visa Regional Center in their application to become a designated Regional Center. The organization is very experienced in economic development and project development – which is a strong foundation beneficial to applicant-investors, developers and the residents of our local communities. I urge you to give serious and prompt consideration to this request. I know of many prospective EB-5 Visa prospects eagerly awaiting a positive decision.

Sincerely,

Sincerely,

Tim Eckerle
Grant County Economic Growth Council

December 10, 2010



**Blackford County
Economic Development**

Department of Homeland Security
U.S. Citizenship and Immigration Services
California Service Center
Attn: Energize-ECI EB-5 Visa Regional Center Proposal
24000 Avila Road, 2nd Floor
Laguna Niguel, CA 92677

Dear Examiner:

Please accept this letter as full support by the Blackford County Economic Development Corporation for the Energize-ECI EB-5 Visa Regional Center application now pending with the USCIS. In the past ten months in which the application has been pending, the region has received many inquiries from potential immigrant investor applicants, developers, brokers, businesses, government leaders and others. All are interested in knowing when the Energize-ECI EB-5 Visa Regional Center will be approved. The EB-5 Visa Regional Center proposal serves an area of great need and opportunity – Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties in East Central Indiana – an area which has lost more than 31,000 jobs in the past two decades.

More than a dozen serious projects have emerged during the time the Energize-ECI EB-5 Visa Regional Center application has been pending. Most are time-sensitive and keep asking when approval will take place, so they can either make a regional announcement or refocus their projects on Regional Centers in other states. Potential new jobs from the projects total near 3,000, with a total capital investment of almost \$1 billion. These types of projects will be transformational to the economies of our region, our communities, our State and benefit the nation. The Energize-ECI EB-5 Visa Regional Center will be the first Regional Center based in the State of Indiana – a point of pride for all of us, including the Indiana Economic Development Corporation.

Despite our economic losses, East Central Indiana is a region with a great many economic development competitive advantages, so prospective immigrant investors should have a great interest in the investment opportunities of our area. I believe that approval of the Energize-ECI EB-5 Visa Regional Center will bring transformational innovation, entrepreneurship and economic development opportunities, while benefitting our communities and helping our immigrant investors achieve their dreams of U.S. Citizenship.

Again, I would like to express my strong support for the Energize-ECI EB-5 Visa Regional Center and urge you to give serious and prompt consideration to this request. Many prospective EB-5 Visa prospects and developers are eagerly awaiting a positive decision.

Sincerely,

Rob Cleveland
Executive Director,
Blackford County Economic Development Corporation

New Castle - Henry County
Economic
Development
Corporation

100 South Main Street
New Castle, IN 47362
Phone: (765) 521-7402
Toll Free: 800) 521-7402
Fax: (765) 521-7404
Website: www.nchcedc.org

December 8, 2010

Department of Homeland Security
U.S. Citizenship and Immigration Services
California Service Center
Attn: Energize-ECI EB-55 Visa Regional Center Proposal
24000 Avila Road, 2nd Floor
Laguna Niguel, CA 92677

Dear Examiner:

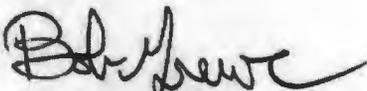
I am writing in strong support of the pending Energize-ECI EB-5 Visa Regional Center application to establish an EB-5 Visa Regional Center to serve an area of great need and opportunity – Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties in East Central Indiana. (insert local information, data, or something about the interested generated in a Regional Center, local impact, etc.)

Indiana does not currently have a state-based EB-5 Visa Regional Center and we are excited about having this important economic development tool available to bring new capital investment and jobs to our area. The Indiana Economic Development Corporation of the State of Indiana is supporting the establishment of the Energize-ECI EB5 Visa Regional Center. The strategic plan of the proposed Energize-ECI EB-5 Visa Regional Center will promote economic growth through increased export sales, improve regional productivity, create much-needed new jobs and increase capital investment within the region.

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Again, I would like to express my strong support for the Energize-ECI EB-5 Visa Regional Center in their application to become a designated Regional Center. The organization is very experienced in economic development and project development – which is a strong foundation beneficial to applicant-investors, developers and the residents of our local communities. I urge you to give serious and prompt consideration to this request. I know of many prospective EB-5 Visa prospects eagerly awaiting a positive decision.

Sincerely,



Bob Grewe, AICP
President & CEO



**Corporation for
Economic Development**

2701 Enterprise Dr. Suite 100 • Anderson, IN 46013 • (765)642-1860 • www.cedanderson.com

Department of Homeland Security
U.S. Citizenship and Immigration Services
California Service Center
Attn: Energize-ECI EB-5 Visa Regional Center Proposal
24000 Avila Road, 2nd Floor
Laguna Niguel, CA 92677

12/13/10

Dear Examiner:

I am writing to offer my support for the Energize-ECI EB-5 Visa Regional Center application now pending with the USCIS. In the past ten months in which the application has been pending, the region has received many inquiries from potential immigrant investor applicants, developers, brokers, businesses, government leaders and others. All are interested in knowing when the Energize-ECI EB-5 Visa Regional Center will be approved. The EB-5 Visa Regional Center proposal serves an area of great need and opportunity – Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties in East Central Indiana – an area which has lost more than 31,000 jobs in the past two decades.

More than a dozen serious projects have emerged during the time the Energize-ECI EB-5 Visa Regional Center application has been pending. Most are time-sensitive and keep asking when approval will take place, so they can either make a regional announcement or refocus their projects on Regional Centers in other states. Potential new jobs from the projects total near 3,000, with a total capital investment of almost \$1 billion. These types of projects will be transformational to the economies of our region, our communities, our State and benefit the nation. The Energize-ECI EB-5 Visa Regional Center will be the first Regional Center based in the State of Indiana – a point of pride for all of us, including the Indiana Economic Development Corporation.

Despite our economic losses, East Central Indiana is a region with a great many economic development competitive advantages, so prospective immigrant investors should have a great interest in the investment opportunities of our area. I believe that approval of the Energize-ECI EB-5 Visa Regional Center will bring transformational innovation, entrepreneurship and economic development opportunities, while benefitting our communities and helping our immigrant investors achieve their dreams of U.S. Citizenship.

Again, I would like to express my strong support for the Energize-ECI EB-5 Visa Regional Center and urge you to give serious and prompt consideration to this request. Many prospective EB-5 Visa prospects and developers are eagerly awaiting a positive decision.

Sincerely,

Rob Sparks
Executive Director
Corporation for Economic Development
Anderson/Madison County



Muncie-Delaware County, Indiana Economic Development Alliance

401 South High Street | P.O. Box 842 | Muncie, Indiana 47305
Phone: 765-288-6681 | Toll Free: 800-336-1373 | Fax: 765-751-9151

www.muncie.com
CONNECTING
FORCES

December 10, 2010

Department of Homeland Security
U.S. Citizenship and Immigration Services
California Service Center
Attn: Energize-ECI EB-55 Visa Regional Center Proposal
24000 Avila Road, 2nd Floor
Laguna Niguel, CA 92677

Dear Examiner:

I am writing to offer my support for the Energize-ECI EB-5 Visa Regional Center application now pending with the USCIS. In the past ten months in which the application has been pending, the region has received many inquiries from potential immigrant investor applicants, developers, brokers, businesses, government leaders and others. All are interested in knowing when the Energize-ECI EB-5 Visa Regional Center will be approved. The EB-5 Visa Regional Center proposal serves an area of great need and opportunity – Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties in East Central Indiana – an area which has lost more than 31,000 jobs in the past two decades.

More than a dozen serious projects have emerged during the time the Energize-ECI EB-5 Visa Regional Center application has been pending. Most are time-sensitive and keep asking when approval will take place, so they can either make a regional announcement or refocus their projects on Regional Centers in other states. Potential new jobs from the projects total near 3,000, with a total capital investment of almost \$1 billion. These types of projects will be transformational to the economies of our region, our communities, our State and benefit the nation. The Energize-ECI EB-5 Visa Regional Center will be the first Regional Center based in the State of Indiana – a point of pride for all of us, including the Indiana Economic Development Corporation.

Despite our economic losses, East Central Indiana is a region with a great many economic development competitive advantages, so prospective immigrant investors should have a great interest in the investment opportunities of our area. I believe that approval of the Energize-ECI EB-5 Visa Regional Center will bring transformational innovation, entrepreneurship and economic development opportunities, while benefitting our communities and helping our immigrant investors achieve their dreams of U.S. Citizenship.

Again, I would like to express my strong support for the Energize-ECI EB-5 Visa Regional Center and urge you to give serious and prompt consideration to this request. Many prospective EB-5 Visa prospects and developers are eagerly awaiting a positive decision.

Sincerely,

Terry Murphy, CEcD
Vice President, Economic Development



RANDOLPH
ECONOMIC DEVELOPMENT CORP.

111 South Main Street
PO Box 529
Winchester, IN 47394

(765) 584-3266
www.randolph-county.org

December 9, 2010

Department of Homeland Security
U.S. Citizenship and Immigration Services
California Service Center
Attn: Energize-ECI EB-55 Visa Regional Center Proposal
24000 Avila Road, 2nd Floor
Laguna Niguel, CA 92677

Dear Examiner:

I am writing to lend my support for the Energize-ECI EB-5 Visa Regional Center application received April 1, 2010, by the USCIS. The Energize-ECI EB-5 Visa Regional Center application team has developed a compelling plan to expand East Central Indiana economy through the attraction of immigrant investment to increase and prosperity in the region. The proposal serves an area of great need and opportunity – Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties in East Central Indiana – an area which has lost more than 31,000 jobs in the past two decades.

In these difficult economic times, I find the core industry focus and job projections of this proposal very encouraging, particularly how these jobs will impact the lives of our East Central Indiana residents. The target industry areas of technology, advanced manufacturing, agri-business/food processing, life sciences and new media offer export opportunities, job creation, improved regional productivity and increased capital investment – at a time when it is most needed. We feel that the positive economic impact of the Energize-ECI EB-5 Visa Regional Center will also serve as a boost to the entire state of Indiana.

East Central Indiana is a region with tremendous competitive advantages in economic development, so prospective immigrant investors should have a great interest in the investment opportunities of our area. I am very optimistic that approval of the Energize-ECI EB-5 Visa Regional Center will bring unprecedented innovation, entrepreneurship and economic development opportunities, while helping the dreams of U.S. Citizenship become a reality for our successful immigrant investors.

Again, I would like to express my strong support for the Energize-ECI EB-5 Visa Regional Center and urge you to give serious and prompt consideration to this request. I know that many prospective EB-5 Visa prospects and developers are eagerly awaiting a positive decision.

Best regards,

Kevin Law
Executive Director



Energize - ECI
EB5 Visa Regional Center

ENVIROPURE SEAFOOD EXEMPLAR PROJECT

EXHIBIT 19



Energize - ECI
EB5 Visa Regional Center

LP FORMATION DOCUMENTS
ENVIROPURE SEAFOOD

EXHIBIT 19 A

DRAFT

CERTIFICATE OF LIMITED PARTNERSHIP

Formed pursuant to the provisions of the Revised Uniform Limited Partnership Act.

ARTICLE I - NAME AND PRINCIPAL OFFICE

ESCEI FOREIGN INVESTOR LP

ARTICLE II - REGISTERED OFFICE AND AGENT

E. ROY BUDD
345 S. HIGH ST., 2ND FLOOR, MUNCIE, IN 47305

ARTICLE III - PARTNERS

ESC-GP, LLC
345 S. HIGH ST., 2ND FLOOR, MUNCIE, IN 47305
Partner
Signature:

ARTICLE IV - GENERAL INFORMATION

What is the latest date upon which the entity is to
dissolve? 1/11/2026
Effective Date: 1/11/2011



Energize - ECI EB5 Visa Regional Center

**BUSINESS PLAN
ENVIROPURE SEAFOOD**

EXHIBIT 19 B

11/10
2/10
4/10

ENERGIZE-ECI EB-5 VISA/REGIONAL CENTER



Enviropure Fish™ Project

Seeking (b) (4) in EB-5 funding

CONFIDENTIAL BUSINESS REVIEW

Enviropure Seafood Company of Eastern Indiana, LLC ("ESCEI, LLC")
P.O. Box 1978, Muncie, Indiana, 47308

NOTICE

The information presented in this document is highly sensitive and confidential and is presented for investment purposes only. This Confidential Business Review and the information presented is confidential and no part of it shall be disclosed to others except as authorized by the prior written consent of ESCEI, LLC. This Confidential Business Review cannot be reproduced, in whole or in part, or used in any other manner without the prior written consent of ESCEI, LLC.

For Further Information, Contact:
Paul Kirkland
(251) 978-9357

The information contained in this confidential business review is being presented to give investors a thorough understanding of the Project known as the Enviropure Fish™ Project.

The contact address of ESCEI, LLC is P.O. Box 1978, Muncie, Indiana, 47308. The telephone number is (251) 978-9357, the contact email address is kirklandpaul@gmail.com, and the company website is www.enviropurefish.com.

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(b) (4)



(b) (4)



Grant, Henry, Jay, Madison, Randolph, and Rush Counties.

(b) (4)



EXECUTIVE SUMMARY

Description of the Company

The Company, Enviropure Seafood Company of Eastern Indiana, LLC (“ESCEI, LLC”), is an Indiana limited liability company, that will apply to the Limited Partnership, through the Regional Center, for EB-5 loans to provide capital for the development of the business of the Company. The Limited Partnership will be the Lender of the EB-5 investor funds.

(b) (4)





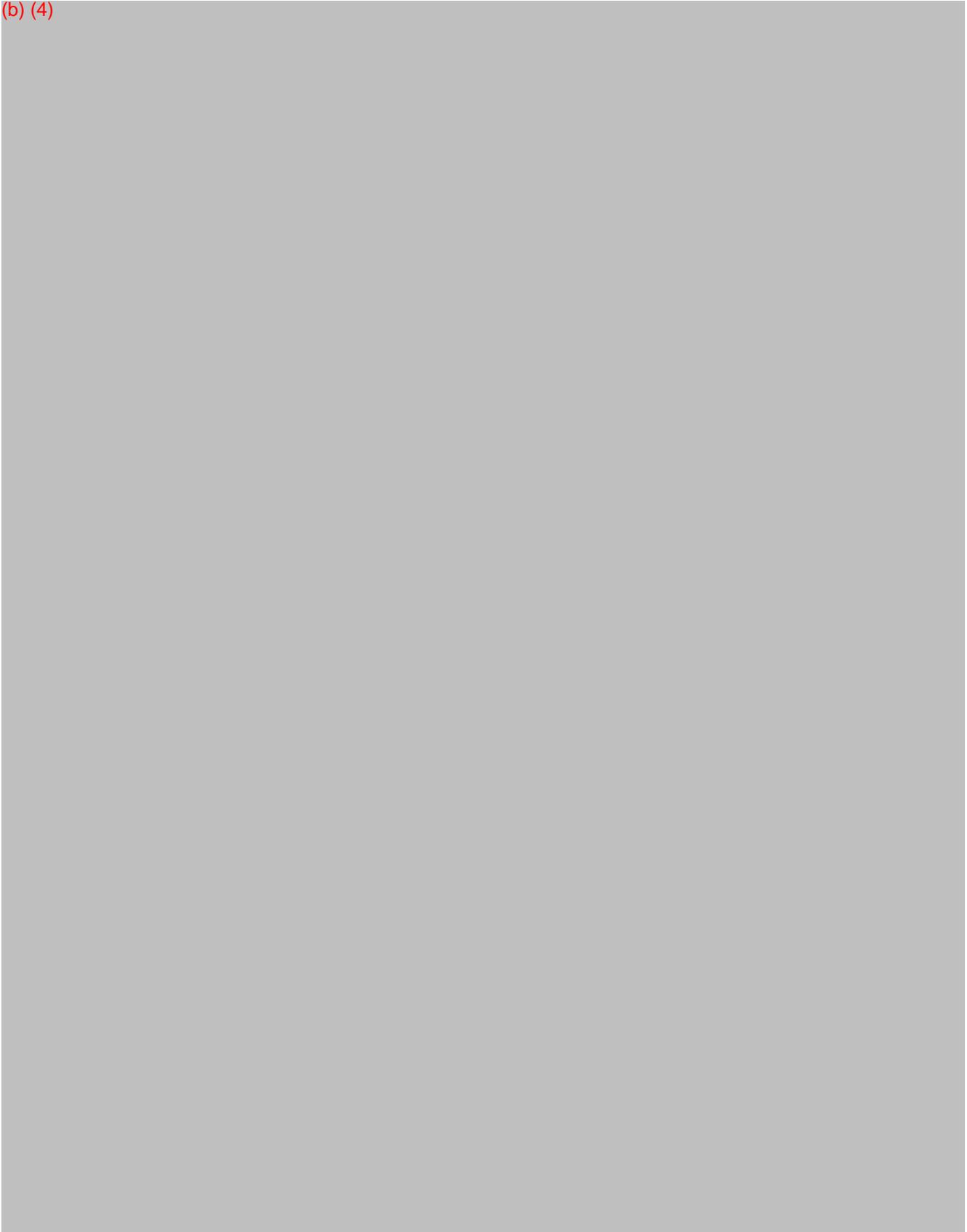
Figure 1: Counties Comprising the Regional Center

The following is an overview of how the Regional Center will operate under the EB-5 Program.

Structure of Regional Center

The name of the Regional Center is Energize-ECI EB-5 Visa/Regional Center, LLC, and is owned E. Roy Budd, Thomas L. Farris, and Marlene Pulley and is managed by E. Roy Budd.

(b) (4)



(b) (4)



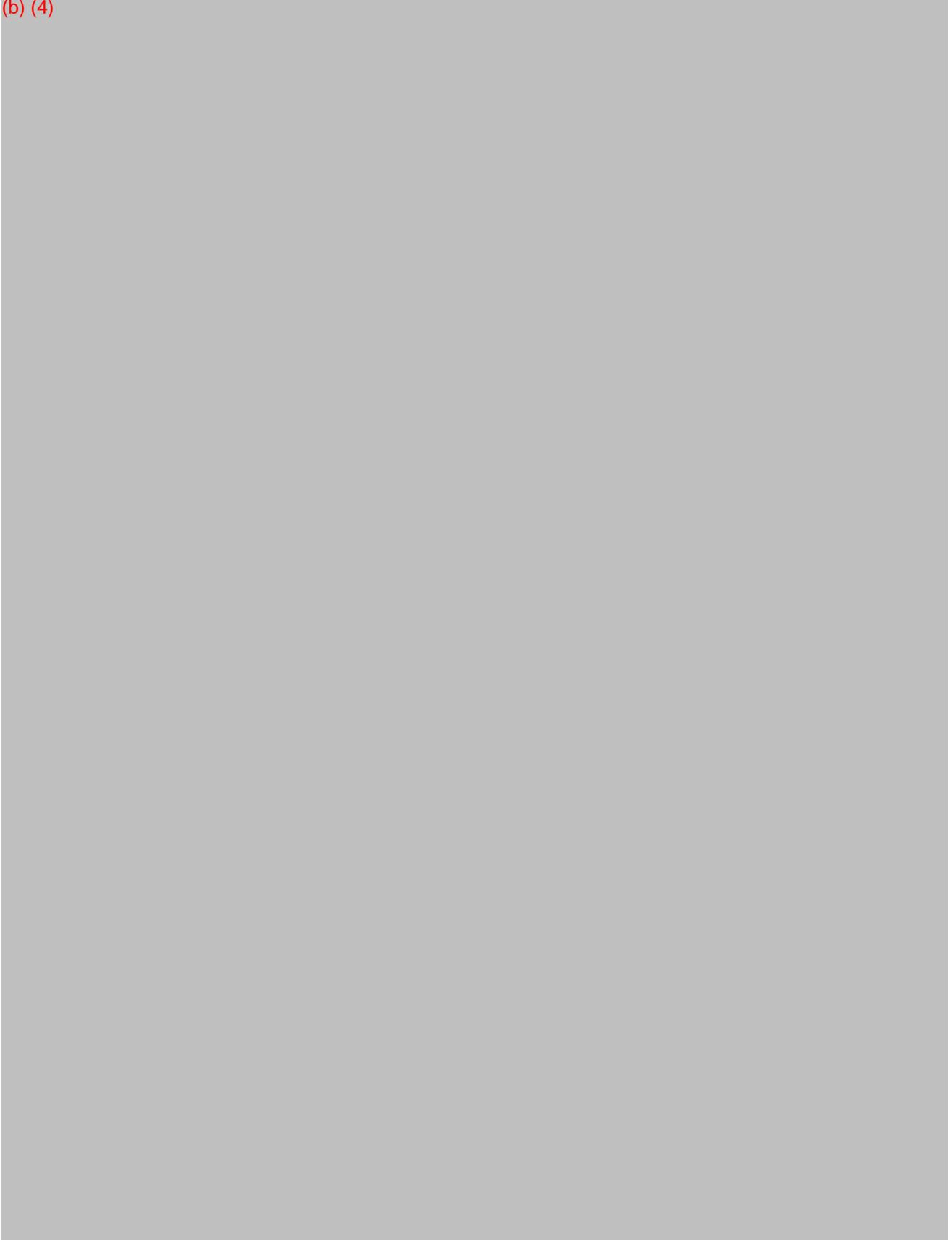
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(b) (4)



(b) (4)



(b) (4)



(b) (4)



COMPANY INFORMATION

Office of the Company

The contact address of Enviropure Seafood Company of Eastern Indiana, LLC is P.O. Box 1978, Muncie, Indiana, 47308. The telephone number is (251) 978-9357, the contact email address is kirklandpaul@gmail.com, and the Project website is www.enviropurefish.com.

Structure of the Company

The Company is an Indiana limited liability limited company formed pursuant to the laws of the State of Indiana.

A limited liability company (LLC), also known as a company with limited liability (WLL), is a flexible form of enterprise that blends elements of partnership and corporate structures. It is a legal form of company that provides limited liability to its owners in the vast majority of United States jurisdictions. LLCs do not need to be organized for profit.

Often incorrectly called a “limited liability corporation” (instead of company), it is a hybrid business entity having certain characteristics of both a corporation and a partnership or sole proprietorship (depending on how many owners there are). An LLC, although a business entity, is a type of unincorporated association and is not a corporation. The primary characteristic an LLC shares with a corporation is limited liability, and the primary characteristic it shares with a partnership is the availability of pass-through income taxation. It is often more flexible than a corporation and it is well-suited for companies with a single owner.

Flexibility and Default Rules

The phrase “unless otherwise provided for in the operating agreement” (or its equivalent) is found throughout all existing LLC statutes and is responsible for the flexibility the members of the LLC have in deciding how their LLC will be governed (provided it does not go outside legal bounds). State statutes typically provide automatic or “default” rules for how an LLC will be governed unless the operating agreement provides otherwise.

Similarly, the phrase “unless otherwise provided for in the bylaws” is also found in all corporation law statutes but often refers only to a narrower range of matters.

Income Taxation

For U.S. Federal income tax purposes, LLCs are treated by default as a pass-through entity. If there is only one member in the company, it is treated as a “disregarded entity” for tax purposes, and the owner reports the LLC’s income on his or her own tax return on Schedule C. For LLCs with multiple members, the LLC is treated as a partnership and must file the IRS Form 1065. Individual partners would receive a K-1 for their share of income or losses to be reported on that owner’s tax return.

As an option, LLCs may also elect to be taxed like a corporation by filing IRS Form 8832. They can be treated as a regular C corporation (taxation of the entity's income prior to any dividends or distributions to the members and then taxation of the dividends or distributions once received as income by the members), or an LLC can elect to be treated as an S-corporation. Some commentators have recommended an LLC taxed as an S-corporation as the best possible small business structure. It combines the simplicity and flexibility of an LLC with the tax benefits of an S-corporation (self-employment tax savings).

Notwithstanding the foregoing, all Persons considering an investment in the ESCEIFI, LP are urged to consult with its/their own tax advisors regarding United States Federal, state, local, and foreign tax consequences to it/them of such investment.

Advantages of an LLC

- Check-the-box taxation. An LLC can elect to be taxed as a sole proprietor, partnership, S corporation or C corporation (as long as they would otherwise qualify for such tax treatment), providing for a great deal of flexibility.
- Limited liability, meaning that the owners of the LLC, called "members," are protected from some or all liability for acts and debts of the LLC depending on state shield laws.
- Much less administrative paperwork and record keeping than a corporation.
- Pass-through taxation (i.e., no double taxation), unless the LLC elects to be taxed as a C corporation.
- Using default tax classification, profits are taxed personally at the member level, not at the LLC level.
- LLCs in most states are treated as entities separate from their members, whereas in other jurisdictions, case law has developed deciding LLCs are not considered to have separate legal standing from their members.
- LLCs in some states can be set up with just one natural person involved.
- Membership interests of LLCs can be assigned, and the economic benefits of those interests can be separated and assigned, providing the assignee with the economic benefits of distributions of profits/losses (like a partnership), without transferring the title to the membership interest (see, for example, the Virginia and Delaware LLC Acts).
- Unless the LLC has chosen to be taxed as a corporation, income of the LLC generally retains its character, for instance as capital gains or as foreign sourced income, in the hands of the members.
- Less risky to be "stolen" by fire-sale acquisitions. (More protection against hungry investors)
- Employees operate as a team (more cooperation, trust, optimism, motivation)

Independent Advice

No Person should construe the contents of this Confidential Business Review or any written or oral communication from the Company or the employees, agents or affiliates of the Company, as advice of any kind, including without limitation, tax, legal, accounting, or investment advice. Prospective Investors should consult its/their own independent advisors, including legal counsel, in connection with the rights and obligations relating to an investment in the ESCEIFI, LP.

EB-5 INVESTOR AND REGIONAL CENTER INFORMATION

The immigrant EB-5 Program is a highly beneficial permanent residence option for the wealthy individual. Since there is no quota waiting list in this preference category, it enables a foreign national to obtain permanent residence status more expeditiously than with most other options.

The EB-5 category requires an investment of \$1 million (or \$500,000 in a high unemployment or rural area) in a commercial enterprise that will employ 10 full-time US workers. Although the investor's role cannot be completely passive, he or she does not have to be involved in any way in the day-to-day management of the business unless he or she wants to do so. It is critically important that the investor be able to document the lawful source of investment funds and whether his or her own or funds were given to him or her as a gift.

The permanent residence obtained by the investor is conditional for two years and can be made permanent upon satisfying USCIS that the investment proceeds have not been withdrawn and the requisite jobs have been created at the end of the two-year period.

(b) (4)



Figure 4: The Company Business Model

Regional Centers

The investor may invest in his or her own commercial enterprise or in a commercial enterprise owned by other parties. The investor may also choose to invest in a pre-approved "regional center." Regional centers are geographical areas for which USCIS has determined that investments will create the necessary 10 jobs per investor, whether directly or indirectly, in the regional center's approved geographical area. Virtually all of the regional centers are in geographical areas where \$500,000 is the required amount of investment. Most of the regional centers involve limited partnership investments for which having the rights of a limited partner is considered sufficient to make the investor not completely passive. The business plan functions as a proposal to act as a regional center for the following Indiana counties: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, and Rush Counties.

Immigrant Investors: Two Choices, One Goal

Foreign nationals seeking permanent resident status in the U.S. are relying on the investment route more frequently than ever before. Various reasons might be surmised for the increase in popularity of the investment option, including the increasing unavailability of other options under U.S. immigration laws and the significantly decreased value of the U.S. dollar. The result is that the required amount of investment—either \$500,000 or \$1,000,000—translates into smaller equivalent amounts to foreign nationals using currencies with greatly enhanced value in conversions to dollars.

The foreign national who wishes to use the investment option for permanent residence has two basic choices. One choice is to find his or her own individual investment vehicle in which he or she will invest and play a role in management or policy making. The second option is a government-approved "regional center" investment. Both options have advantages and disadvantages that will be discussed in further detail.

As an overview, the major advantage of the individual investment option is that the foreign national accomplishes not only an immigration purpose, but also a purpose of investing in a business that may provide significant returns as well as a source of income and a livelihood on an ongoing basis. However, there are far more immigration law hurdles to be overcome than with the regional center investment.

The regional center investment is often the quickest and most secure option (assuming the investment is made in a regional center with a strong immigration track record). The immigration process is often quicker and there are far fewer legal issues to be confronted. However, the investor is not running his or her own business and the rate of return may be lower than in a successful individual investment.

What is the Minimum Investment?

With either option, the amount of the investment is \$1,000,000, unless the investor can prove that the investment is in a "rural area," or in an area that has experienced unemployment of at least 150% of the national average rate. If so, the amount of the required investment is \$500,000.

Most (but not all) of the regional centers are located in such \$500,000 “targeted employment areas.”

Job Creation Requirement

Both options require the investor to prove that his or her investment has resulted in the creation of “fulltime employment” of 10 U.S. workers. The big difference is that individual investors must prove direct employment of the 10 employees. With regional centers, U.S. Citizenship and Immigration Services (USCIS) has pre-approved the employment creation using a standard that allows a combination of direct employment and indirect employment using various accepted econometric models.

Role of Foreign Investors as Limited Partners

Both investment options prohibit purely passive investment. In other words, the investor must be engaged in the “management” of the enterprise. In this regard, it should be noted that most of the regional centers organize limited partnerships into which the foreign investors invest. The limited partnerships invest into an EB-5 approved enterprise, usually in the form of a loan. Pursuant to regulation, if the petitioning investor is a limited partner and the limited partnership agreement provides the petitioner with the rights, powers and duties normally granted to limited partners under the Uniform Limited Partnership Act, the investor will be considered sufficiently engaged in the management of the enterprise. As a practical and legal matter, this requirement can be met by a limited partner without the necessity of the investor committing to any specific amount of time or engaging in any day-to-day management, since such activities are performed by the general partner.

Potential Investment Hurdles & Risk Mitigation

One of the biggest stumbling blocks for the individual investor is proving that the investment has been made in a “new commercial enterprise.” This issue can be resolved in advance if the project has been pre-approved for foreign investments through a regional center. A “new commercial enterprise” can be created by an individual investor in one of three ways:

- Establishing a brand new business,
- Acquiring an existing business and engaging in significant “restructuring or reorganization” (although this alternative is rarely used and has not been defined); or,
- Expanding an existing business.

This option requires the investor to prove not only the creation of 10 new jobs but also the expansion of either net worth or the number of employees of the business by at least 40%. If the investor invests in a “troubled business” (a business with substantial losses as quantified by the regulations), there may be an opportunity to qualify based on preserving existing employees as opposed to adding new ones.

Another significant issue for both the individual and the regional center investor is proving the “lawful source of funds.” Substantial documentation is required to prove that the investor did not acquire the funds through unlawful means. If the funds are the result of a gift, this requirement must be met for the giftor as well. Similarly, if the funds are the result of a loan from an individual, this requirement is applicable to the creditor. Documentation utilized to meet this requirement may include tax returns, real estate transactions, securities transactions, inheritance documentation, stock dividends, employment records, bank records, etc.

Related to—but separate from—the lawful source of funds requirement is the requirement to trace the funds from the individual investor to the new commercial enterprise. In some cases this is as simple as a wire transfer document from an individual’s bank account to the investment enterprise. In other cases involving countries with restrictions on outbound currency transfers, this can be extremely complex, often involving transfers to multiple parties. It is important to note that the investment must come from the individual investor. An investment from a corporate entity, including a wholly-owned corporate entity, will not qualify.

Qualifying for Green Card Status

With both the individual and the regional center investor, upon approval of the permanent resident application, the foreign national receives “conditional permanent resident status.” This means that the “green card” that the investor receives is valid for two years. During the 21- to 24-month window after approval, the investor must file an application to remove conditions on residence. As part of this process, the investor must prove that the investment funds have not been withdrawn and that the requisite jobs have been created. For individual investors, this can be highly problematic if the vicissitudes of business are such that a downturn in the economy has resulted in a reduction in the workforce. For the regional center investor, although indirect employment creation in the community is allowed and although USCIS has pre-approved the employment creation element for purposes of approval of the original investor petition, the regional center has the burden to prove two years later that the actual projected employment has occurred. For this reason, even though all of the regional centers have been pre-approved, the choice of regional center is a critical one. As of the date of this article, only a small number of the regional centers have actually gone through the entire process resulting in successful permanent green cards for their investors.

While the immigrant investor options are not the panacea for all foreign nationals seeking permanent residence status in the U.S., it has provided a solution for many during times when other traditional paths have been blocked. For the investors who choose this option, it is important to put together a team including not only the immigration lawyer, but also business, tax, and/or securities counsel, to advise on the multiplicity of issues that go into determining whether the investor option is a good decision for a particular client.

REGIONAL INFORMATION

The counties that comprise the Region were selected due to their proximity and the similar nature of their geographical, demographic, and economic statistics. These nine contiguous counties constitute a natural region in East Central Indiana that is predominantly rural, dominated by similar industries, similar in demographic makeup, and economically interconnected.

Indiana

Indiana is located in the Midwestern United States and Great Lakes Region, and with approximately 6.3 million residents, is ranked 16th in population and 17th in population density in the U.S. Indiana is ranked 38th in land area, and is the smallest state in the continental U.S. west of the Appalachian Mountains. Its capital and largest city is Indianapolis, the second largest of any state capital.

Indianapolis is home to several major sports teams and athletic events including the NFL's Indianapolis Colts, the NBA's Indiana Pacers, and the Brickyard 400 and Indianapolis 500 motorsports races. Indiana has several metropolitan areas with populations greater than 100,000 and a number of smaller industrial cities and towns. The state has several well-known colleges including Purdue University, Indiana University, and the University of Notre Dame. Indiana has a diverse economy with a gross state product of \$214 billion in 2005.

Geography

With a total area of 36,418 square miles (94,320 km²), Indiana ranks as the 38th largest state in size. The state has a maximum dimension north to south of 250 miles (400 km) and a maximum east to west dimension of 145 miles (233 km). The state is bordered on the north by Michigan, on the east by Ohio, and on the west by Illinois. The Ohio River separates Indiana from Kentucky on the southern border. Indiana is one of eight states that make up the Great Lakes region. The state includes two natural regions of the United States, the Central Lowland and the Interior Low Plateau. The average altitude of Indiana is about 760 feet (230 m) above sea level. The highest point in the state is Hoosier Hill, which is 1,257 feet (383 m) above sea level. Only 2,850 square miles (7,400 km²) have an altitude greater than 1,000 feet (300 m) and this area is enclosed within 14 counties. About 4,700 square miles (12,000 km²) have an elevation of less than 500 feet (150 m).

Demographics

As of 2008, there were an estimated 6,376,792 people residing in the state. The population density was 169.5 persons per square mile. The racial makeup of the state was 88.0% White, 9.1% African American, 1.4% Asian, 1.2% from a biracial or multiracial background, and 0.3% Native American. Hispanic or Latino of any race made up 5.2% of the population. The Hispanic population is Indiana's fastest growing minority. In the state, 24.9% of the population are under the age of 18, 6.9% are under the age of five and 12.8% are 65 years of age or older. The median age is 36.4 years. In 2005, 77.7% of Indiana residents lived in metropolitan counties, 16.5% lived in micropolitan counties, and 5.9% lived in non-core counties.

German is the largest ancestry reported in Indiana, with 22.7% of the population reporting that ancestry in the Census. Persons citing American (12.0%) and English ancestry (8.9%) are also numerous, as are Irish (10.8%) and Polish (3.0%). Most of those citing American ancestry are actually of English descent, but have family that has been in North America for so long, in many cases since the early colonial era, that they identify simply as "American."

The center of population of Indiana is located in Hamilton County, in the town of Sheridan. Population growth since 1990 has been concentrated in the counties surrounding Indianapolis, with four of the top five fastest-growing counties in that area: Hamilton, Hendricks, Johnson, and Hancock. The other county is Dearborn County, which is near Cincinnati. Hamilton County has also been the fastest growing county in the area consisting of Indiana and its bordering states of Illinois, Michigan, Ohio, and Kentucky and the 27th fastest growing county in the country.

In 2005, the median household income for Indiana residents was \$43,993. Nearly 498,700 Indiana households had incomes from \$50,000 to \$74,999, accounting for 20% of all households. Hamilton County's median household income is nearly \$35,000 higher than the Indiana average. At \$78,932, it ranks seventh in the country among counties with less than 250,000 people. The next highest median incomes in Indiana are also found in the Indianapolis suburbs; Hendricks County has a median of \$57,538, followed by Johnson County at \$56,251.

Economy

In 2000, Indiana had a work force of 3,084,100. The total gross state product in 2005 was \$214 billion in 2000 chained dollars. Indiana's per capita income, as of 2005, was \$31,150. A high percentage of Indiana's income is from manufacturing. The Calumet region of northwest Indiana is the largest steel producing area in the U.S. Indiana's other manufactures include pharmaceuticals and medical devices, automobiles, electrical equipment, transportation equipment, chemical products, rubber, petroleum and coal products, and factory machinery.

Despite its reliance on manufacturing, Indiana has been much less affected by declines in traditional Rust Belt manufacturers than many of its neighbors. The explanation appears to be certain factors in the labor market. First, much of the heavy manufacturing, such as industrial machinery and steel, requires highly skilled labor, and firms are often willing to locate where hard-to-train skills already exist. Second, Indiana's labor force is located primarily in medium-sized and smaller cities rather than in very large and expensive metropolises. This makes it possible for firms to offer somewhat lower wages for these skills than would normally be paid. Firms often see in Indiana a chance to obtain higher than average skills at lower than average wages.

Indiana is home to the international headquarters and research facilities of pharmaceutical company Eli Lilly in Indianapolis, the state's largest corporation, as well as the world headquarters of Mead Johnson Nutritionals in Evansville. Overall, Indiana ranks fifth among all U.S. states in total sales and shipments of pharmaceutical products and second highest in the number of biopharmaceutical-related jobs.

Indiana is located within the U.S. Corn Belt and Grain Belt. The state has a feedlot-style system raising corn to fatten hogs and cattle. Along with corn, soybeans are also a major cash crop. Its

proximity to large urban centers, such as Indianapolis and Chicago, assure that dairying, egg production, and specialty horticulture occur. Other crops include melons, tomatoes, grapes, mint, popping corn, and tobacco in the southern counties. Most of the original land was not prairie and had to be cleared of deciduous trees. Many parcels of woodland remain and support a furniture-making sector in the southern portion of the state.

Indiana's economy is considered to be one of the most business-friendly in the U.S. This is due in part to its conservative business climate, low business taxes, relatively low union membership, and labor laws.

East Central Indiana

The Region consists of 9 contiguous counties in East Central Indiana, located between Indianapolis and Fort Wayne. The East Central Indiana region has a land area of 1,356 square miles and a population density of 161.5 people per square mile. With the exception of the cities of Muncie and Marion, the area is primarily rural with numerous small towns and communities. The land of East Central Indiana is primarily low, gently rolling hills and shallow valleys connected by flat plains and separated by meandering rivers.



East Central Indiana by the Numbers

- Population Total: 446,773
- Total Housing Units: 210,508
- K-12 Education Enrollment: 76,122
- Median Household Income: \$37,405
- Total Resident Labor Force: 227,951
- Unemployment Rate: 11.1%
- Cost of Living Index: 92.1%

East Central Indiana counties participating in the Energize-ECI regional center will include: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, and Rush. Each offers its own distinctive blend of resources, opportunities, and traditional core values based on hard work and the spirit of innovation.



East Central Indiana Transportation

- 75% of the U.S. and Canadian populations can be reached within a one-day truck drive from East Central Indiana.
- Delaware County has a major airport.
- Interstates 69, 70, and 74 go through East Central Indiana.
- Rail service runs throughout the region.
- Indiana has three state-of-the-art international water ports—each a Foreign Trade Zone.

Targeted Employment Areas within the Geographical Area of the Regional Center (TEAs)

Blackford County

Largest city – Hartford City – 6,302 population

Rural Area – Entire County is a Rural Area, thus the entire county qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant.

High Unemployment Areas – Blackford has some qualifying High Unemployment Areas, which redundantly qualify as TEAs.

Delaware County

Largest city – Muncie (an MSA) – 64,975 population

Delaware County is in the Muncie Metropolitan Statistical Area, thus to qualify as a TEA the specific geographical area in which the EB-5 enterprise is located is required to be designated by the State of Indiana as a High Unemployment Area in order to meet the investment threshold of \$500,000 per EB-5 applicant.

Rural Areas – None because the entire county is within an MSA.

High Unemployment Areas – There are several existing High Unemployment Areas in Delaware County (Census Tract areas with an unemployment rate of 14.6% or greater – 150% the U.S. unemployment rate). EB-5 Visa Applicants in these High Unemployment Areas qualify for a \$500,000 investment. Documentation is attached to demonstrate specialized geographic, political or Census Tract areas to be designated as TEAs in Muncie and Delaware County.

Census Tracts in Delaware Co. with Unemployment Rates of 14.6%+

Census Tract #2.00	18.3% Unemployment Rate
Census Tract #3.00	18.8% Unemployment Rate
Census Tract #4.00	22.5% Unemployment Rate
Census Tract #6.00	20.3% Unemployment Rate
Census Tract #9.02	16.9% Unemployment Rate
Census Tract #12.00	16.7% Unemployment Rate
Census Tract #17.00	23.1% Unemployment Rate
Census Tract #26.02	15.0% Unemployment Rate

Fayette County

Largest city – Connersville – 13,931 population

Rural Area – Entire County is a Rural Area, thus the entire county qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant.

High Unemployment Areas – Fayette has some qualifying High Unemployment Areas, which redundantly qualify as TEAs.

Grant County

Largest city – Marion – 30,212 population

Rural Areas – Grant County, excluding the City of Marion, is a Rural Area and accordingly qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant. The City of Marion has a population over 20,000 and for that reason cannot qualify as a Rural Area, only the county area outside the City of Marion city limits qualifies as a Rural Area.

High Unemployment Areas – There are several existing High Unemployment Areas in Grant County, including the City of Marion (Census Tract areas with an unemployment rate of 14.6% or greater – 150% the U.S. unemployment rate). Enterprises situated in these High Unemployment Areas meet the \$500,000 investment threshold per EB-5 applicant. Documentation is attached to demonstrate specialized geographic, political or Census Tract areas to be designated as TEAs in the City of Marion.

Census Tracts in City of Marion with Unemployment Rates of 14.6%+

Census Tract #2.00	21.3% Unemployment Rate
--------------------	-------------------------

Census Tract #7.00	15.4% Unemployment Rate
Census Tract #104	14.7% Unemployment Rate
Census Tract #105	14.8% Unemployment Rate

Henry County

Largest city – New Castle – 19,229 population

Rural Area – Entire County is a Rural Area, thus the entire county qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant.

High Unemployment Areas – Henry County has some qualifying High Unemployment Areas, which redundantly qualify as TEAs.

Jay County

Largest city – Portland – 6,158 population

Rural Area – Entire County is a Rural Area, thus the entire county qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant.

High Unemployment Areas – County has some qualifying High Unemployment Areas, which redundantly qualify as TEAs.

Madison County

Largest city – Anderson – 57,975 population

Madison County is in the Muncie Metropolitan Statistical Area, thus to qualify as a TEA the specific geographical area in which the EB-5 enterprise is located is required to be designated by the State of Indiana as a High Unemployment Area in order to meet the investment threshold of \$500,000 per EB-5 applicant.

Rural Areas – None because the entire county is within an MSA.

High Unemployment Areas – There are several existing High Unemployment Areas in Madison County (Census Tract areas with an unemployment rate of 14.6% or greater – 150% the U.S. unemployment rate). EB-5 Visa Applicants in these High Unemployment Areas qualify for a \$500,000 investment. Documentation is attached to demonstrate specialized geographic, political or Census Tract areas to be designated as TEAs in Madison County.

Census Tracts in Madison Co. with Unemployment Rates of 14.6%+

Census Tract #3.00	14.7% Unemployment Rate
Census Tract #4.00	16.6% Unemployment Rate
Census Tract #5.00	22.9% Unemployment Rate
Census Tract #8.00	21.8% Unemployment Rate
Census Tract #10	14.7% Unemployment Rate
Census Tract #102	23.8% Unemployment Rate

Randolph County

Largest city – Winchester – 4,601 population

Rural Area – Entire County is a Rural Area, thus the entire county qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant.

High Unemployment Areas – Randolph County has some qualifying High Unemployment Areas, which redundantly qualify as TEAs.

Rush County

Largest city – Rushville – 6,068 population

Rural Area – Entire County is a Rural Area, thus the entire county qualifies as a TEA offering a \$500,000 investment threshold per EB-5 applicant.

High Unemployment Areas – Rush County has some qualifying High Unemployment Areas, which redundantly qualify as TEAs.

SEAFOOD CULTIVATION INDUSTRY IN GENERAL

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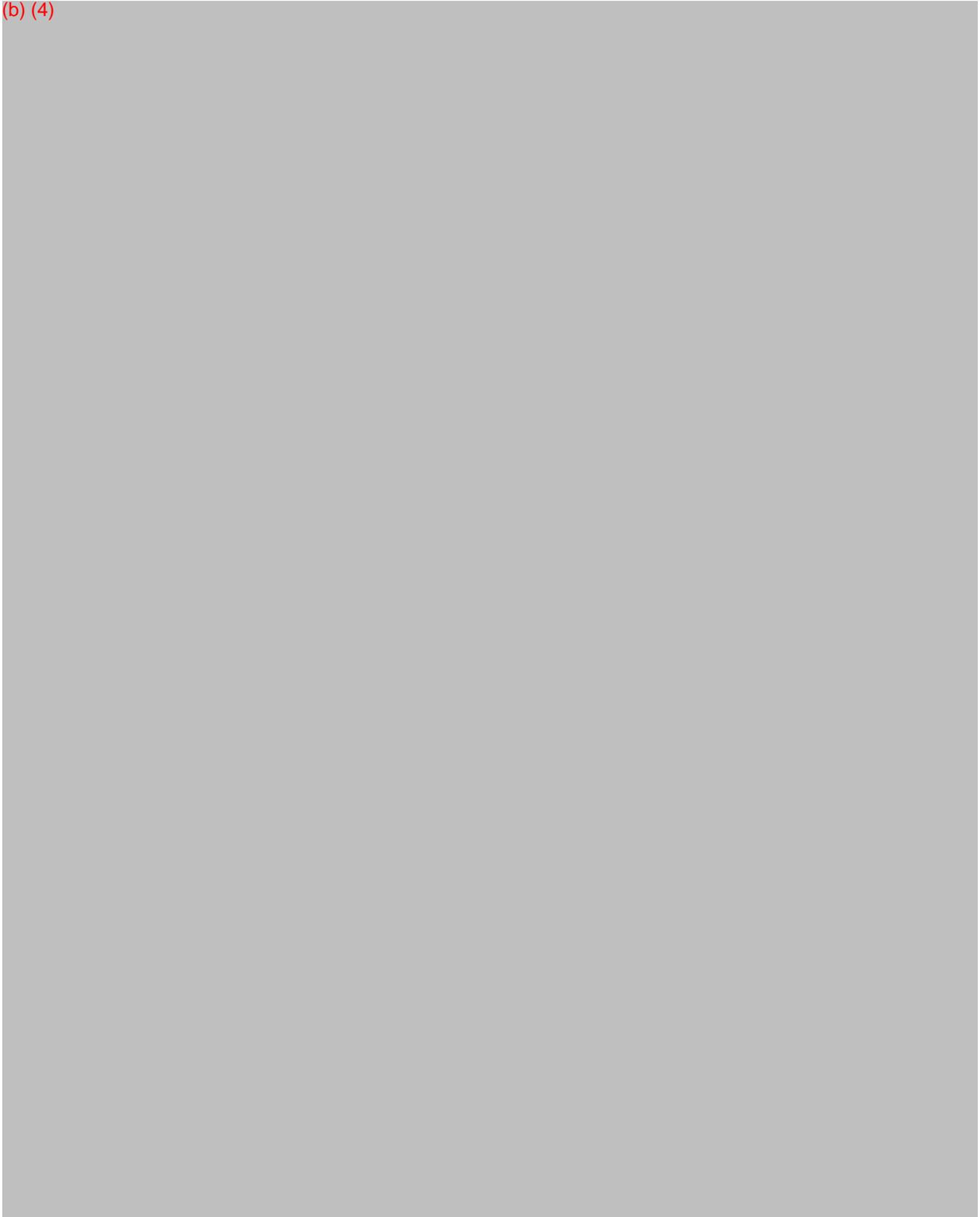


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¹ *New York Times*, 11/14/99, Money and Business Section.

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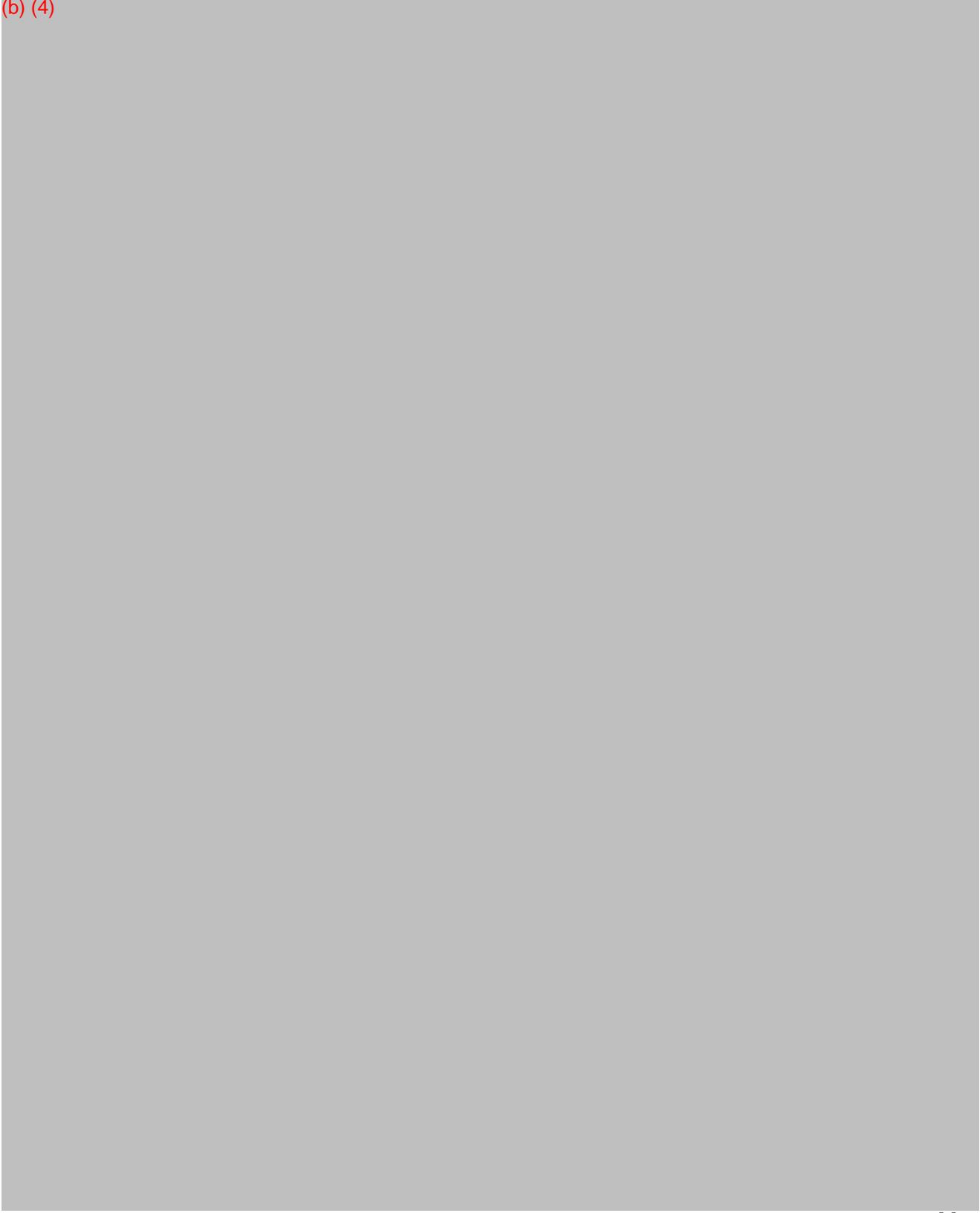


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ENVIROPURE FISH™ PROJECT

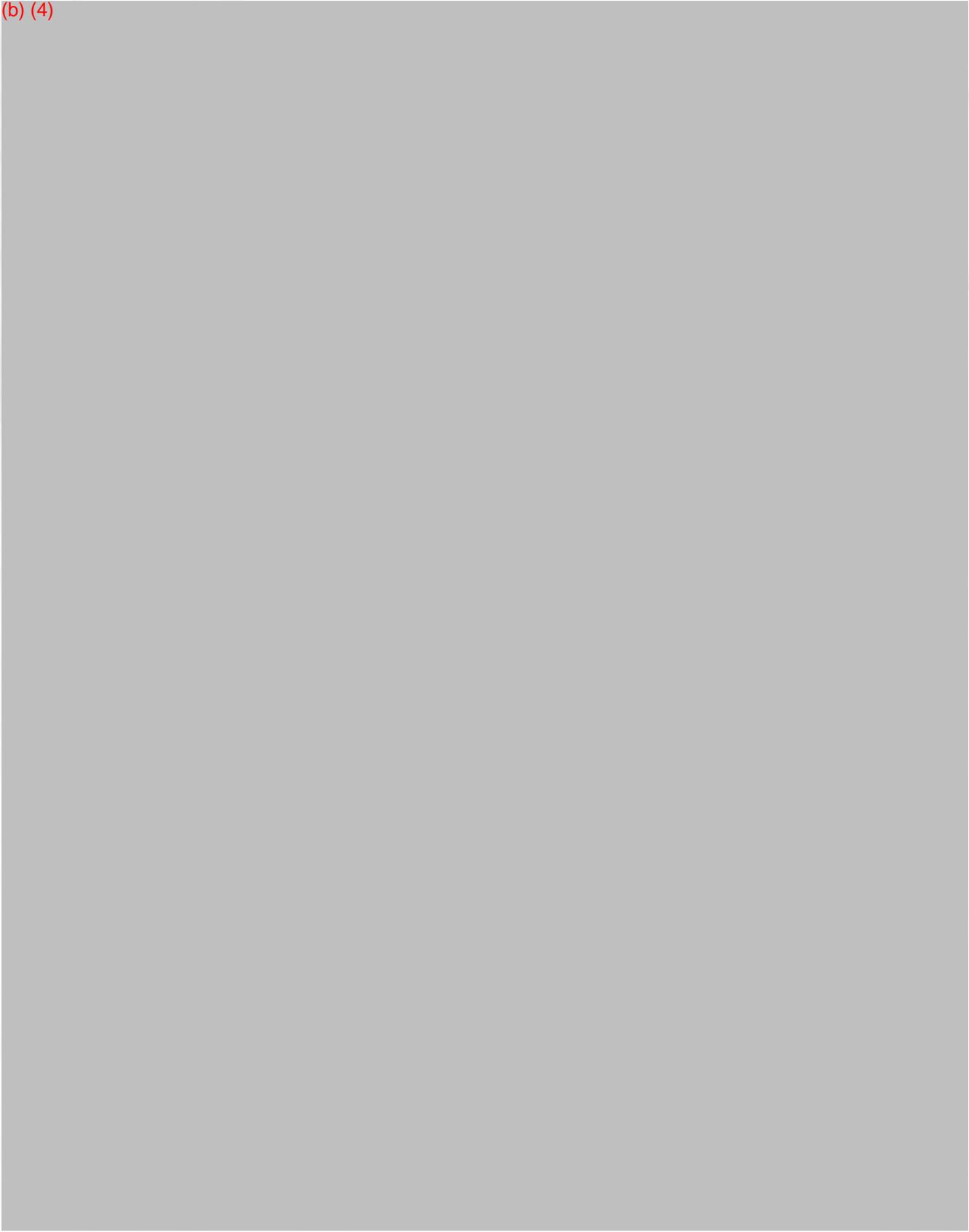
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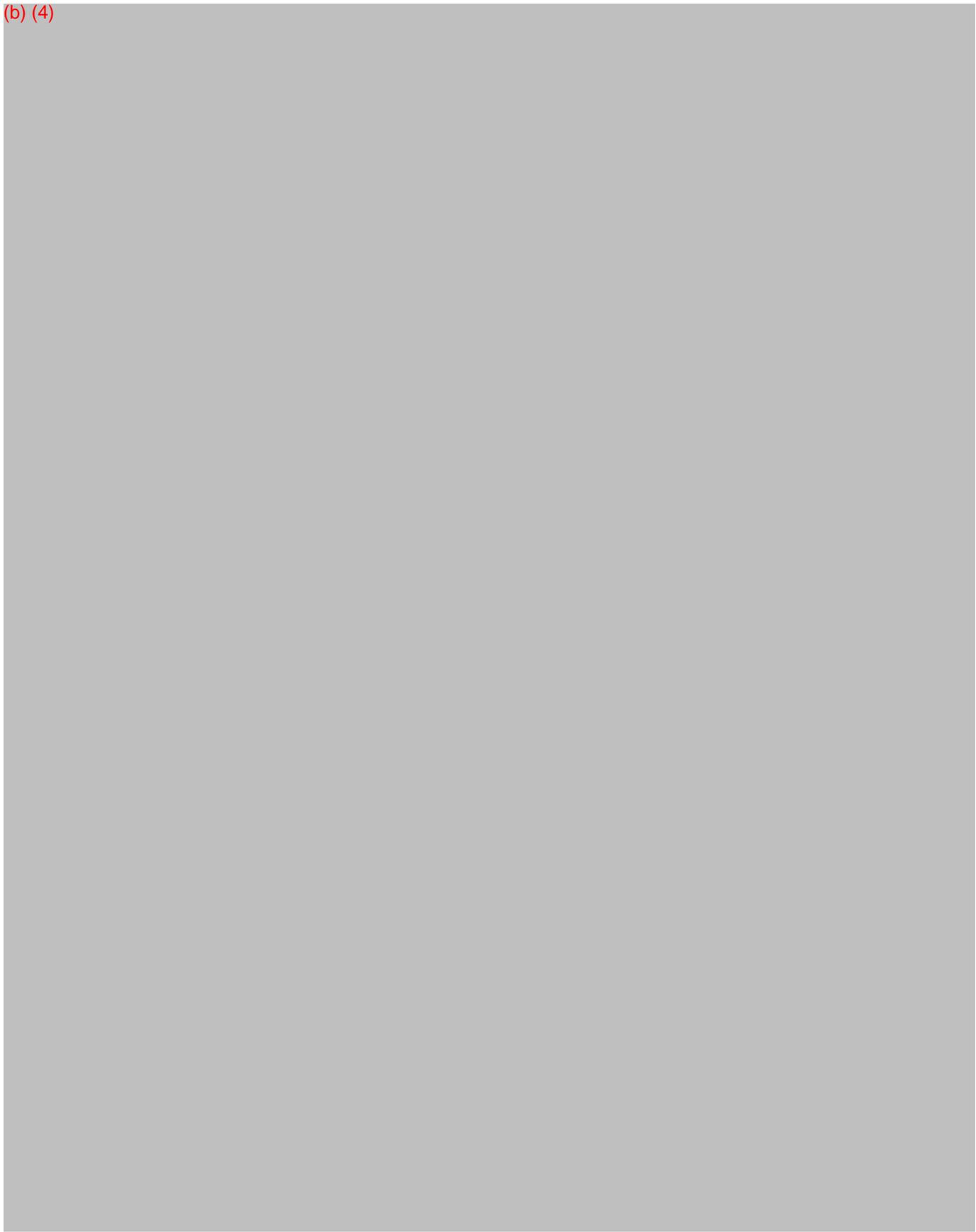
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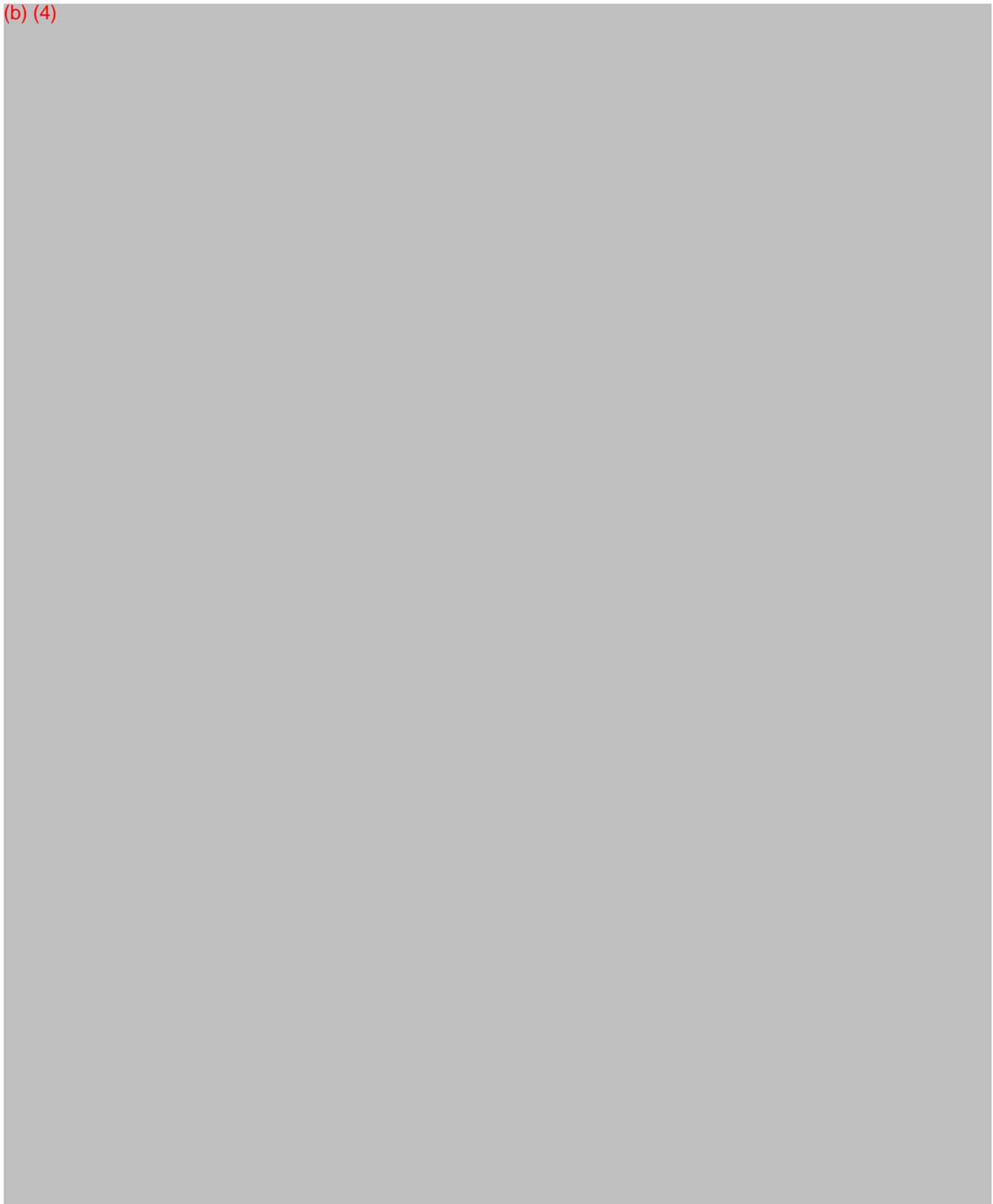
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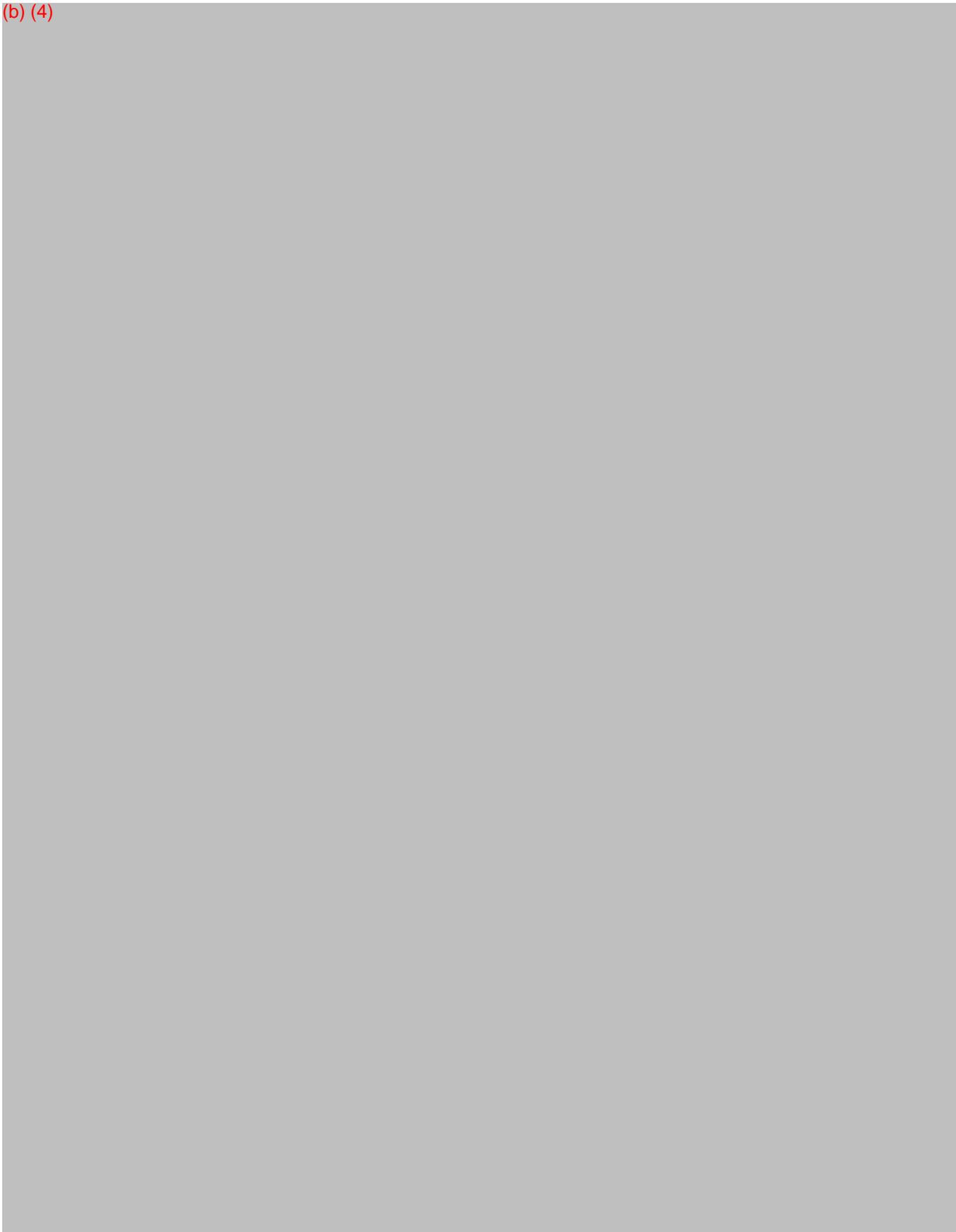
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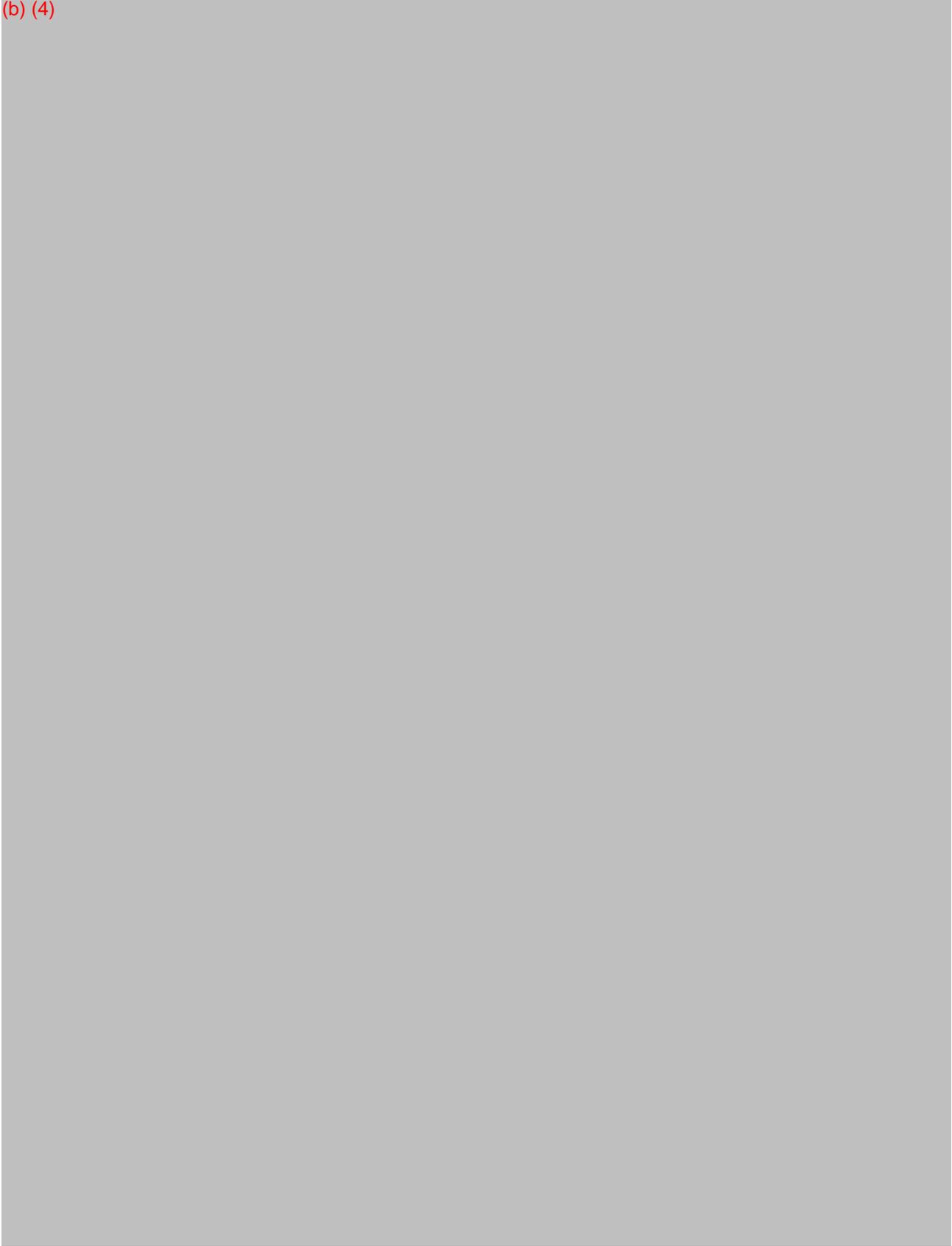
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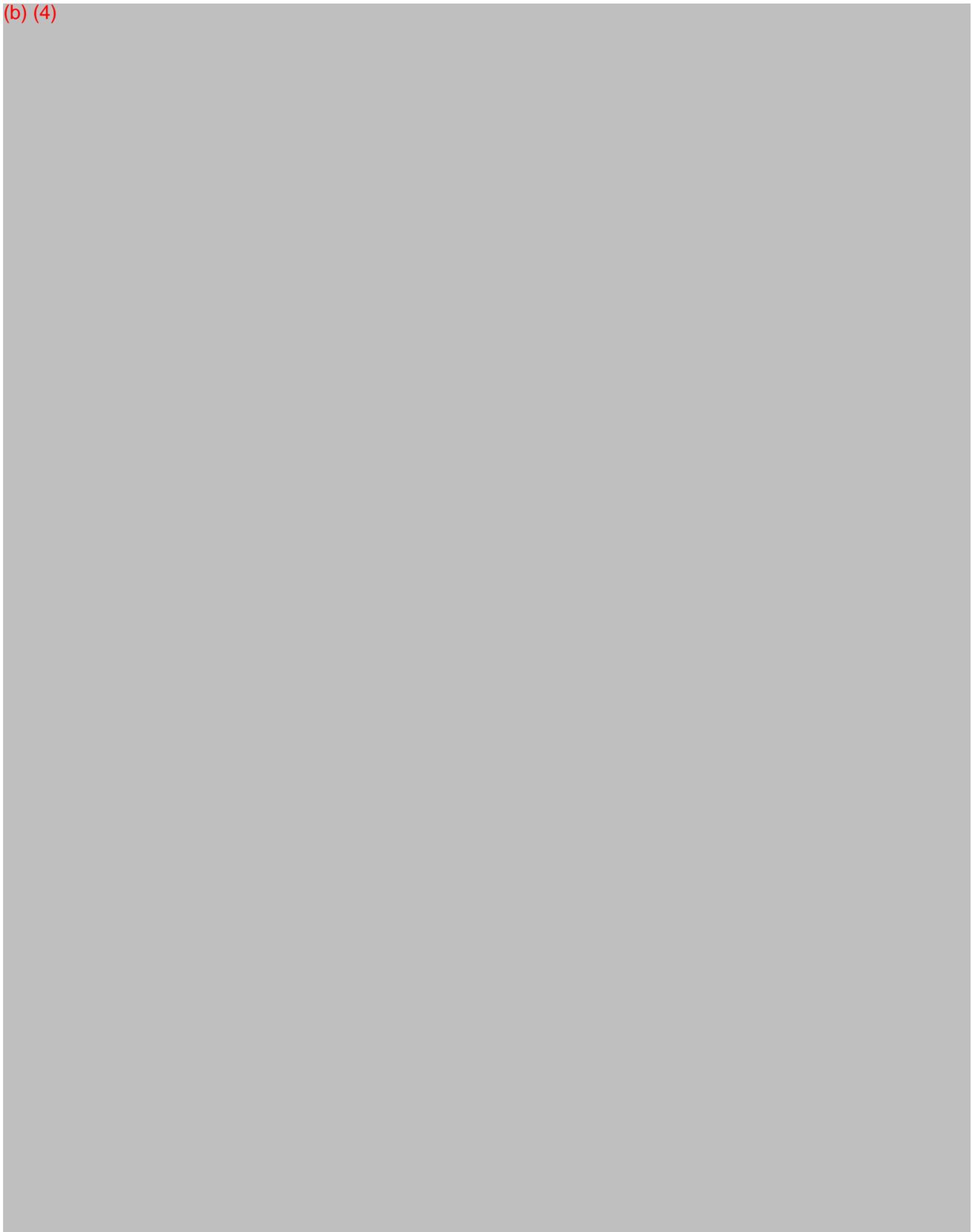
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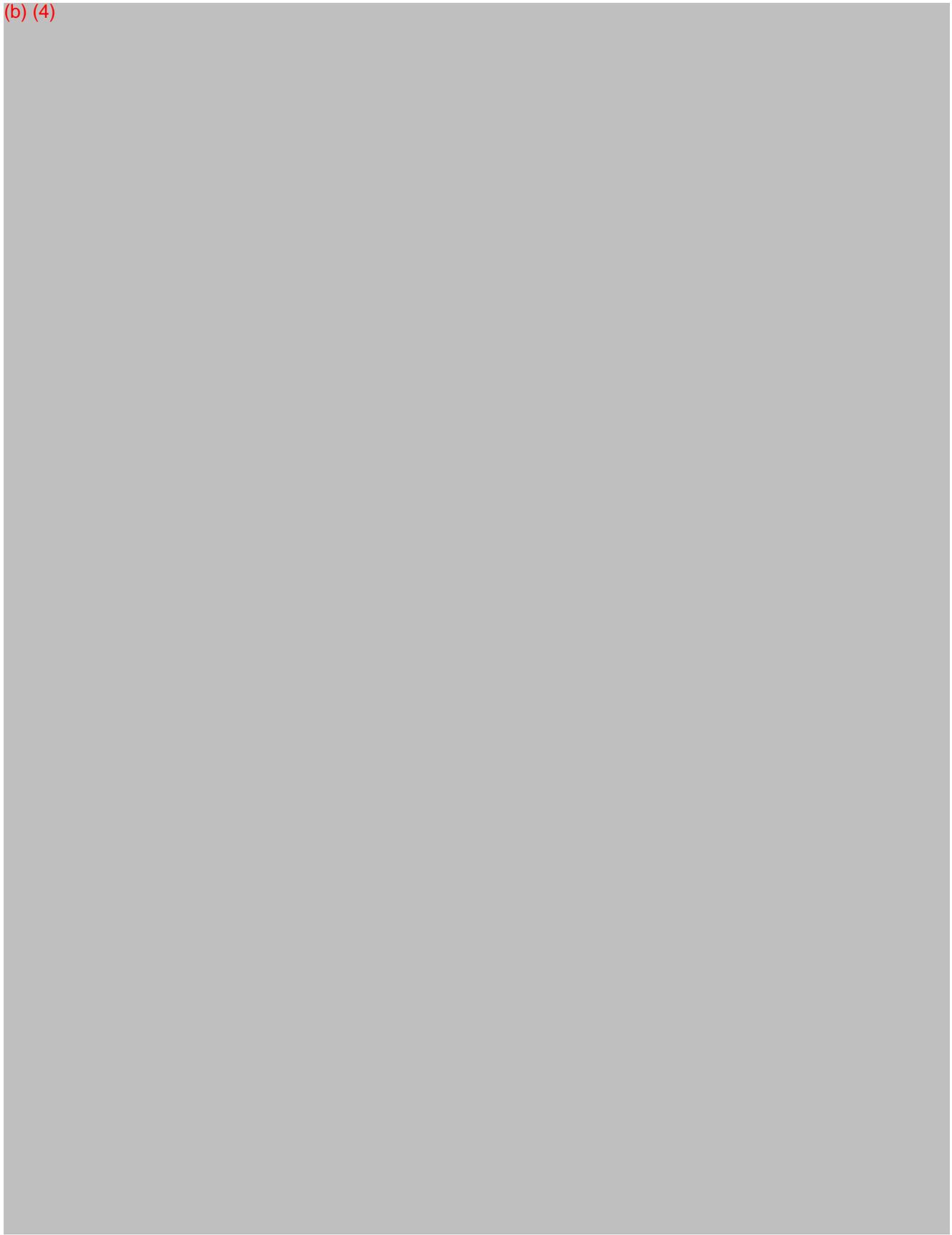
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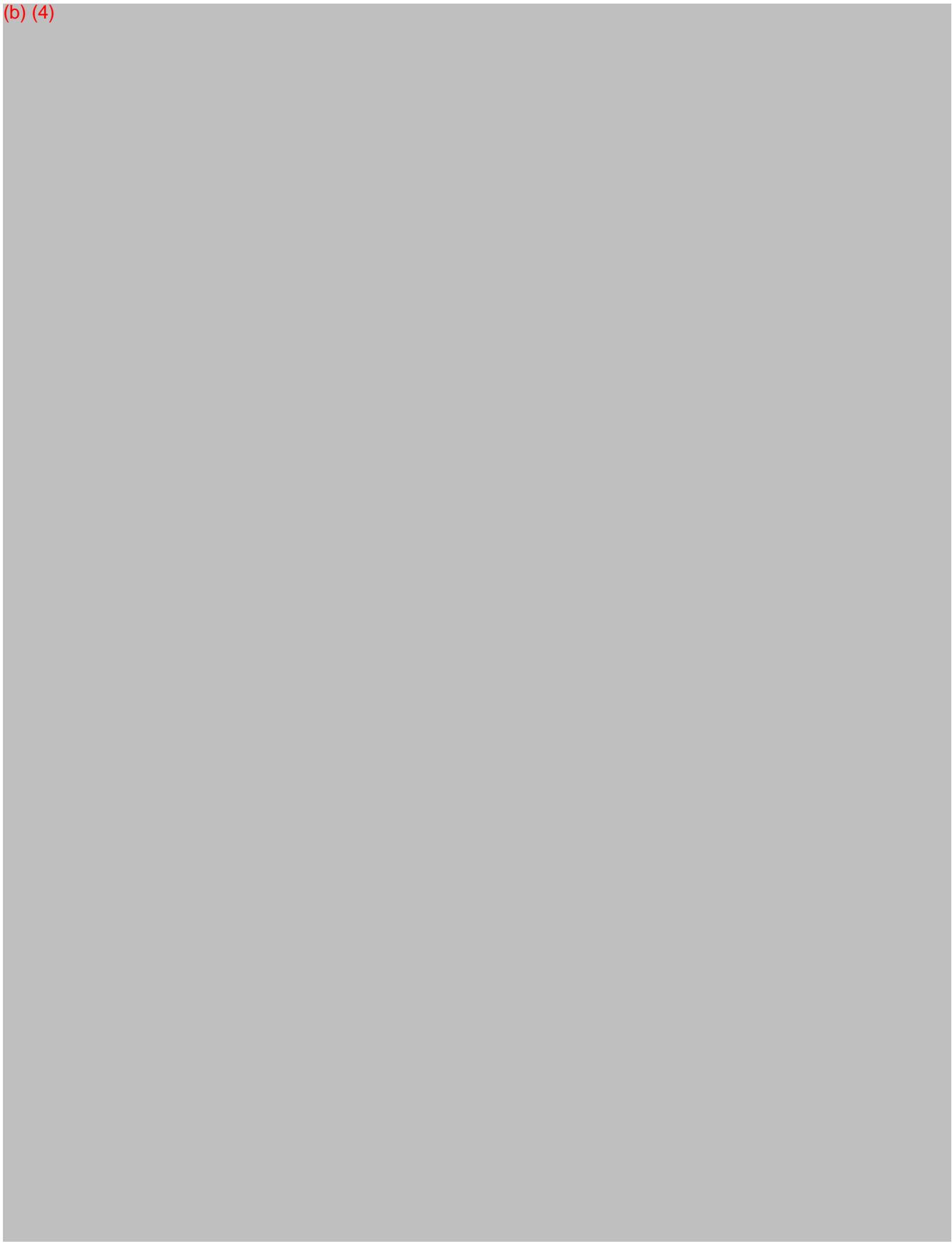
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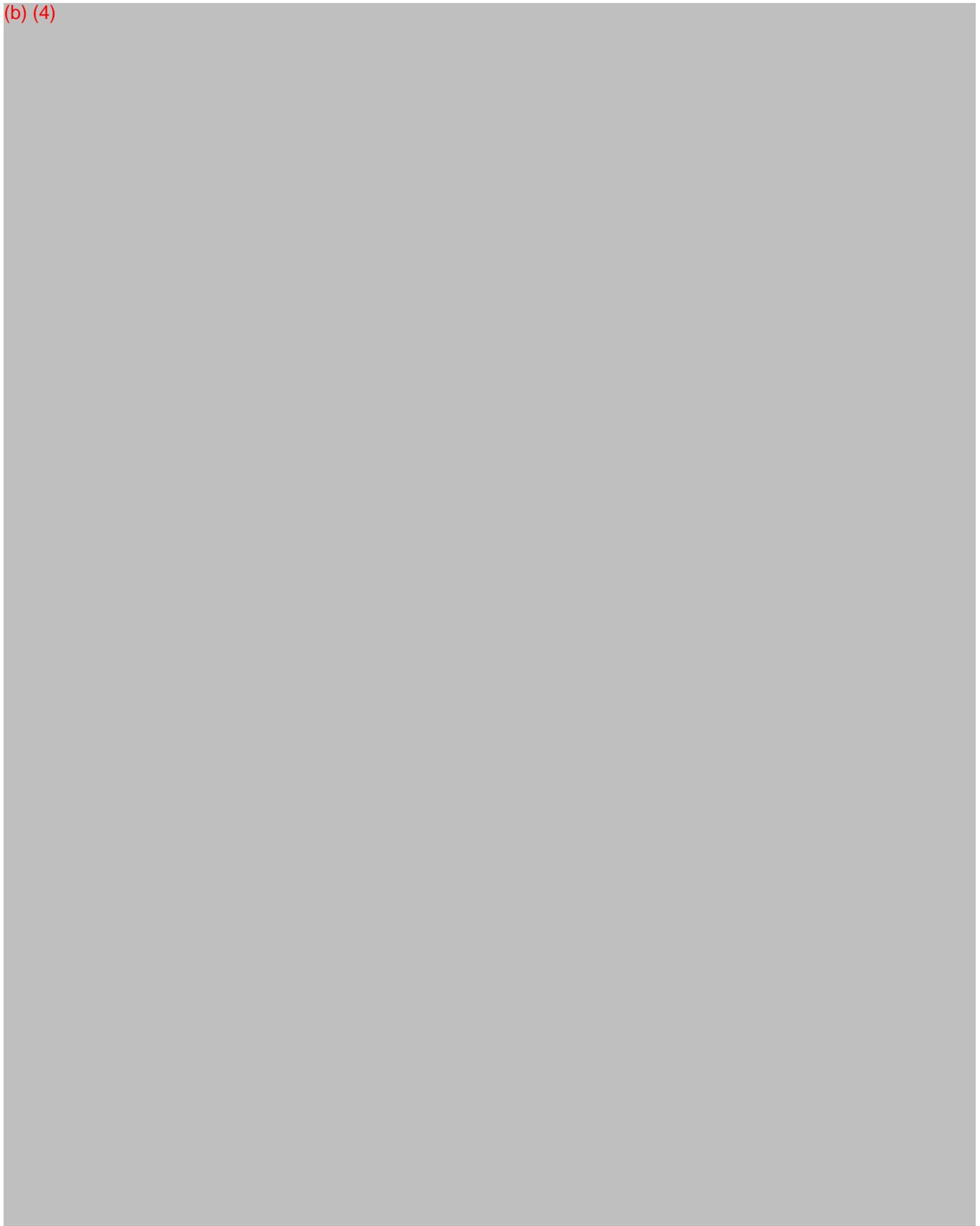
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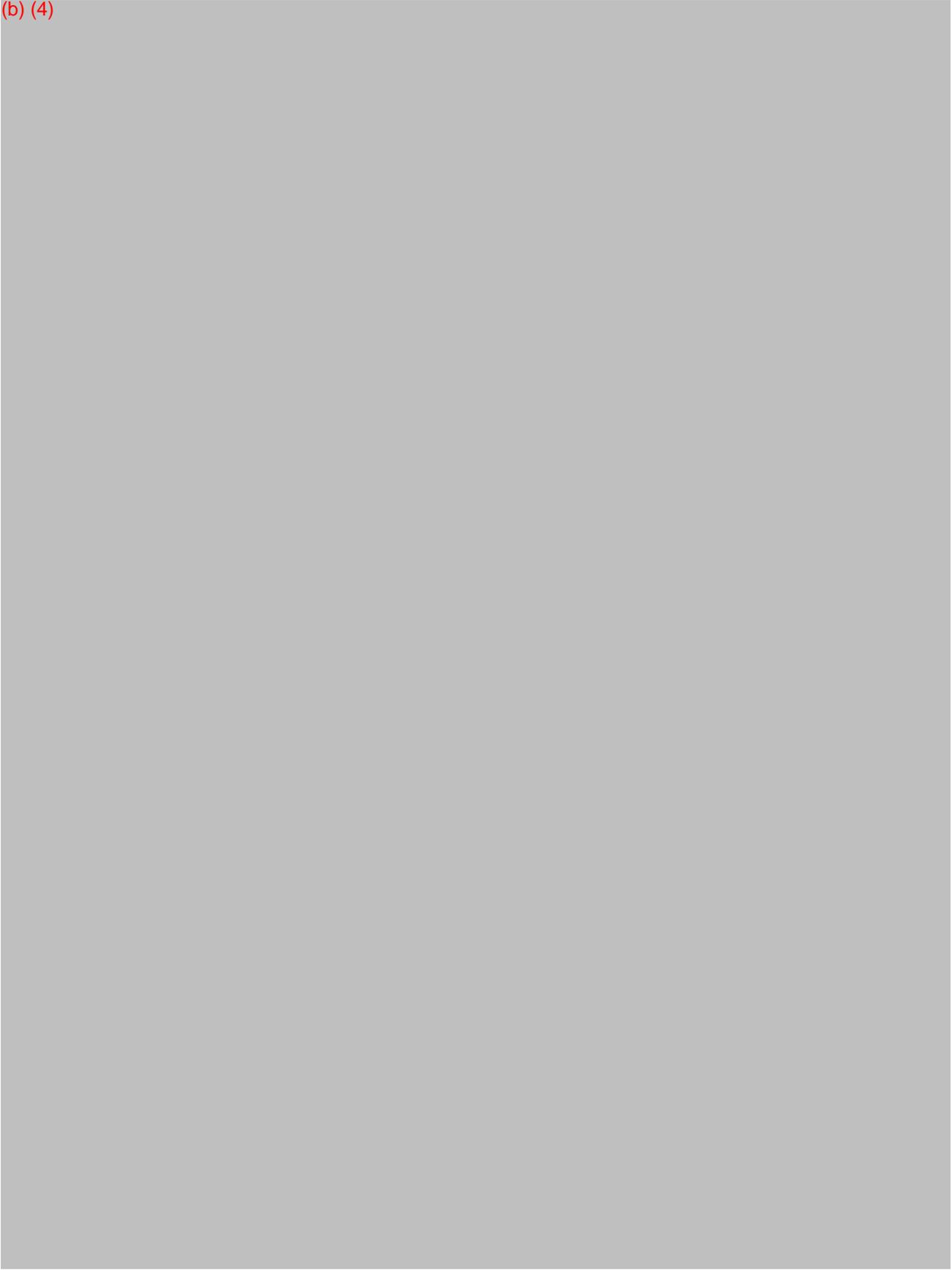
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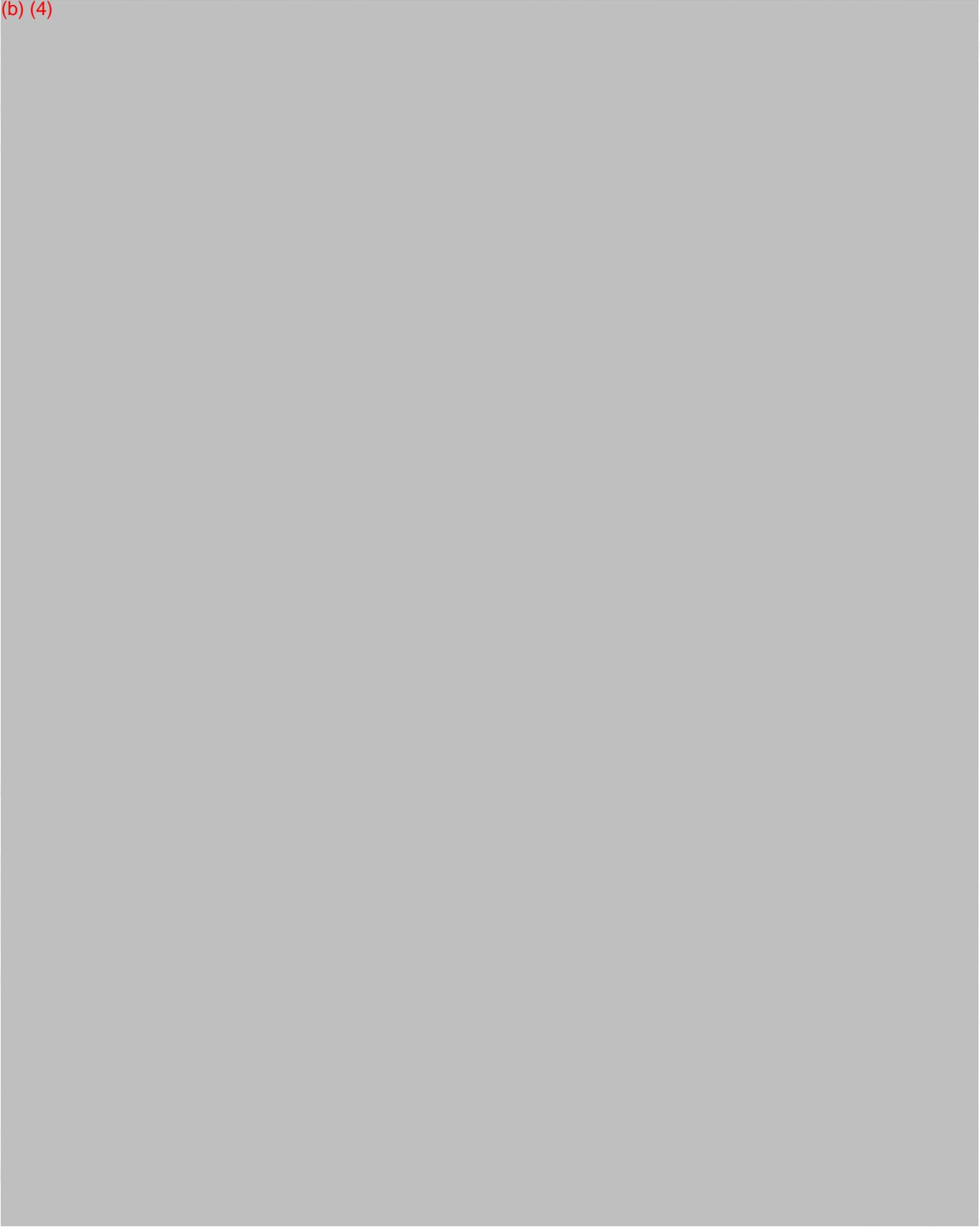
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MANAGEMENT

Energize-ECI EB-5 Visa Regional Center, LLC Management

E. Roy Budd – President

Mr. Budd founded Energize-ECI, Inc., a successful nine-county regional economic development marketing partnership in 2005. This highly-regarded private/public partnership has conducted many business and contact development trips to Asia, Europe, and to many U.S. cities. Prior to this he founded Solutions, Inc., a workforce and economic development consulting firm based in Boston. He is a former President/CEO of Opportunity, Inc. in Hampton Roads, VA, the Commonwealth's largest workforce development program. He holds BA and MA degrees from Virginia Commonwealth University. He is a Certified Master Consultant from Business Retention and Expansion International and holds certification from the Economic Development Institute at the University of Oklahoma. Budd has published articles on workforce and economic development and is frequently interviewed by the media regarding economic development issues. He serves on the boards of many workforce and economic development organizations and has a strong background in international business development. Mr. Budd and the other principals have been researching and developing the proposed EB-5 Visa Regional Center since 2007. His connections have drawn numerous prospective EB-5 applicants and developers to learn more about the opportunities existing in East Central Indiana. Mr. Budd will focus on investor and developer recruitment, and will also cultivate relationships with brokers and foreign officials and contacts to attract investment to the Regional Center geographic area of service.

Thomas L. Farris – Vice President

Mr. Farris has served as a senior executive and President/CEO of advertising/marketing/PR firms for over forty years. He also was a principal in several entrepreneurial business ventures, and has served as a business development consultant to businesses of all sizes in a wide variety of industries. Farris has worked on many economic development projects in the past five years, including: establishing a four-county economic development planning district; creating economic development strategies and visioning programs; writing many successful grants; serving as a consultant to the Energize-ECI Regional Planning Commission and Energize-ECI, Inc. and acting as a consultant to organizations about economic development, business retention and expansion matters. Farris holds a BS degree in marketing and economics from the Miller College of Business of Ball State University and has completed graduate work in marketing and economics. He is a 2009 graduate of the Economic Development Academy accredited by the International Economic Development Council. He is an accredited grant administrator by the Office of Community and Rural Affairs and participates regularly in economic development oriented seminars and continuing education programs. Farris has been researching the opportunities offered by the establishment of an EB-5 Visa Regional Center in Indiana since 2007, and is considered one of Indiana's most knowledgeable people on the EB-5 Visa program and Targeted Employment Areas and Rural Areas. He has invested many hours of his own time studying successful EB-5 programs and researching investment and development opportunities – and seeing how such programs could bring new jobs and investments to East Central Indiana, the State and the U.S. Farris will focus on TEA/RA management, marketing, investment development and coordination, and public relations aspects of the EB-5 Regional Center.

Marlene Pulley – Administrative Manager/Treasurer

Ms. Pulley has been integral to the successful growth of the Energize-ECI, Inc. regional economic development marketing partnership since its founding in 2005. Prior to that she was associated with the Innovation Connector, a business incubator associated with Ball State University. Before that, Ms. Pulley worked for the Horizon Convention Center. Her 30+ years of operational and administrative experience have allowed Ms. Pulley to develop a focus on the financial operations of businesses. She currently serves as Financial Officer for seven entities, including Energize-ECI, Inc.; Energize-ECI Regional Planning District; the East Central Indiana Local Economic Development Officers; and others. Ms Pulley is also responsible for building a network of professional site consultants, business executives and international business leaders and prospects for advancing the economy of East Central Indiana. She has been involved in the development of the Energize-ECI EB-5 Visa Regional Center, working with Mr. Farris for the past three years on the preliminary and operational aspects of Regional Centers. Her focus with the Energize-ECI EB-5 Visa Regional Center will be administrative, operational, and financial management – including the tracking and documentation of investors, investments, job creation and other related USCIS and EB-5 matters.

ESCEI, LLC Management

Enviropure Fish Company, LLC

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Antonia A. Splichal

Antonia A. Splichal serves as Managing Director of Enviropure Fish Company, LLC and CEO of The Perfect Ocean Corporation. Ms. Splichal has more than 26 years of corporate executive experience. A dynamic executive, Ms. Splichal is experienced in project development, strategic planning, crisis management, and media relations. A native Miamian, Ms. Splichal is a summa cum laude graduate of Wesleyan College in Macon, Georgia and has had a distinguished career in the corporate sector. She is applying her leadership skills, organizational and development talents, and even-handed demeanor in the development and implementation of the Enviropure Fish™ Project.

Dr. Jurica Jug-Dujakovic, Ph.D.

Dr. Jug-Dujakovic serves as the Science Member of Enviropure Fish Company, LLC and President and Chief Technology Officer of The Perfect Ocean Corporation. “Jura” is considered one of the world’s foremost authorities on aquaculture facility design and operation. He and his team of aquaculture scientists are the leading force behind the Enviropure Fish™ development program. Dr. Jug-Dujakovic has spent more than 26 years working in aquaculture research and development in Europe, the United States, and Africa, and has consulted in Japan and China. He currently holds the Biotechnology Chair at the University of Dubrovnik in Croatia, where he trains young scientists and develops new cultivation technologies. At the University of Dubrovnik, Dr. Jug-Dujakovic teaches undergraduate, graduate, and doctoral studies. He also serves as Director of the Technology and Business Innovation Center for Mariculture in Dubrovnik. In the United States, he operated POC’s R&D facility, where he integrated a suite of

vertical technologies designed to operate commercial-scale fish sales. Previously, he managed European aquaculture operations and served the United Nations as Commissioner of Aquaculture Products and Fish Hatchery Development. His research is broad and leading edge and includes: designing high-efficiency grow-out tanks, introducing new species to aquaculture production, implementing genetic selection programs, establishing individualized species breeding parameters, developing computer management and monitoring designs, crafting nursery efficiencies, identifying waste management and filtration solutions, and promoting and upgrading commercial fish production. Dr. Jug-Dujakovic, who holds a Ph.D. in Biotechnology, is published frequently in scientific journals and is a valued consultant to many European Nations on aquaculture.

ACG Consulting, LLC

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Robert Papiri

Robert Papiri currently serves as an executive director in charge of corporate finance for Acer Capital Group, LLC and has held this position since 2006. Mr. Papiri has significant experience structuring land financing transactions and entitlements and the land development regulatory process. Since 2002, Mr. Papiri has been actively involved in the commercial real estate and commercial finance industries and, during the past five years, Mr. Papiri has placed over \$400 million in debt and equity financing transactions. Since 2005, Mr. Papiri has acted as the managing member for seven real estate partnerships with 223 acres of multi-family and single-family land holdings and established a nationwide broker and principal network during this period. From October 2002 until May 2003, Mr. Papiri was a partner with Goldmont Capital LLC, a boutique investment banking firm focusing primarily on originating deals and outside broker management. In 2003, Mr. Papiri formed RAP Capital Advisors, which later merged into ACER Capital Group, LLC, and Lynbrook Partners, serving as an advisor and consultant to small public companies and private companies going public. Prior to 2002, Mr. Papiri was involved in the real estate industry in various management roles.

Paul Kirkland

Paul Kirkland currently serves as a managing partner of Acer Capital Group, LLC. He has over 20 years experience as president of a commercial real estate brokerage firm and general manager of various real estate development ventures, which responsibilities include preparation of feasibility studies, negotiating the purchase and sale of large real estate tracts, procuring commercial loans for land acquisitions and real estate development projects, taking bids and negotiating contracts for commercial real estate development projects, coordination of architects, engineers, and contractors throughout the planning, design, and construction phases, negotiating with and engaging services of real estate marketing firms, and developing budgets and detailed financial analysis.

Prior to his entry into commercial real estate, he served as the chief administrative officer of the Probate Court of Mobile County, Alabama and as the Director of Investigations of Recovery for the Thirteenth Judicial Circuit Court of the State of Alabama. His extensive experience in the judicial system has afforded him a background that enhances his ability to understand and cope with complicated legal issues.

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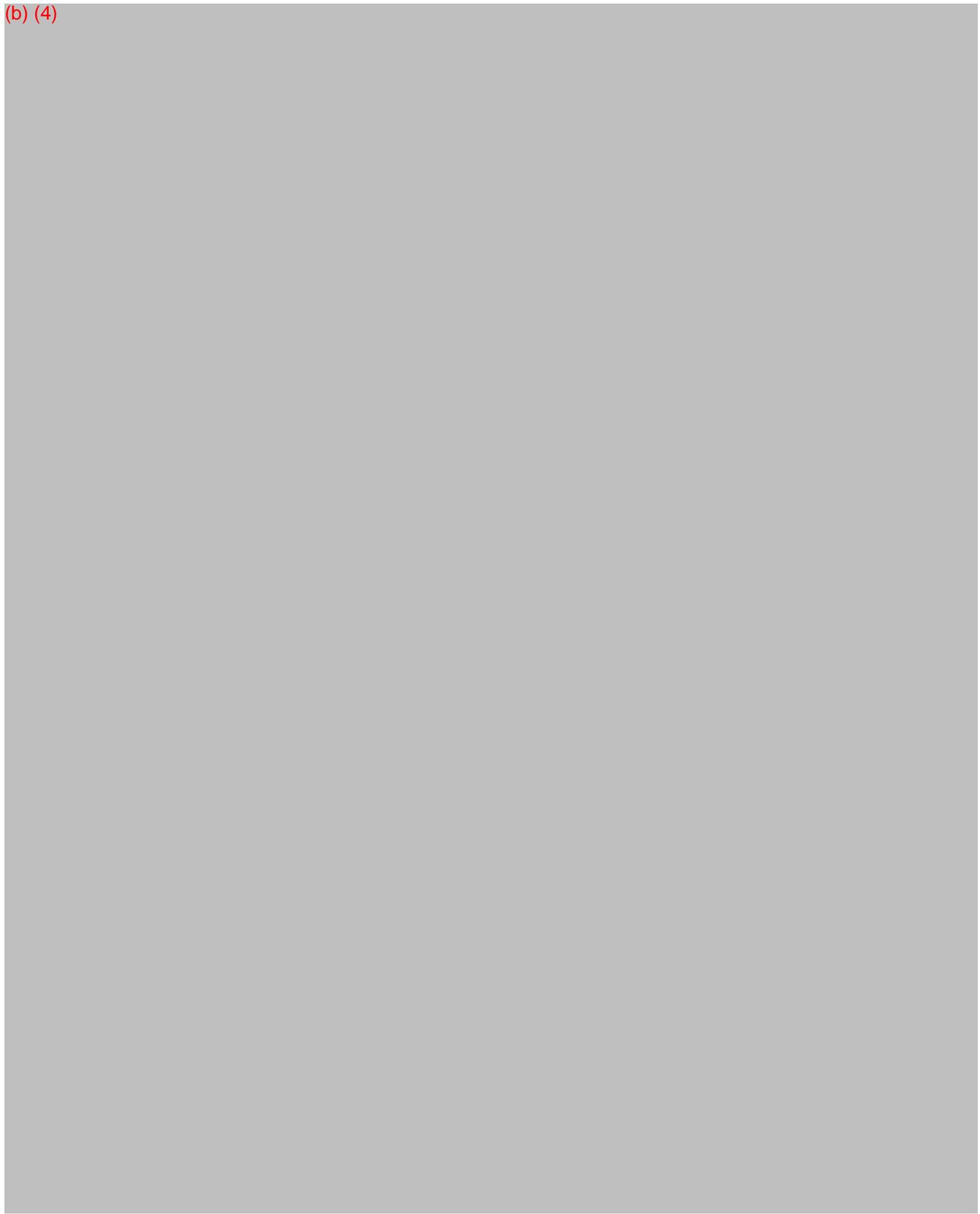
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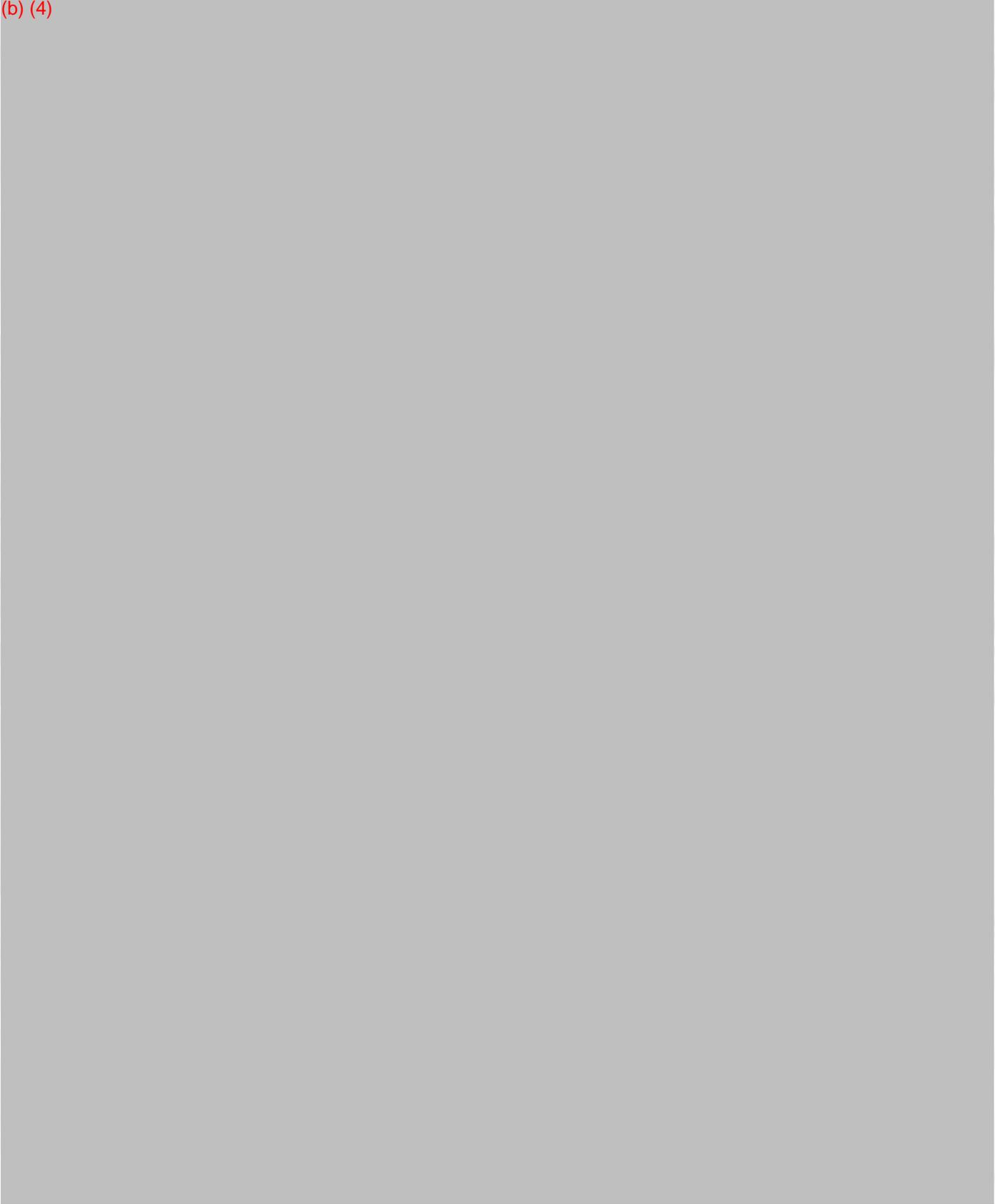
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Energize - ECI
EB5 Visa Regional Center

**LIMITED PARTNERSHIP AGREEMENT
ENVIROPURE SEAFOOD**

EXHIBIT 19 C

LIMITED PARTNERSHIP AGREEMENT OF
ESCEI FOREIGN INVESTOR, LP
an Indiana Limited Partnership

Pursuant to
Indiana Revised Uniform Limited Partnership Act

THE LIMITED PARTNERSHIP INTEREST ("UNITS") REPRESENTED HEREBY HAVE NOT BEEN REGISTERED UNDER THE SECURITIES ACT OF 1933, AS AMENDED (THE "SECURITIES ACT"), OR THE SECURITIES OR BLUE SKY LAWS OF INDIANA OR ANY OTHER STATE. THE UNITS MAY NOT BE OFFERED, SOLD, OR OTHERWISE TRANSFERRED UNLESS THEY ARE INCLUDED IN AN EFFECTIVE REGISTRATION STATEMENT UNDER THE SECURITIES ACT AND QUALIFIED UNDER ANY APPLICABLE STATE SECURITIES OR BLUE SKY LAWS, OR AN OPINION OF COUNSEL ACCEPTABLE TO COUNSEL TO THE PARTNERSHIP HAS BEEN DELIVERED TO THE EFFECT THAT SUCH REGISTRATION OR QUALIFICATION IS NOT REQUIRED. IN ADDITION TRANSFER OR OTHER DISPOSITION OF UNITS IS RESTRICTED AS PROVIDED IN THE PARTNERSHIP'S LIMITED PARTNERSHIP AGREEMENT.

Effective as of January __, 2011

**ESCEI FOREIGN INVESTOR, LP
LIMITED PARTNERSHIP AGREEMENT**

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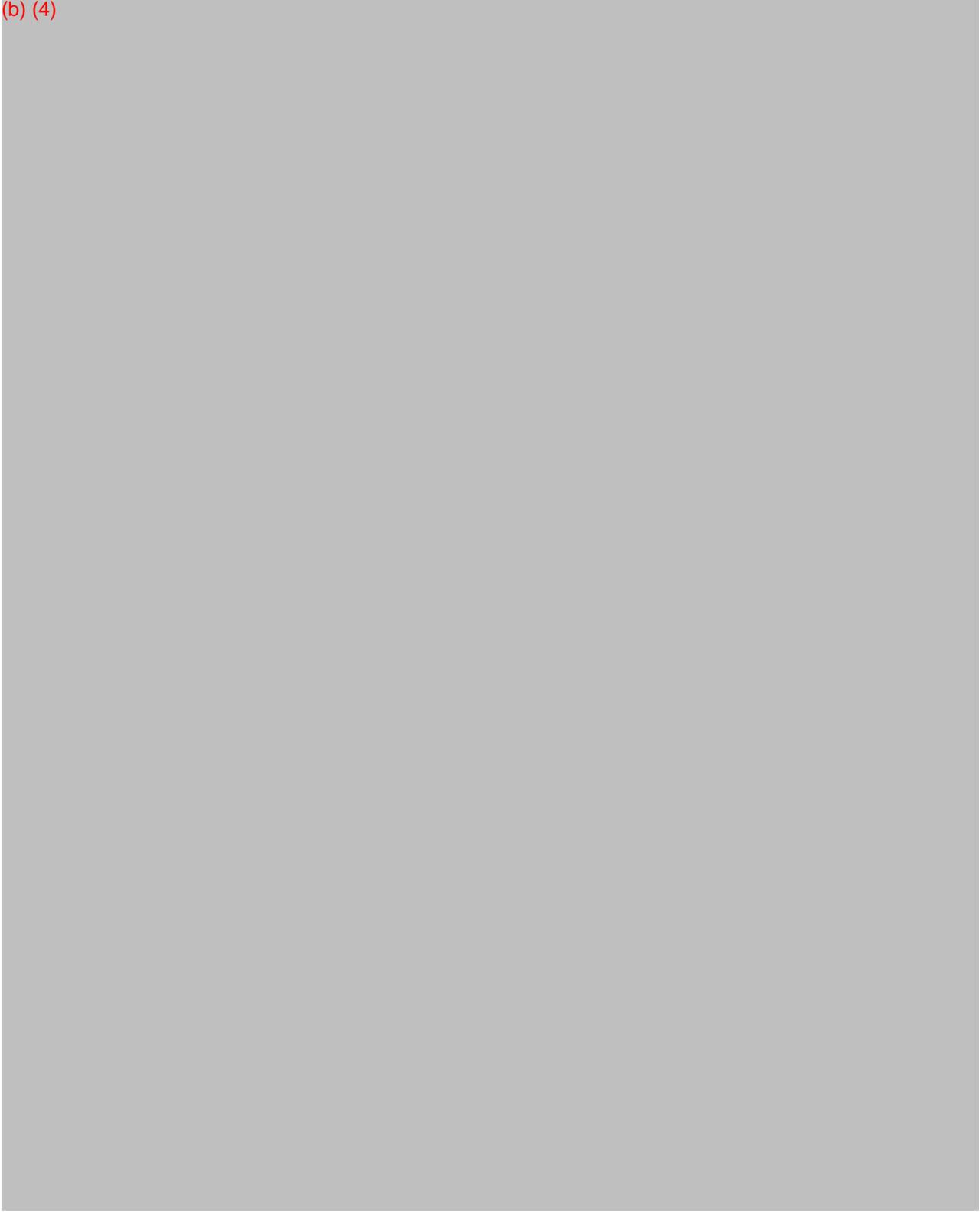
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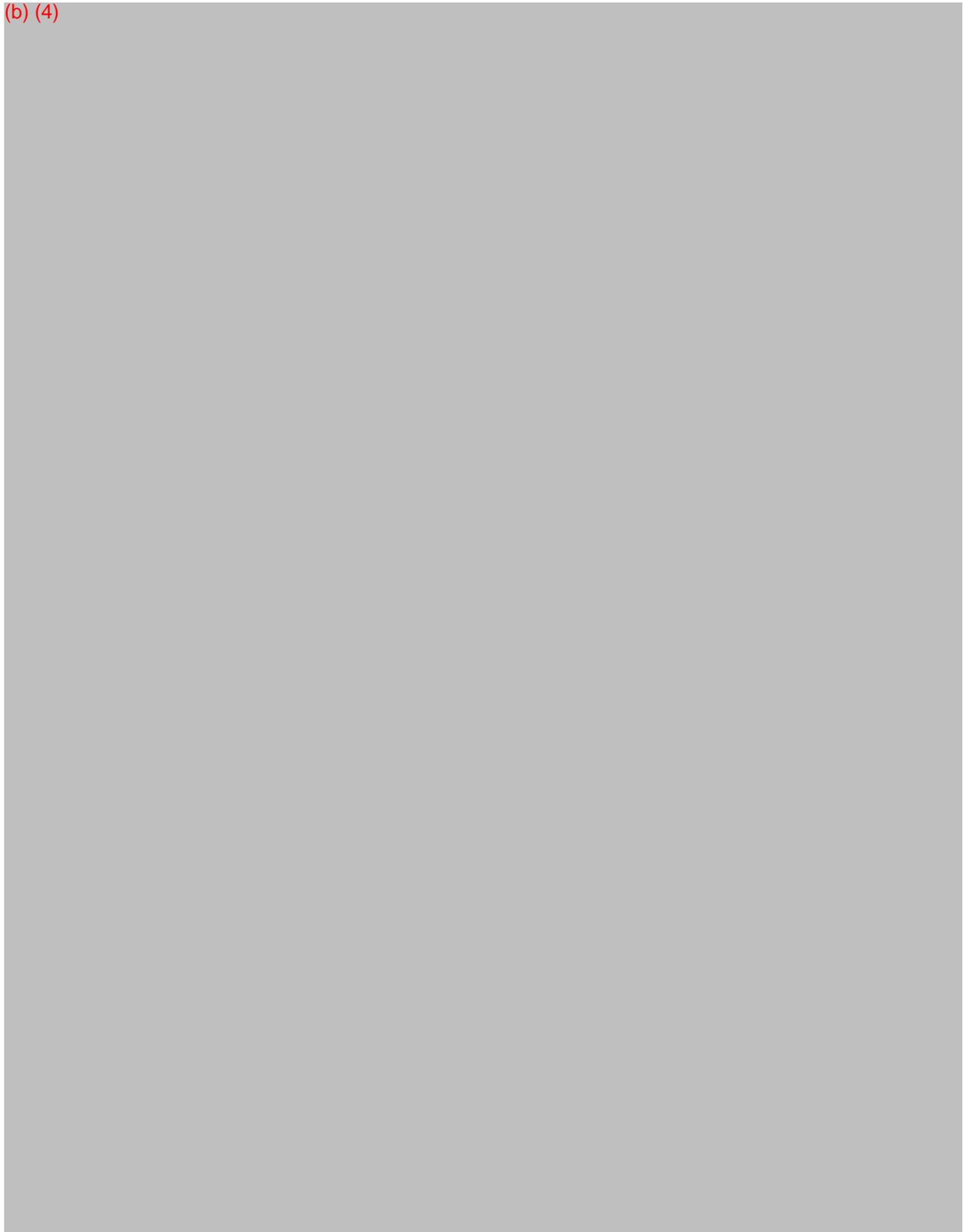
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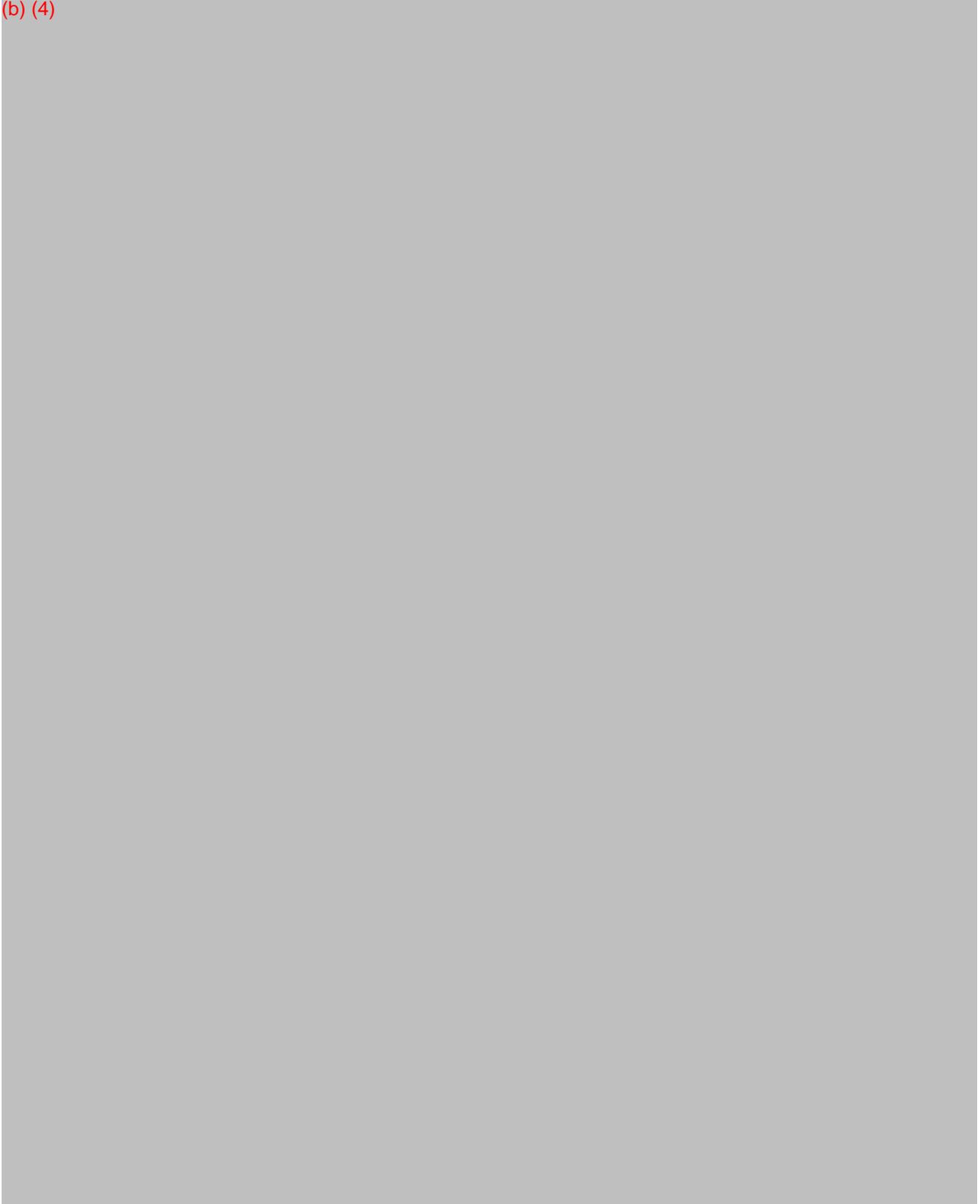
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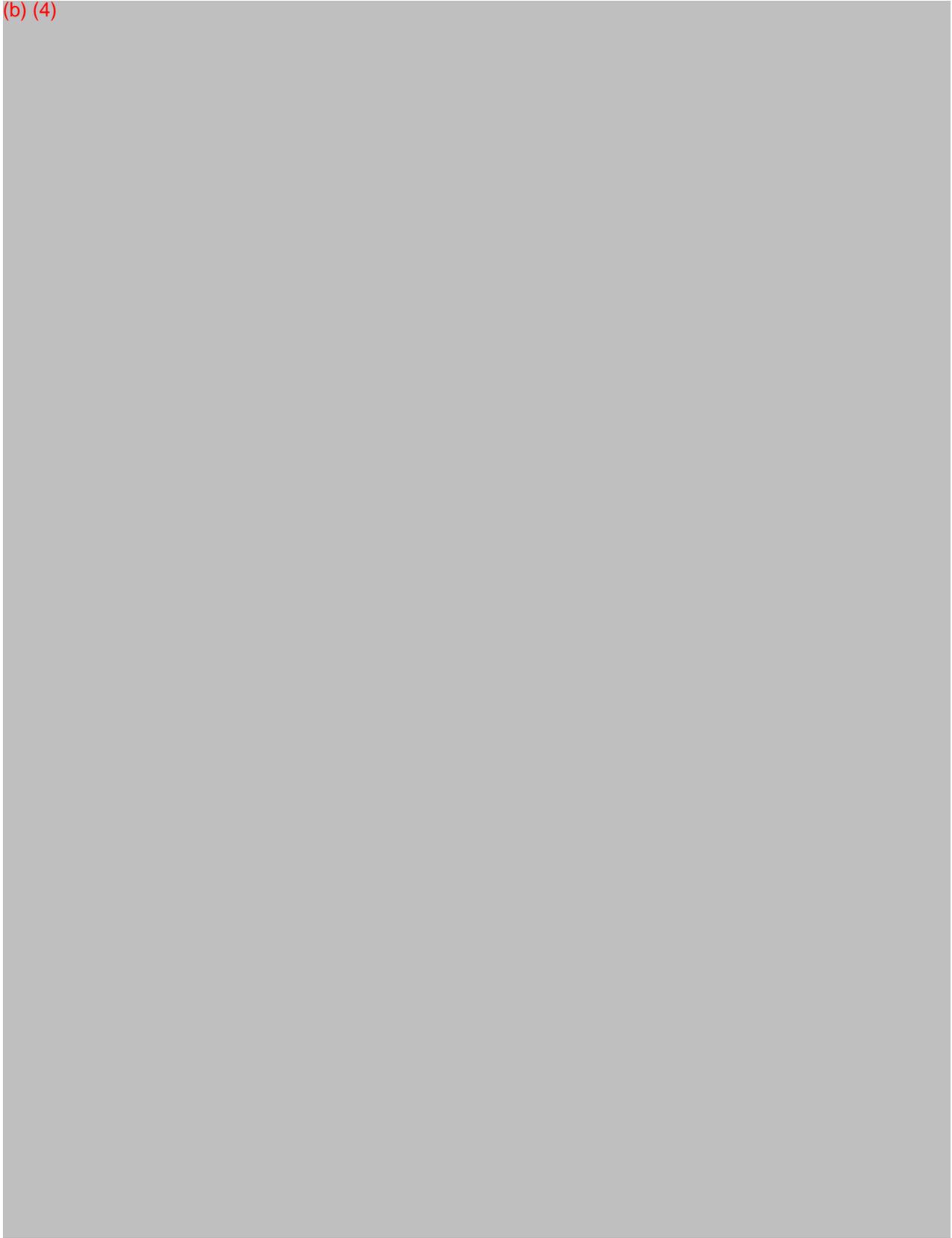
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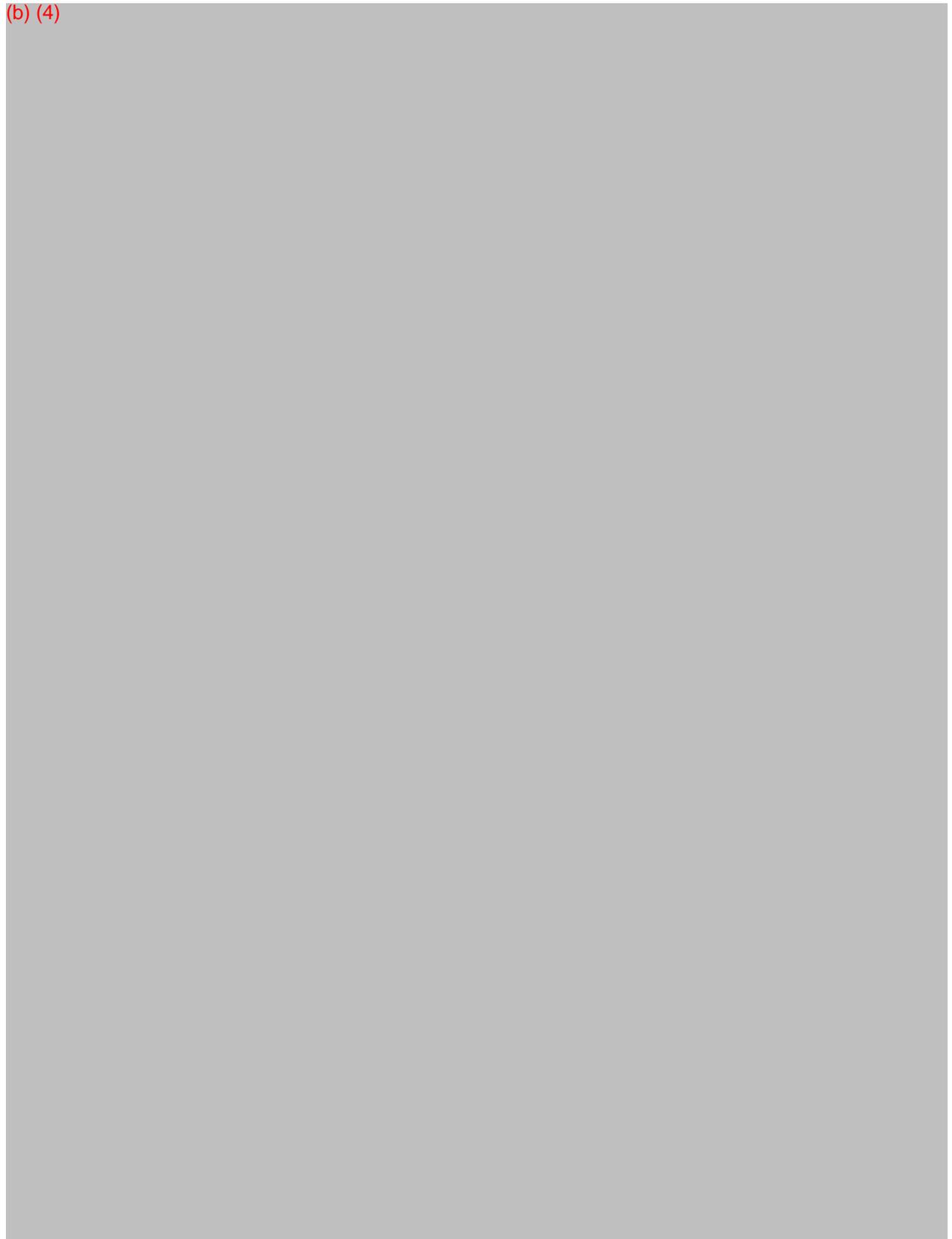
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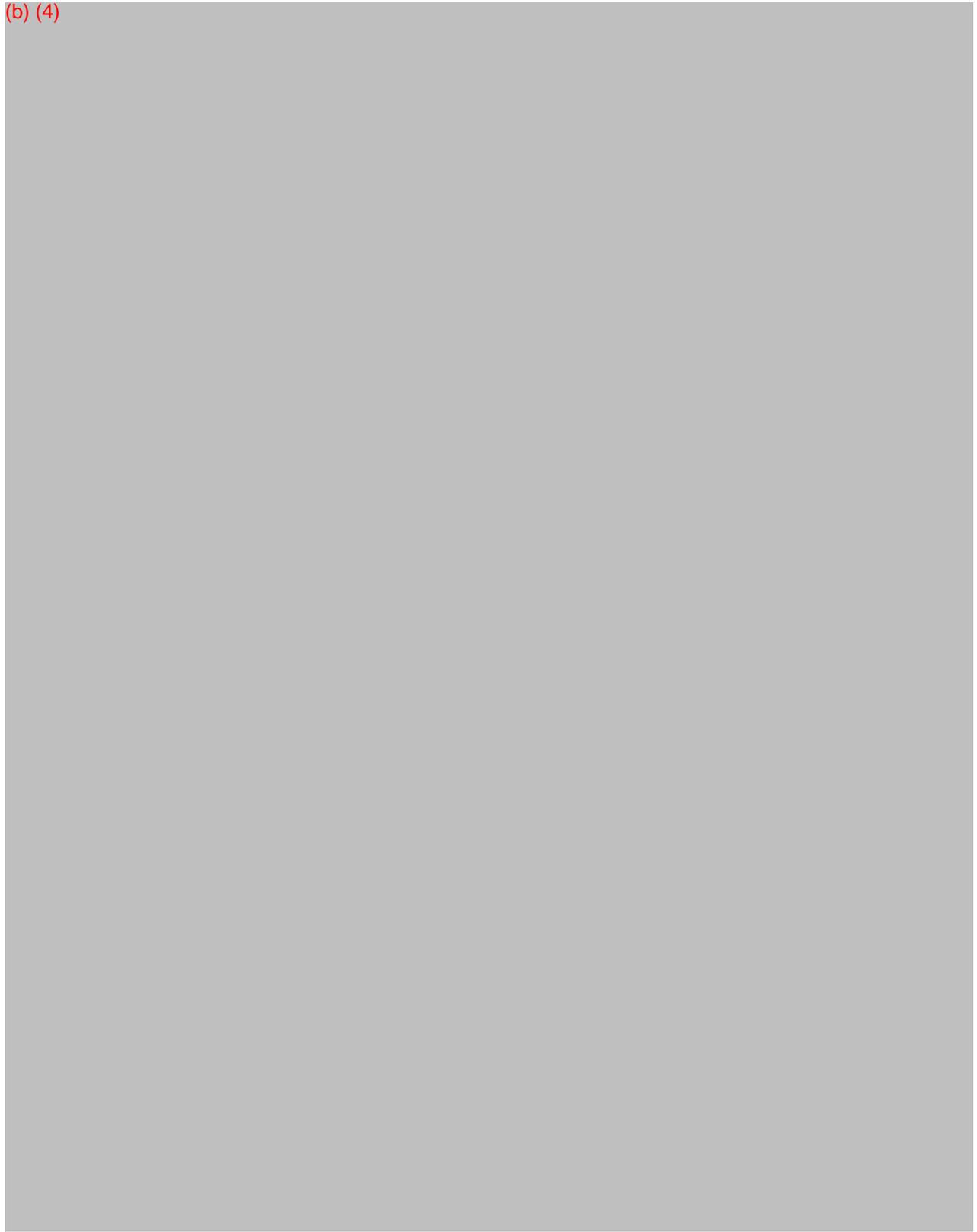
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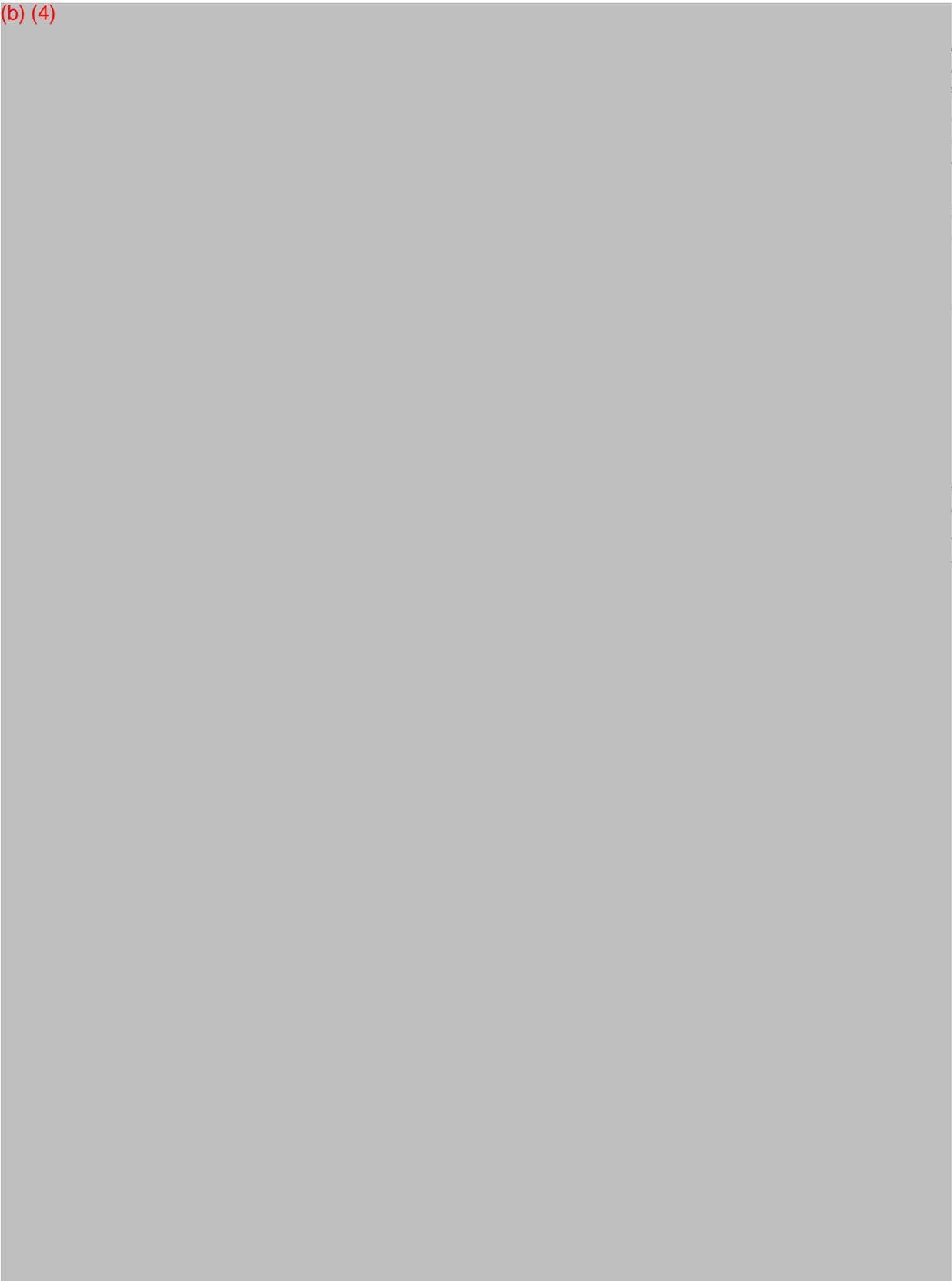
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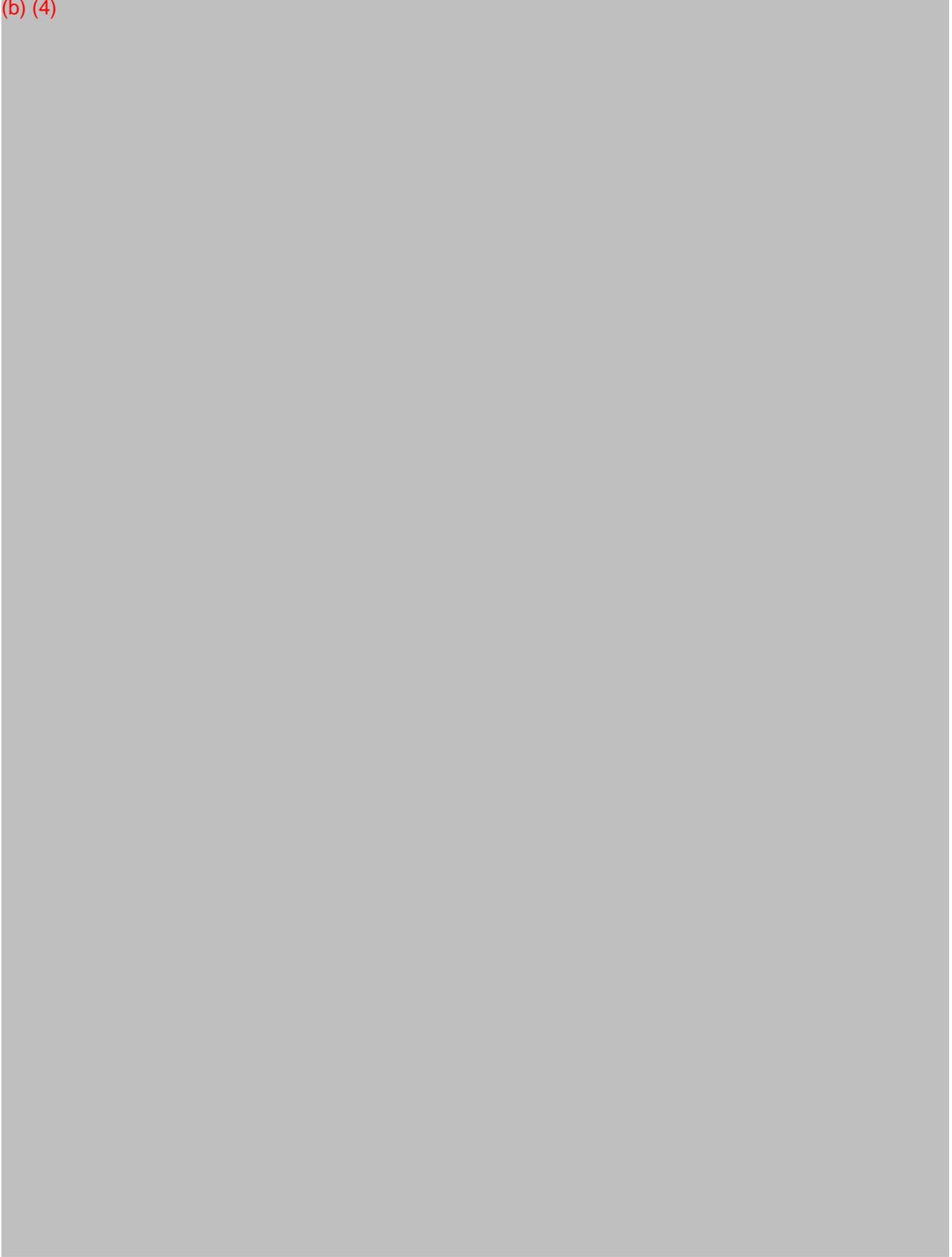
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Energize - ECI
EB5 Visa Regional Center

LOAN DOCUMENTATION
ENVIROPURE SEAFOOD

EXHIBIT 19 D

● ●

LOAN DOCUMENTS

ENVIROPURE SEAFOOD COMPANY OF EASTERN INDIANA, LLC
P.O. Box 1978
Muncie, Indiana 47308 USA

Dear Sir/Madam,

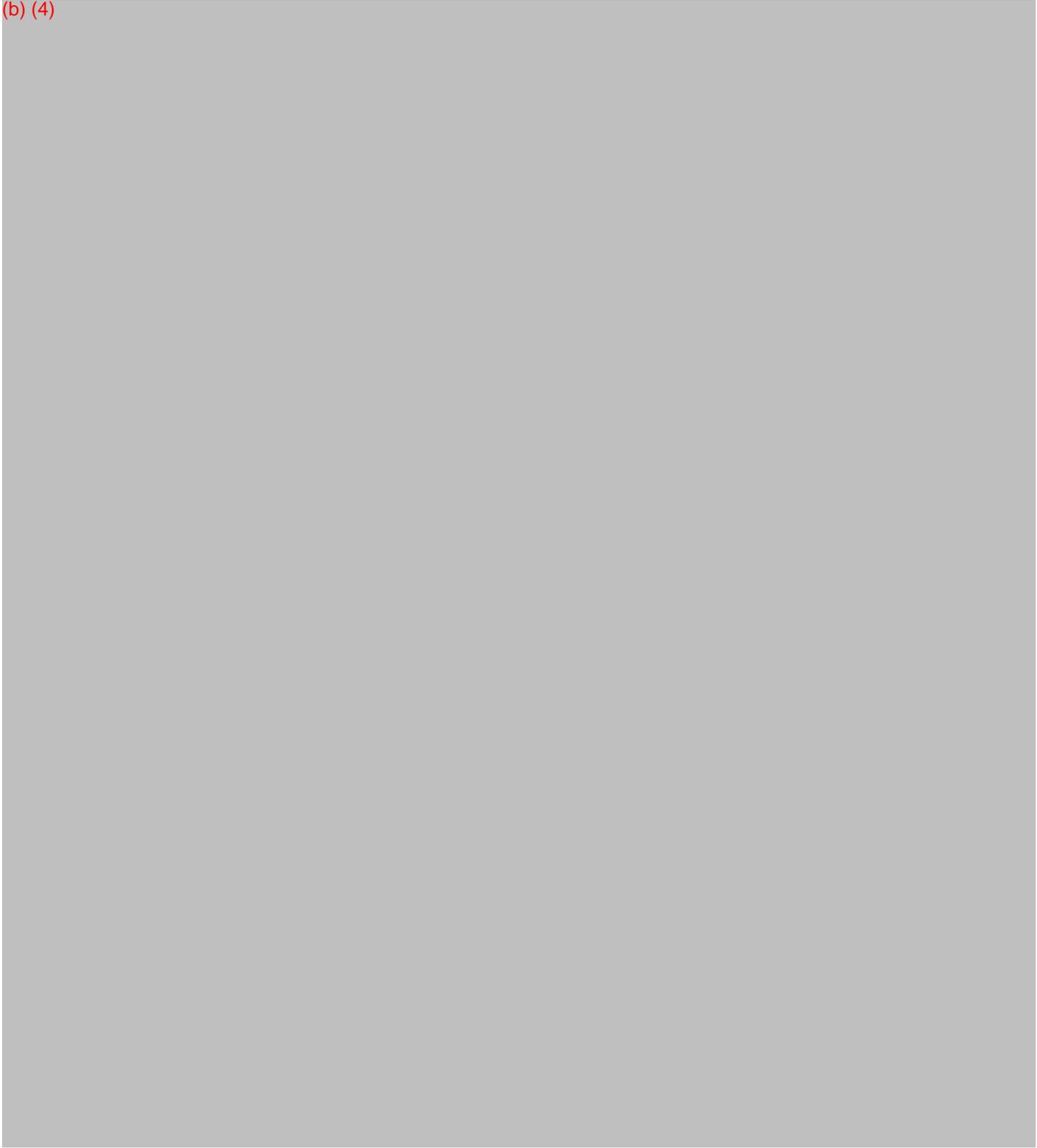
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STATE OF INDIANA:

: SS.

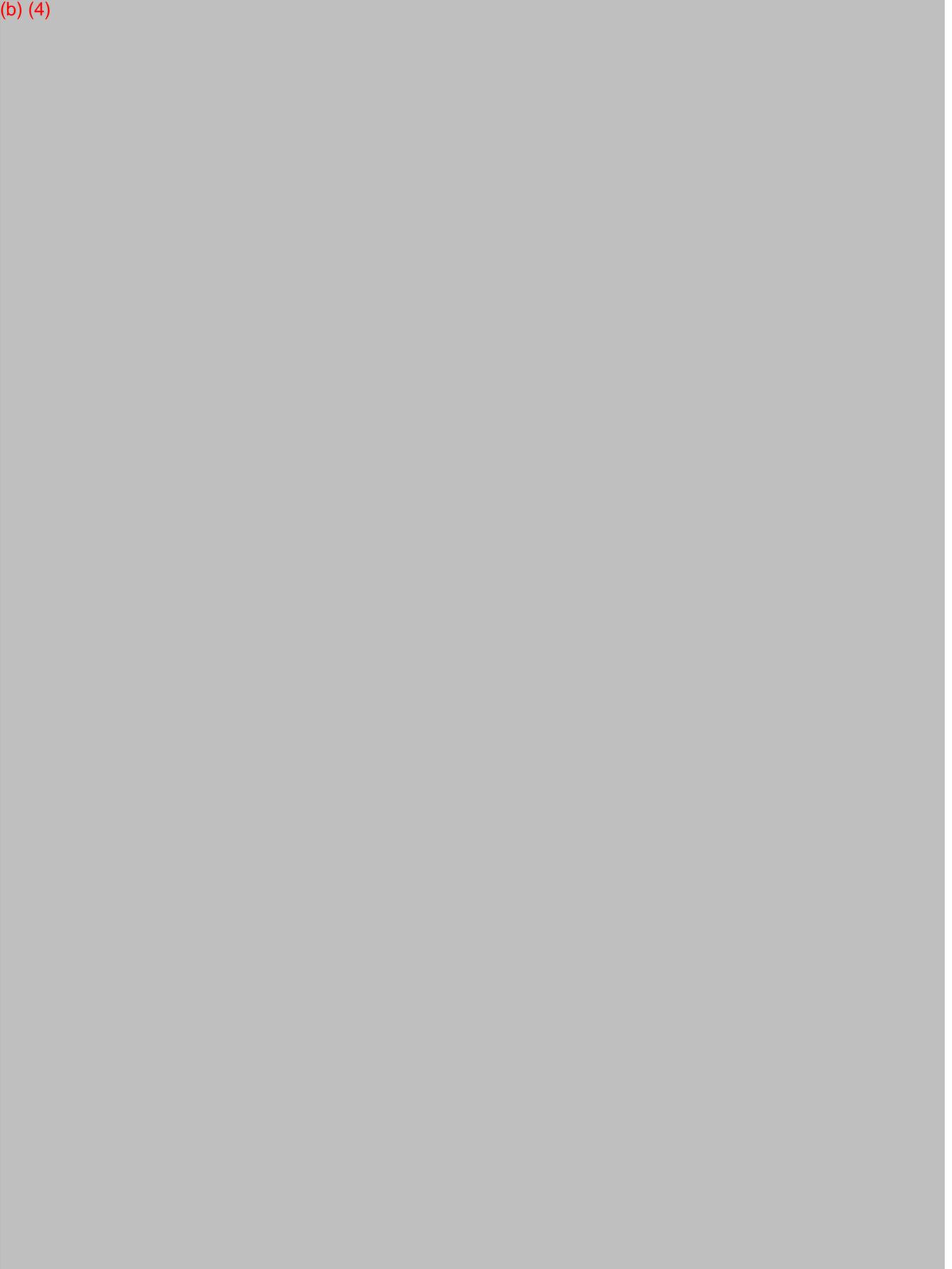
COUNTY OF :

On this, the day of , 2011 before me, the undersigned officer, personally appeared Robert Davis who acknowledged himself to be the President of ENVIROPURE SEAFOOD COMPANY OF EASTERN INDIANA, LLC, a Indiana limited liability company of P.O. Box 1978, Muncie, Indiana 47308, and being authorized to do so, executed the foregoing instrument, freely and voluntarily, for the purposes therein contained by signing the name of the company in the capacity of President. IN WITNESS WHEREOF, I have hereunto set my hand and notarial seal.

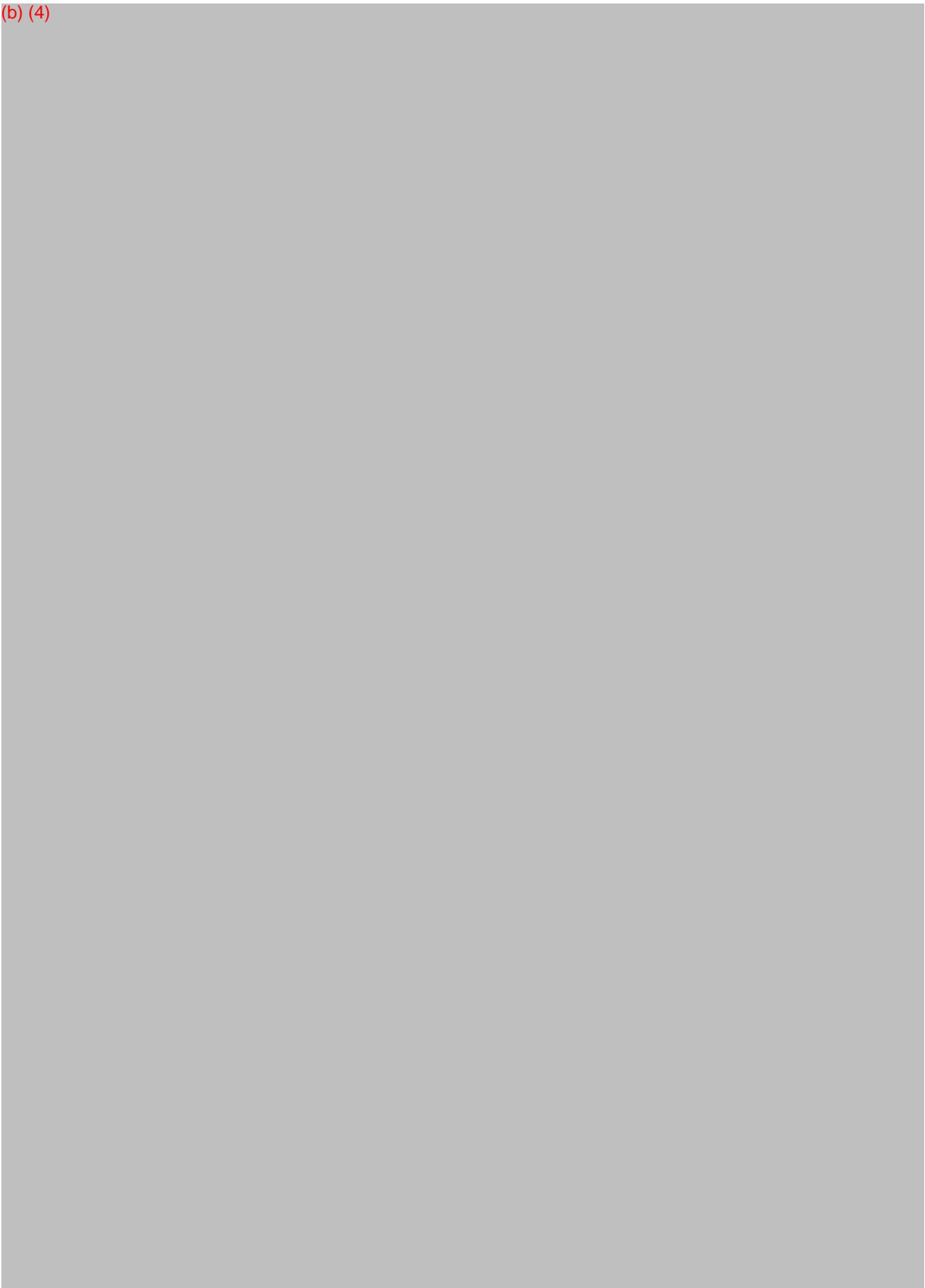
Notary Public
My Commission Expires:

LOAN AND SECURITY AGREEMENT

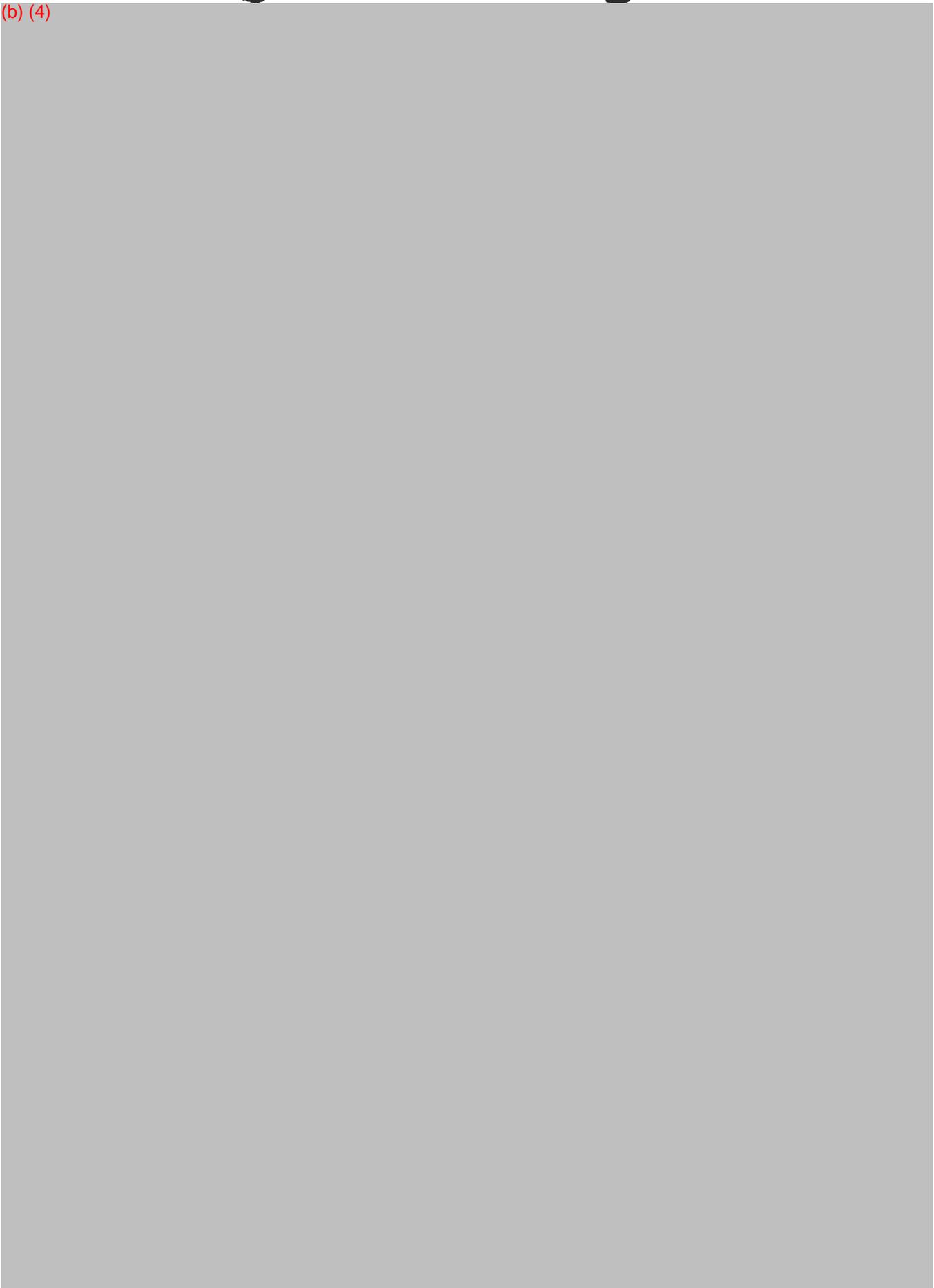
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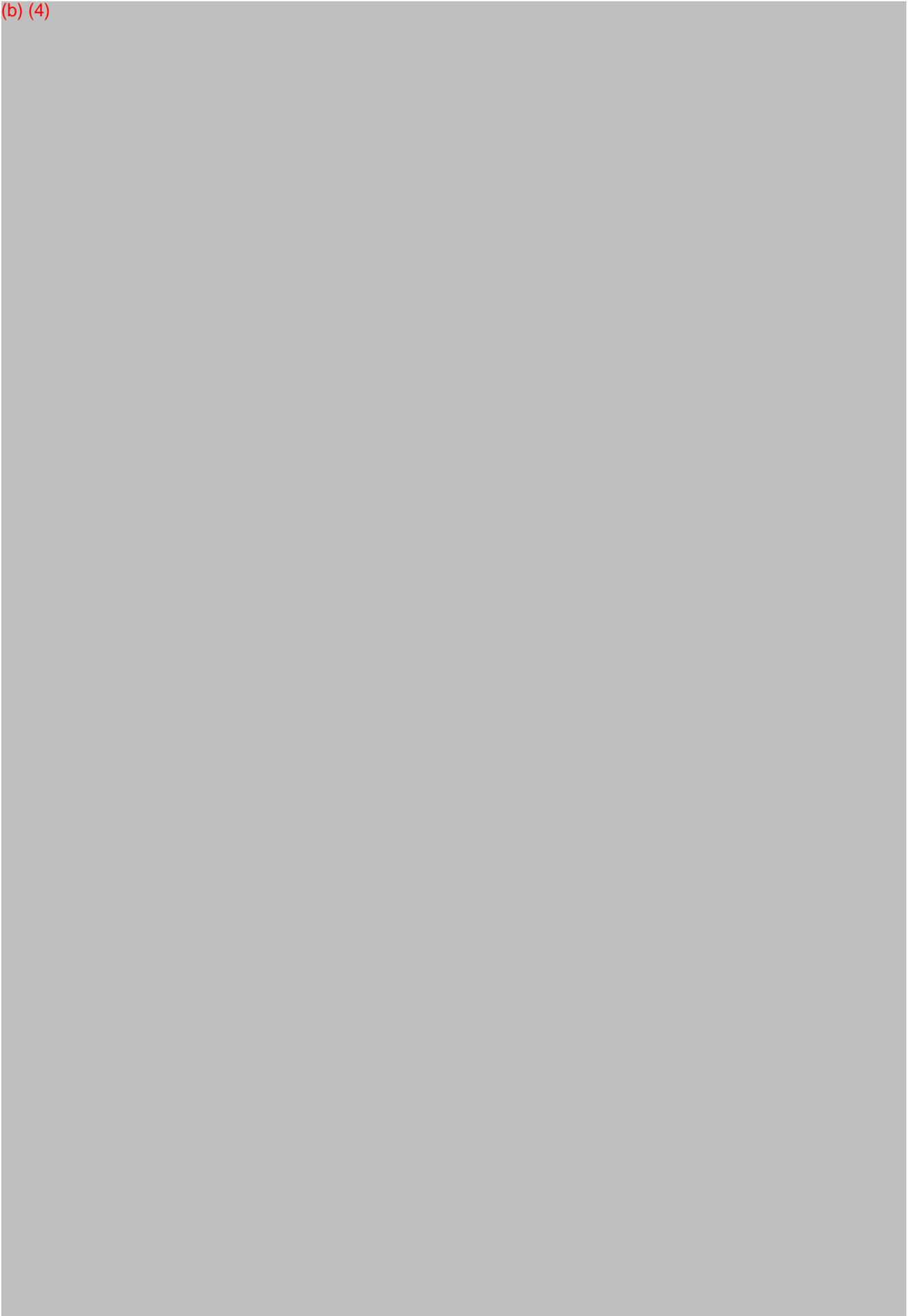
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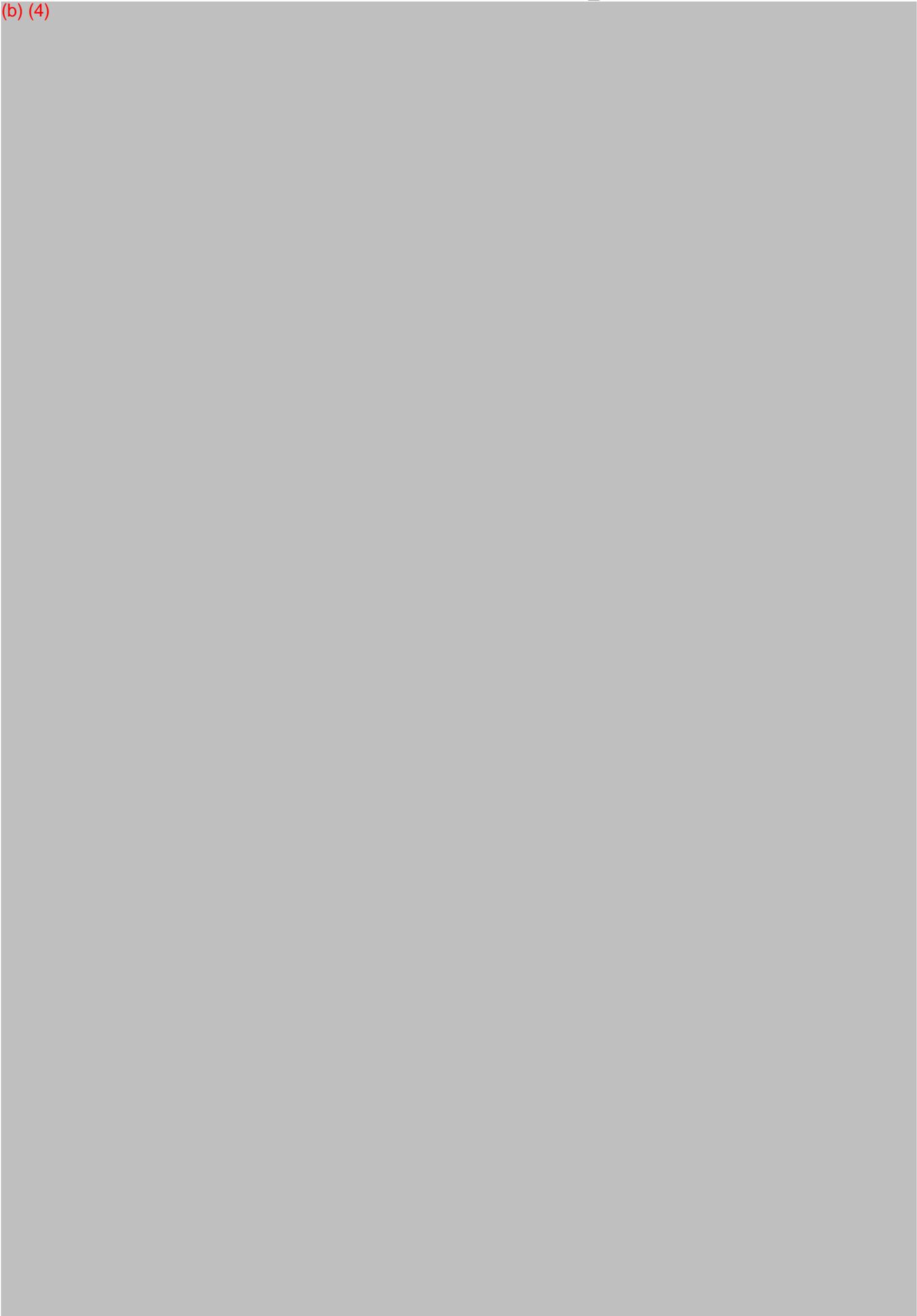
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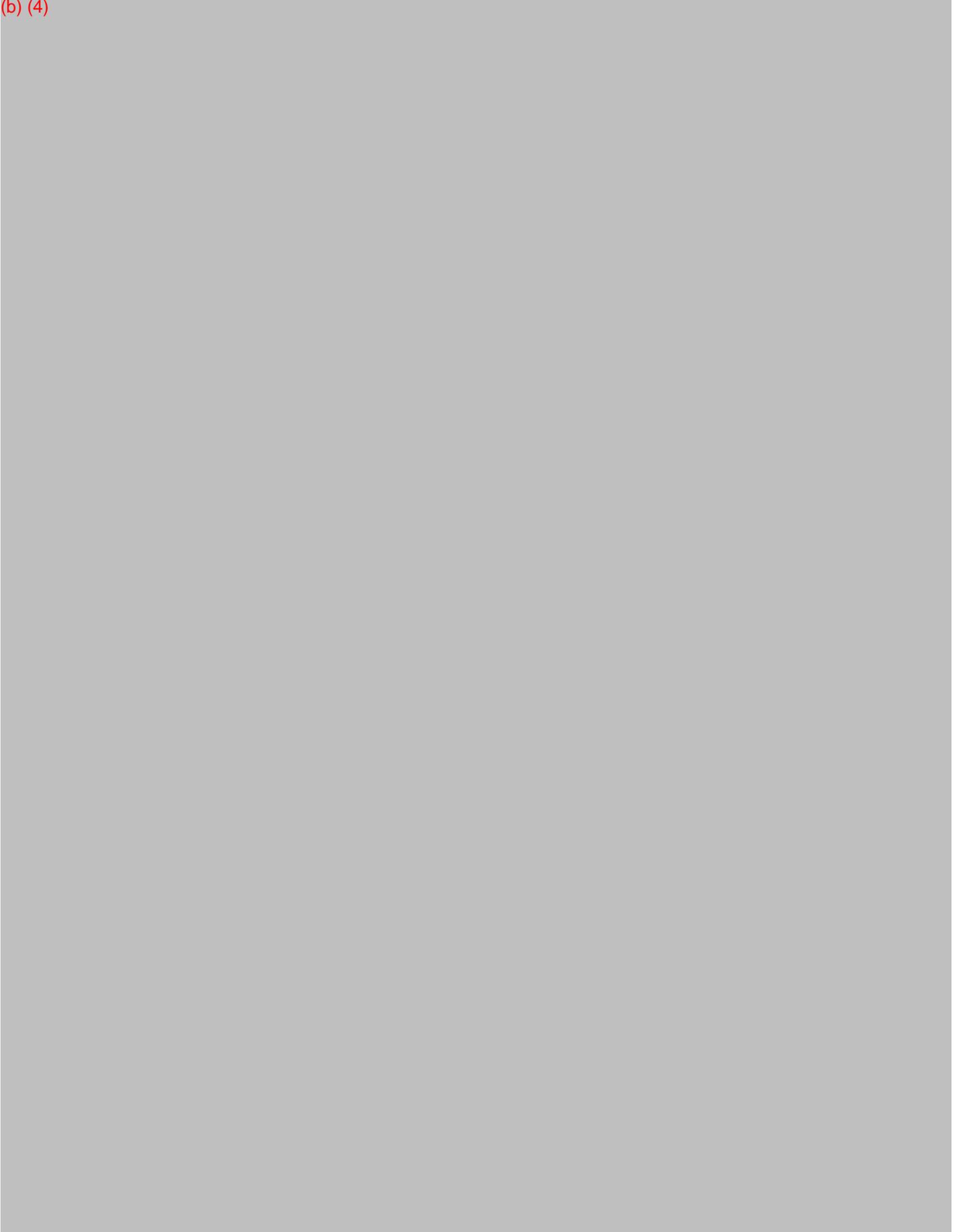
IN WITNESS WHEREOF, the undersigned executes this Agreement as an instrument under seal as of the date first set forth above.

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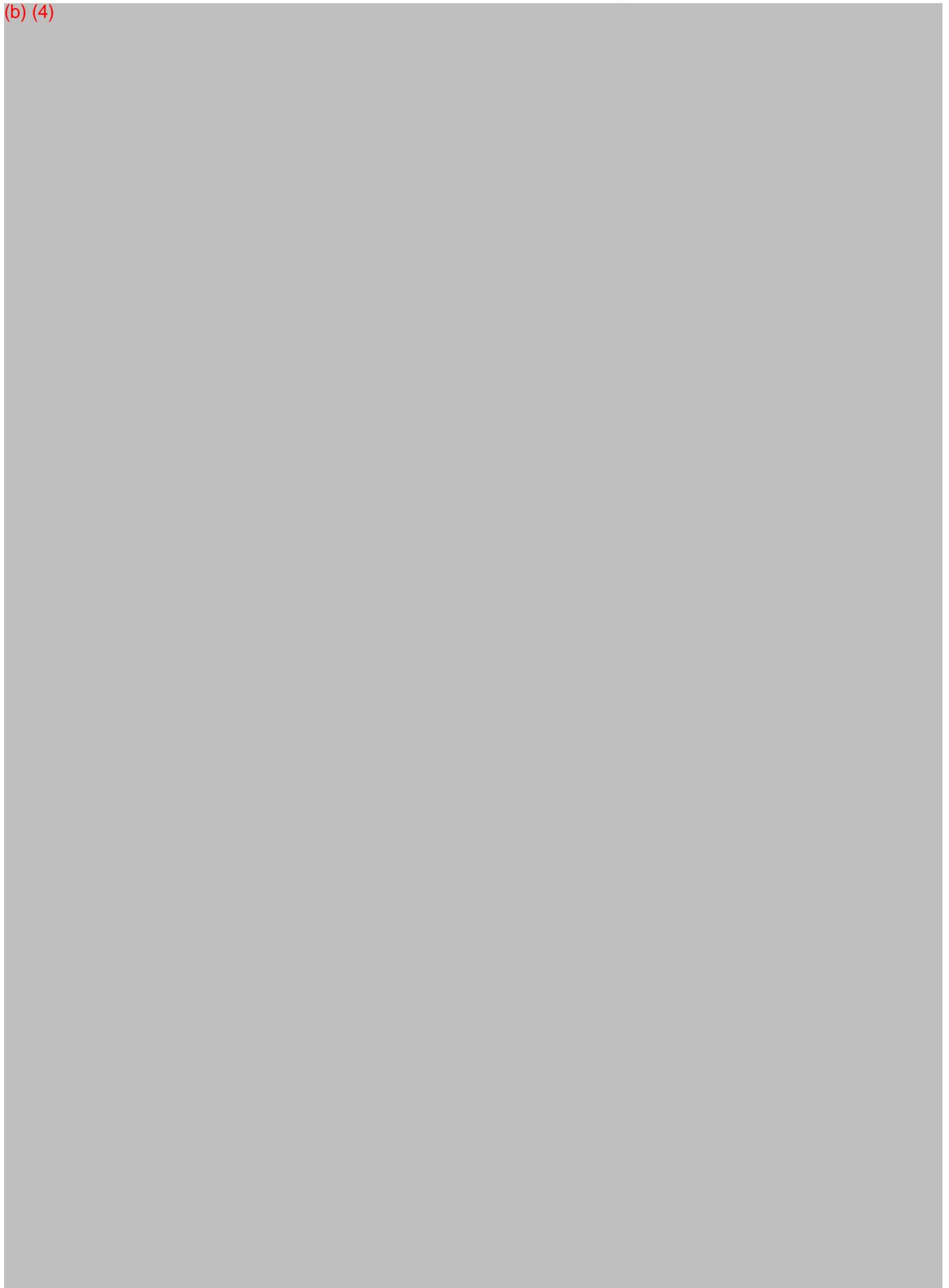


PROMISSORY NOTE

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STATE OF INDIANA :

COUNTY OF :

On this, the ____ day of _____, 2011 before me, the undersigned officer, personally appeared Robert Davis who acknowledged himself to be a President of ENVIROPURE SEAFOOD OF EASTERN INDIANA, LLC, a Indiana limited liability company of P.O. Box 1978, Muncie, Indiana 47308, and as Partner, being authorized to do so, executed the foregoing instrument freely and voluntarily for the purposes therein contained by signing the name of the company in the capacity of Partner. IN WITNESS WHEREOF, I have hereunto set my hand and notarial seal.

Notary Public
My Commission Expires:



Energize - ECI
EB5 Visa Regional Center

**PPM - PRIVATE PLACEMENT MEMORANDUM
ENVIROPURE SEAFOOD**

EXHIBIT 19 E

PRIVATE PLACEMENT MEMORANDUM

Energize-ECI I, LP

Dated: _____, 2011 Name: _____
No.: _____

CONFIDENTIAL PRIVATE OFFERING MEMORANDUM

UP TO (b) (4)

OF

**ESCEI Foreign Investor, LP
(An Indiana Limited Partnership)**

(b) (4)

of

Limited Partnership Interests
\$500,000.00 per Interest ("Unit")

Minimum Investment of one Unit (\$500,000.00)

Contact:

Energize-ECI EB-5 Visa Regional Center, LLC
345 S. High St. (2nd floor)
Muncie, Indiana 47305
Telephone: 765.254.1420
Attn: E. Roy Budd, Principal

**CONFIDENTIAL PRIVATE OFFERING MEMORANDUM
UP TO (b) UNITS OF
ESCEI Foreign Investor, LP**

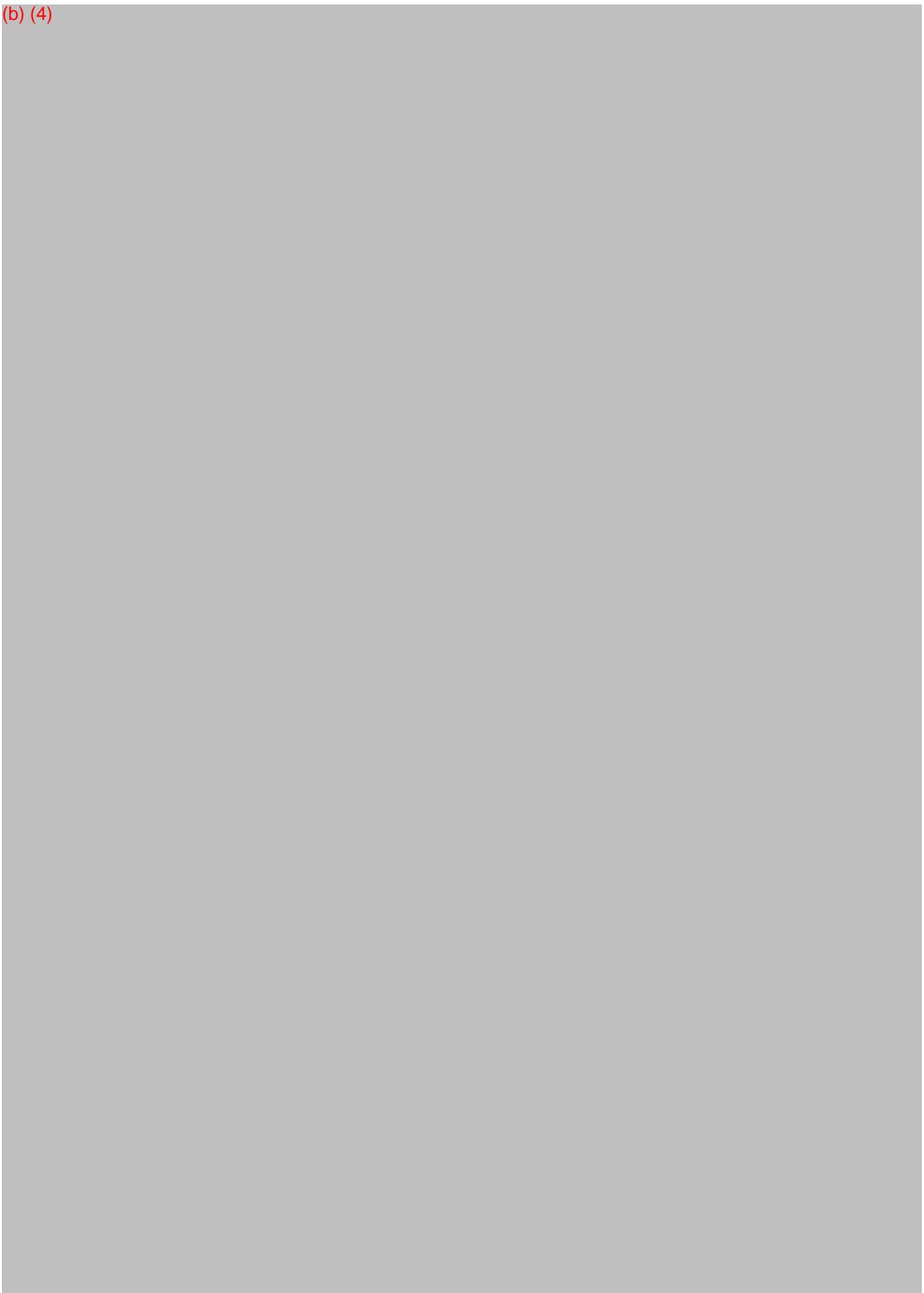
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SUMMARY OF OFFERING TERMS

The following is only a summary of certain of the information contained in this Offering Memorandum, and is qualified in its entirety by reference to the more detailed discussions contained in this Offering Memorandum below, as well as to the Exhibits hereto (all of which are incorporated fully herein by this reference). In the case of any conflict between the summary, below, and the more detailed discussion in the body of the Memorandum, the latter shall control.

THE PARTNERSHIP: ESCEI FOREIGN INVESTOR, LP is a Indiana Limited Partnership with its principal place of business located at 345 S. High St. (2nd floor), Muncie, Indiana 47305.

THE GENERAL PARTNER: The General Partner of the Partnership is ESC-GP, LLC, a Indiana Limited Liability Company with its principal place of business located at 345 S. High St. (2nd floor), Muncie, Indiana 47305.

EB-5 REGIONAL CENTER DESIGNATION: The project is sponsored by the “Energize-ECI EB-5 Visa Regional Center” (the “Regional Center”). The Regional Center is a “Regional Center” as authorized by the United States Citizenship & Immigration Service (the “USCIS”) under the “EB-5 Immigrant Investor Pilot Program” (the “EB-5 Pilot Program”) to establish and solicit investment from foreign investors under the EB-5 Pilot Program. The Project is believed to be a qualifying investment under the EB-5 Pilot Program. The geographic scope of the Regional Center encompasses the East Central Indiana counties: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, and Rush Counties (“Regional Center Territory”).

THE PROJECT: The Partnership was organized to finance the development of the Enviropure Seafood Company of Eastern Indiana project, within the geographic area of the Regional Center. See “Description of the Project” below and Exhibit E for a more detailed description of the Project.

MINIMUM INVESTMENT:

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USE OF PROCEEDS:

ESCROW OF CAPITAL CONTRIBUTION:

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ADMINISTRATIVE FEES:

SUITABILITY REQUIREMENTS:

EB-5 SUITABILITY REQUIREMENTS:

CAPITAL ACCOUNTS:

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ADDITIONAL CAPITAL CONTRIBUTION:

TRANSFER RESTRICTIONS; NO RESALE:

ALLOCATIONS OF PROFITS AND LOSSES:

DISTRIBUTIONS:

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I-829 RETURN OF CAPITAL:

LIMITED PARTNER VOTING:

COMMISSIONS AND FEES:

TAX RISKS:

RISK FACTORS:

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REPORTS:

IMMIGRATION RISK:

SUBSCRIPTION:

DESCRIPTION OF THE PROJECT

Introduction

The Project is to be located in Henry County and Madison County, Indiana. ESCEI FOREIGN INVESTOR, LP plans to finance the development of the fish farm facilities. The employees of the company, from executive management to floor workers to support and maintenance staff, will be drawn from the areas in the general geographic region. Many such employees will reside in areas which are currently designated as Targeted Employment Areas (TEAs).

The need for a fish farm facility in the proposed area of Indiana is significant, especially as it relates to job creation in an area that has struggled economically in recent times. This need is expected to increase dramatically over the next several decades as the state of Indiana continues to attempt to overcome the effects of the nationwide economic downturn the state has endured over the past few years of the decade.

* * * * *

MANAGEMENT, ADVISORS, AND CONSULTANTS BIOGRAPHIES AND INTERRELATIONS

BIOGRAPHIES

E. Roy Budd – President

Mr. Budd founded Energize-ECI, Inc., a successful nine (9) county regional economic development marketing partnership in 2005. This highly-regarded private/public partnership has conducted many business and contact development trips to Asia, Europe and to many U.S. cities. Prior to this venture, he founded Solutions, Inc., a workforce and economic development consulting firm based in Boston. Mr. Budd is the former President/CEO of Opportunity, Inc. in Hampton Roads, VA, the Commonwealth's largest workforce development program. He holds BA and MA degrees from Virginia Commonwealth University. Mr. Budd is a Certified Master Consultant from Business Retention and Expansion International and holds certification from the Economic Development Institute at the University of Oklahoma. Mr. Budd has published articles on workforce and economic development and is frequently interviewed by the media regarding economic development issues. He serves on the boards of many workforce and economic development organizations and has a strong background in international business development. Mr. Budd and the other principals have been researching and developing the proposed EB-5 Visa Regional Center since 2007. His connections have drawn numerous prospective EB-5 applicants and developers to learn more about the opportunities existing in East Central Indiana. Mr. Budd will focus on investor and developer recruitment, and will also cultivate relationships with brokers and foreign officials and contacts to attract investment to the Regional Center geographic area of service.

Thomas L. Farris – Vice President

Mr. Farris has served as a senior executive and President/CEO of advertising/marketing/PR firms for over forty (40) years. He also was a principal in several entrepreneurial business ventures, and has served as a business development consultant to businesses of all sizes in a wide variety of industries. Farris has worked on many economic development projects in the past five (5) years,

including: establishing a four-county economic development planning district; creating economic development strategies and visioning programs; writing many successful grants; serving as a consultant to the Energize-ECI Regional Planning Commission and Energize-ECI, Inc. and acting as a consultant to organizations about economic development, business retention and expansion matters. Farris holds a BS degree in marketing and economics from the Miller College of Business of Ball State University and has completed graduate work in marketing and economics. He is a 2009 graduate of the Economic Development Academy accredited by the International Economic Development Council. He is an accredited grant administrator by the Office of Community and Rural Affairs and participates regularly in economic development oriented seminars and continuing education programs. Farris has been researching the opportunities offered by the establishment of an EB-5 Visa Regional Center in Indiana since 2007, and is considered one of Indiana's most knowledgeable people on the EB-5 Visa program and Targeted Employment Areas and Rural Areas. He has invested many hours of his own time studying successful EB-5 programs and researching investment and development opportunities – and seeing how such programs could bring new jobs and investments to East Central Indiana, the State and the U.S. Farris will focus on TEA/RA management, marketing, investment development and coordination, and public relations aspects of the EB-5 Regional Center.

Marlene Pulley – Administrative Manager/Treasurer

Ms. Pulley has been integral to the successful growth of the Energize-ECI, Inc. regional economic development marketing partnership since its founding in 2005. Prior to Energize-ECI Ms. Pulley was associated with the Innovation Connector, a business incubator associated with Ball State University. Before that, Ms. Pulley worked for the Horizon Convention Center. Her 30+ years of operational and administrative experience have allowed Ms. Pulley to develop a focus on the financial operations of businesses. She currently serves as Financial Officer for seven (7) entities, including Energize-ECI, Inc.; Energize-ECI Regional Planning District; the East Central Indiana Local Economic Development Officers; and others. Marlene is also responsible for building a network of professional site consultants, business executives and international business leaders and prospects for advancing the economy of East Central Indiana. She has been involved in the development of the Energize-ECI EB-5 Visa Regional Center, working with Mr. Farris for the past three (3) years on the preliminary and operational aspects of Regional Centers. Her focus with the Energize-ECI EB-5 Visa Regional Center will be administrative, operational and financial management – including the tracking and documentation of investors, investments, job creation and other related USCIS and EB-5 matters.

The ESC-GP, LLC (the General Partner)

The General Partner of the Partnership is ESC-GP, LLC, a Indiana Limited Liability Company organized on November 16, 2010 with its principal place of business located at 345 S. High St. (2nd floor), Muncie, Indiana 47305. ESC-GP, LLC is wholly owned by E. Roy Budd, Thomas L. Farris and Marlene Pulley. Mr. Budd may be reached at ESC-GP, LLC's offices at telephone number 765.254.1420 and via email to info@energize-eci.org.

The Energize-ECI EB-5 Visa Regional Center (the “Regional Center”)

In early 2010, the Energize ECI EB-5 Visa Regional Center applied under the EB-5 Immigration Investor Pilot Program as a “Regional Center” for the specific purpose of investing EB-5 monies into targeted commercial enterprises located in the identified geographic area in the state of Indiana. On XX/XX/XXXX, Energize-ECI EB-5 Visa Regional Center, LLC received designation as an EB-5 Regional Center approving it to solicit qualifying investments from

foreign investors, and administer those investments, under the EB-5 Pilot Program. Under the title of "Energize-ECI EB-5 Visa Regional Center," the company was approved for five (5) targeted business sectors, including: 1.) Finfish Farming - 112511; 2.) Manufacturing-Compounding of Purchased Resins (Plastic Recycling Facility) - 325991; 3.) Manufacturing-Computer Storage Devices (Advanced Technologies) - 334112; 4.) Information Technology-Software Publisher - 511210 and 5.) Transportation & Warehousing - 484. The Indiana Economic Development Corporation issued a letter to the General Partner, certifying that the Fish Farm Project is located in a "high unemployment area" within the meaning of 8 C.F.R. § 204.6(e) TEA. See "EB-5 Immigration Disclosures and Risk Factors" below.

Regional Center

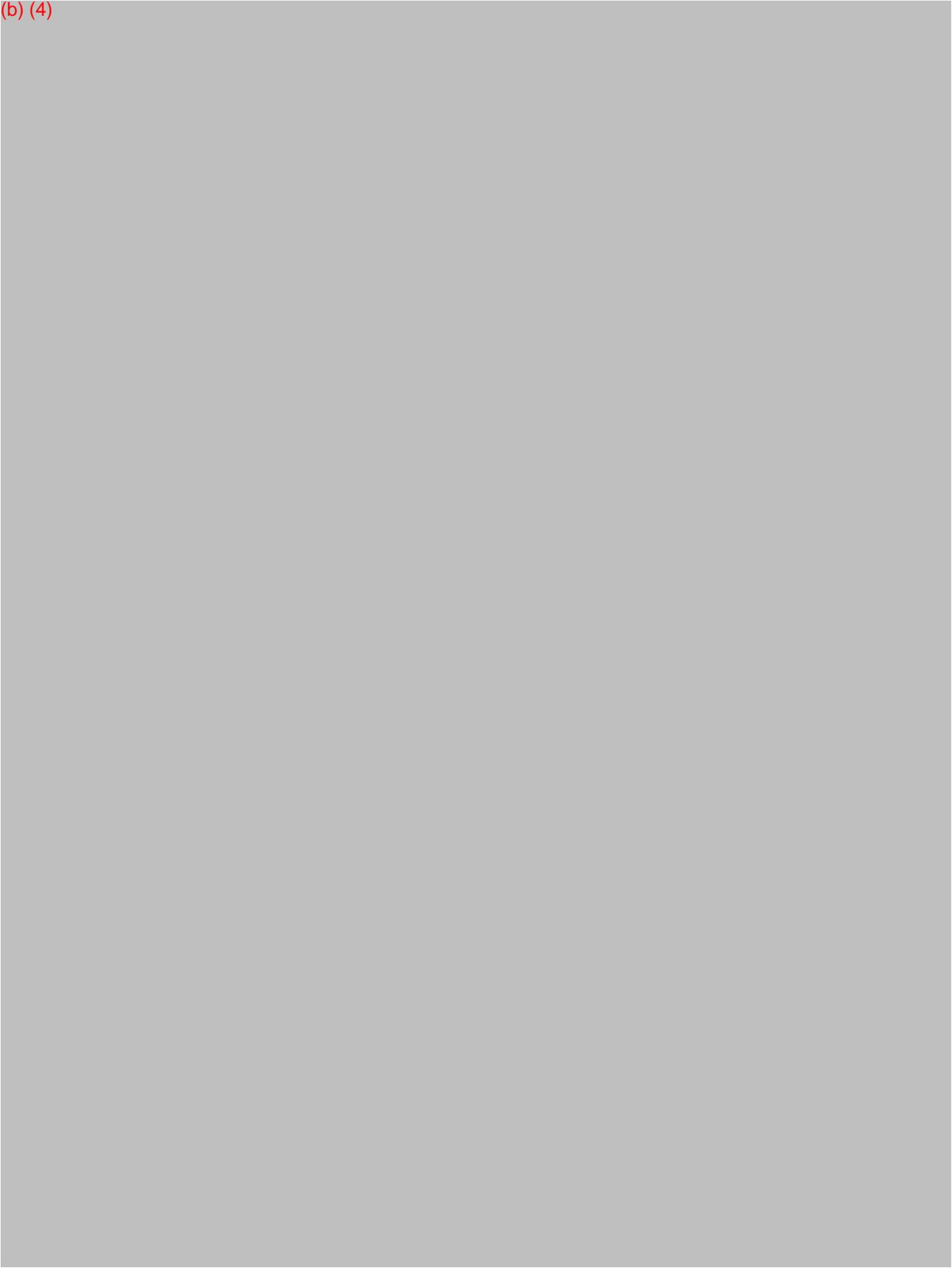
The Energize-ECI EB-5 Visa Regional Center, LLC is the entity that received USCIS approval to create and operate the Energize-ECI EB-5 Visa Regional Center. USCIS rules and regulations relating to the EB-5 Pilot Program require that, in order to maintain the validity of its approval and designation, an approved regional center must continue to meet the statutory requirements of the EB-5 Pilot Program by serving the purpose of promoting economic growth, improving regional productivity, creating jobs, and increasing domestic capital investment. The USCIS thus requires regional centers to monitor all investment activities under their sponsorship, and to maintain records, data, and information on a quarterly basis in order to report to the USCIS, upon request, year-to-date information for each Federal fiscal year. Such records, data, and information include, but are not limited to, the regional center's administration, oversight, and management plan; biographical and other relevant investor data; and total regional center investment and job creation totals. The Energize-ECI EB-5 Visa Regional Center, LLC actively performs the necessary administrative requirements described above, and consequently, the Energize-ECI EB-5 Visa Regional Center remains in good standing with USCIS.

CONFLICTS OF INTEREST

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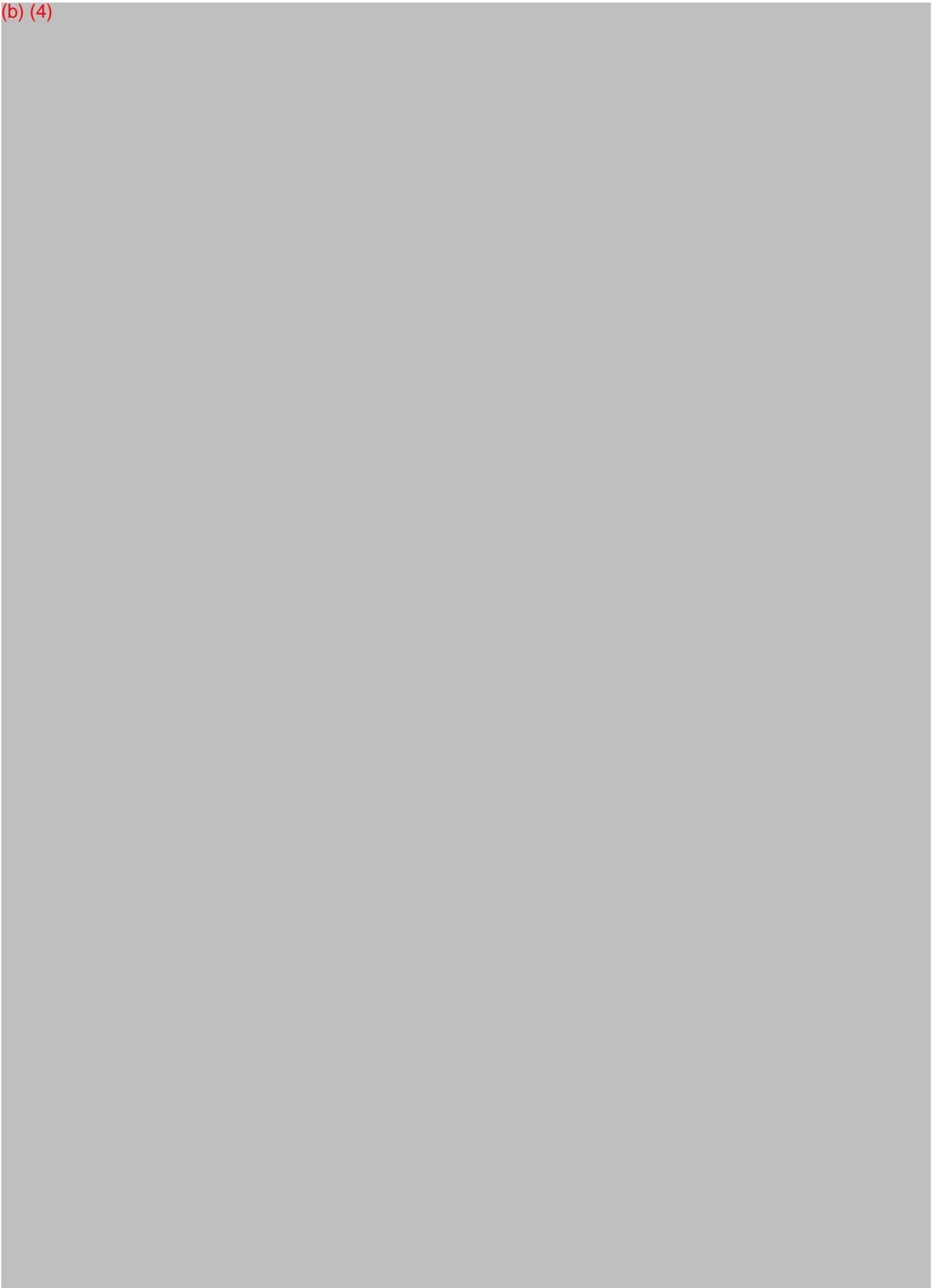
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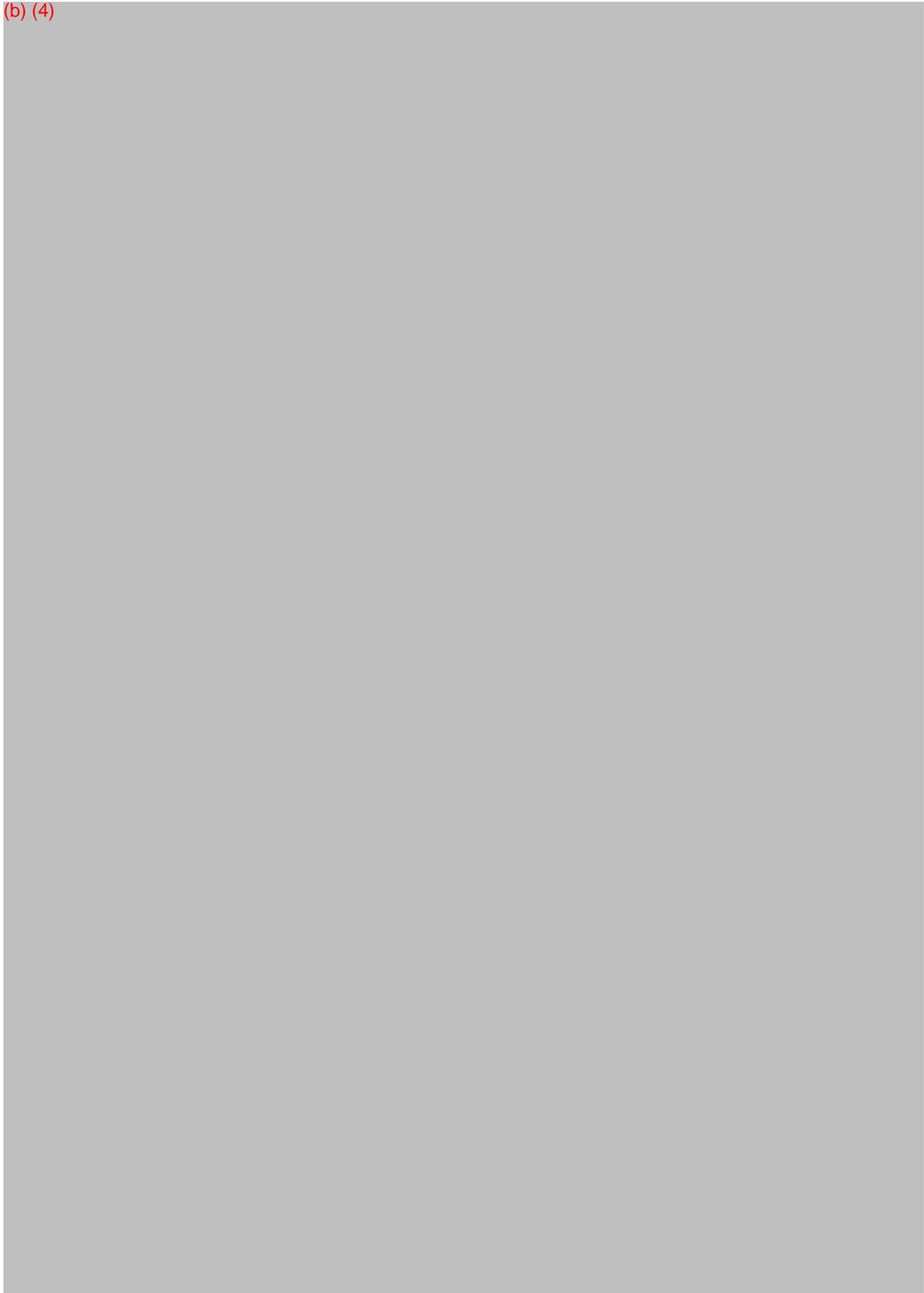
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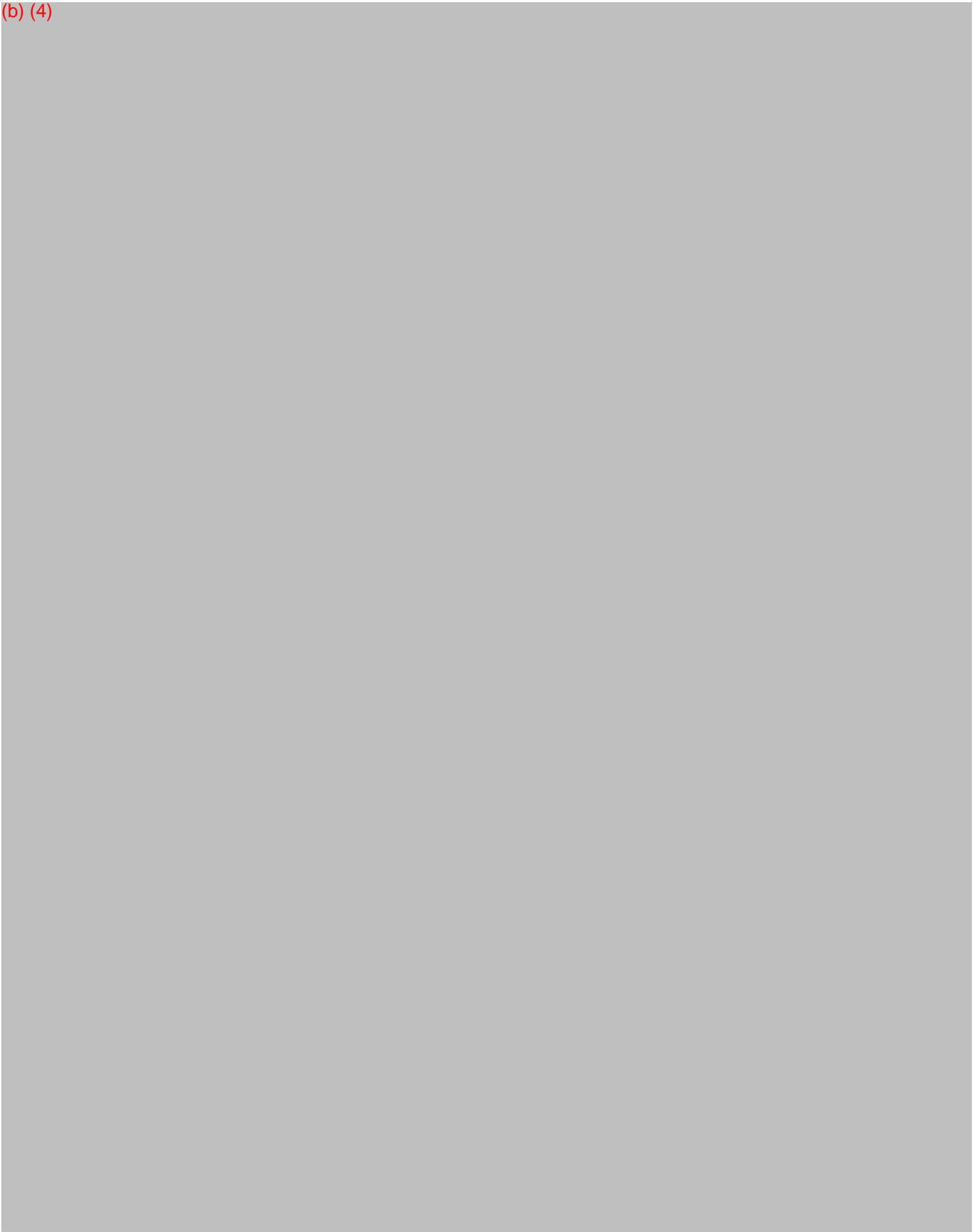
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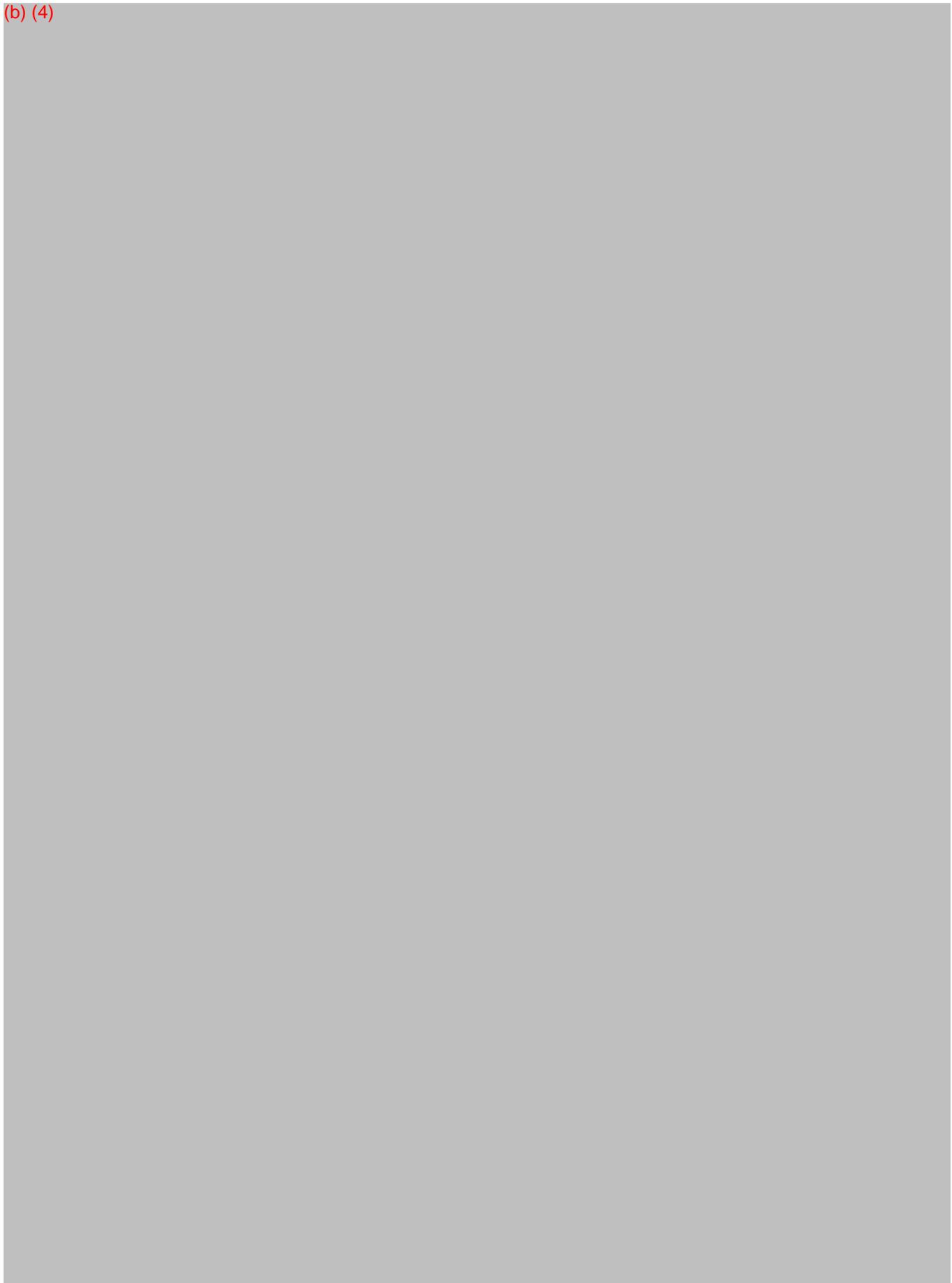
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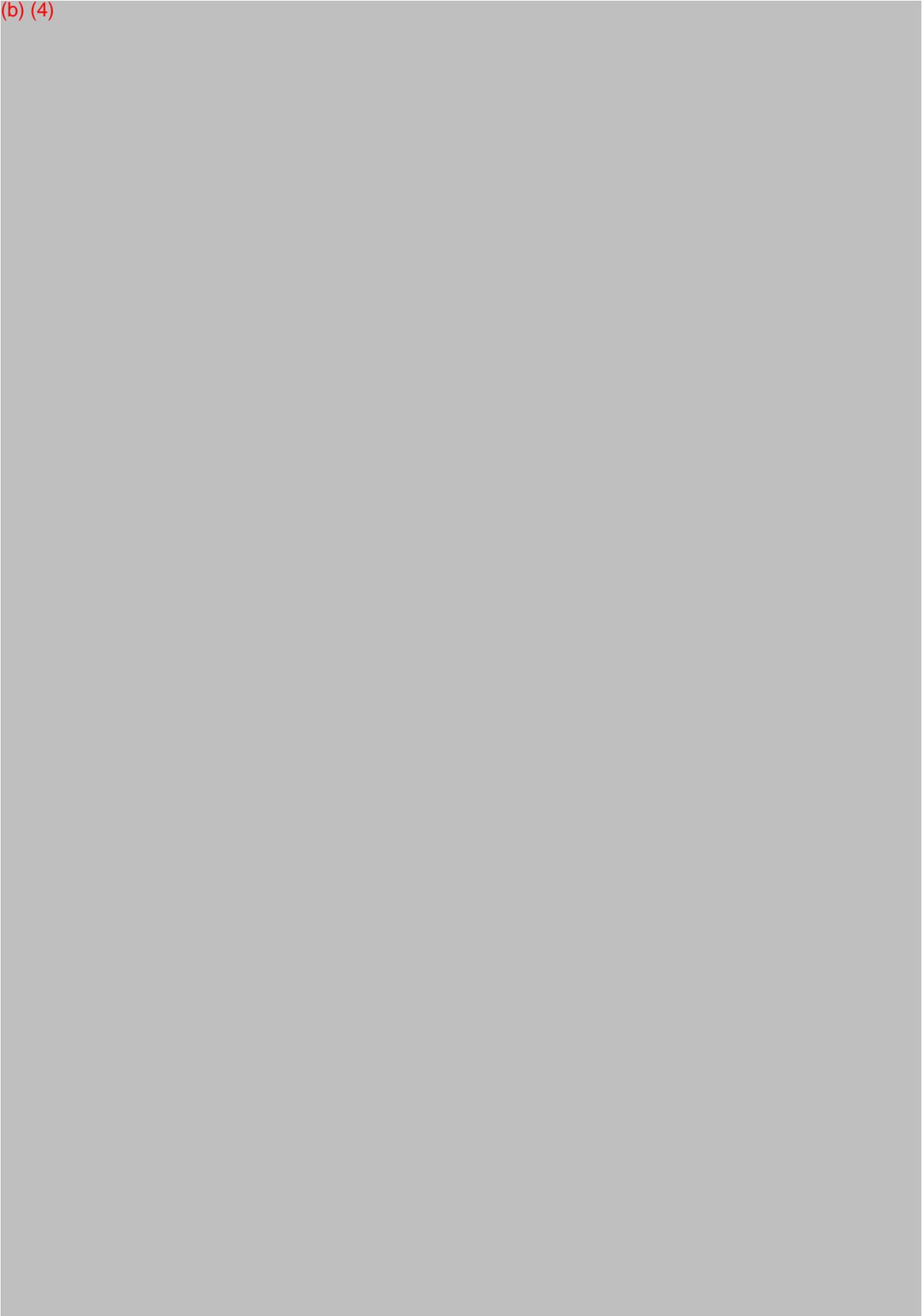
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Energize - ECI
EB5 Visa Regional Center

PROJECT SPECIFIC ECONOMIC ANALYSIS
ENVIROPURE SEAFOOD

EXHIBIT 19 F



WRIGHT JOHNSON

professional authors and analysts

Economic Analysis

**For A Fish Harvesting Project located within a Regional
Center encompassing the Indiana Counties of: Blackford,
Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph,
and Rush.**

Final Report

**Prepared for
Enviropure Fish Company
By**

Wright Johnson, LLC

December 28, 2010

205 Worth Avenue, Suite 201, Palm Beach, FL 33480

Telephone: (561) 602-1992

Email: info@wrightjohnsonllc.com

Handwritten notes:
2/10/11
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1. Executive Summary

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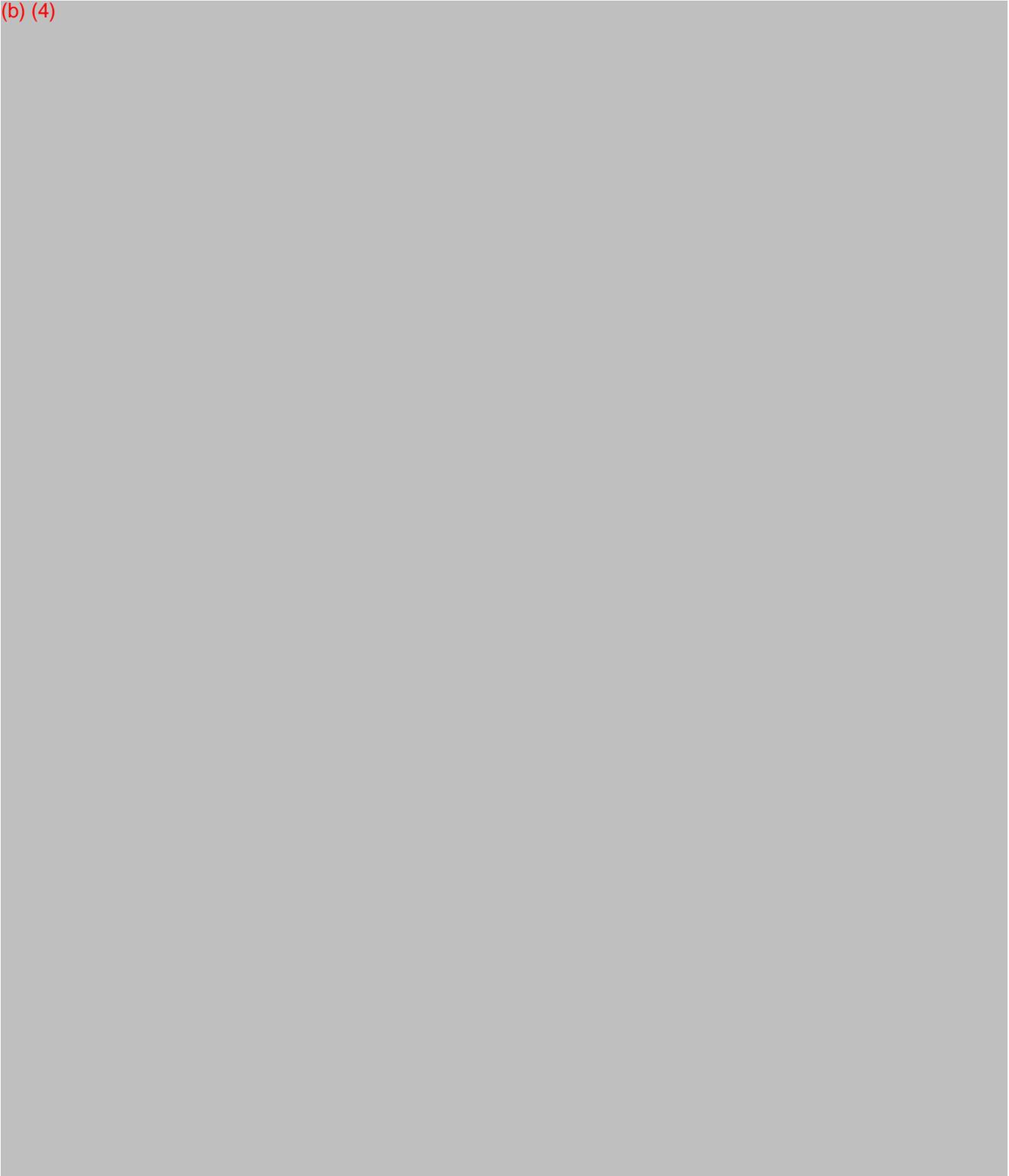


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1-1 Introduction

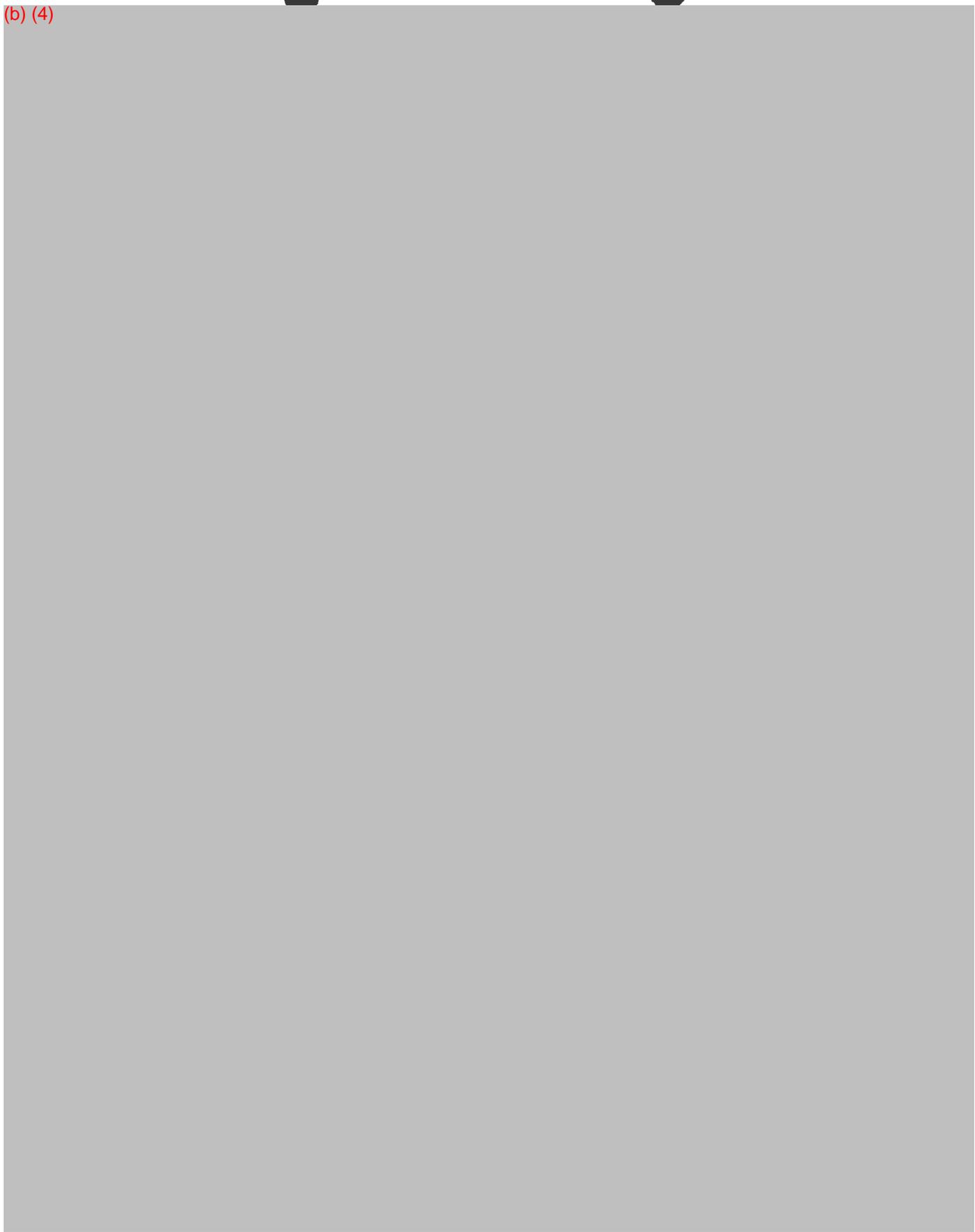
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1-3 Background

The selected regional counties contain two Metropolitan Statistical Areas, the Anderson, IN MSA and the Muncie, IN MSA.

Muncie, IN Metropolitan Statistical Area

Geography

Muncie, IN is located in Delaware Co., IN. According to the U.S. Census Bureau, the region comprises 24 Sq. Mi.

Demographics

Demographics for the Muncie area are:

People Quick Facts	Muncie	Indiana
Population, 2006 estimate	65,287	6,313,520
Population, percent change, 4-1, 2000 to 7-1, 2006	-4.00%	3.80%
Population, 2000	67,430	6,080,485
Persons under 5 years old, percent, 2000	5.80%	7.00%
Persons under 18 years old, percent, 2000	19.80%	25.90%
Persons 65 years old and over, percent, 2000	13.20%	12.40%

Source: US Census Quick Facts

Economy

Like many mid-sized cities in the Rust Belt, Muncie has had to economically reinvent itself due to the collective fall of the manufacturing industry in the latter part of the 20th century. Muncie's current economic backbone is in health care, education, retail, and other service industries. The largest employers in Muncie are Ball Memorial Hospital (a Clarian Health partner), Ball State University, Muncie Community Schools, The City of Muncie, Sallie Mae, Wal-mart, and The Youth Opportunity Center. In 2008, Italian manufacturer Brevini Power Transmission announced that Muncie will be its new U.S. headquarters and plans to create 450 jobs in Muncie by 2011.

The local economy is one of the most controversial topics for Muncie residents, and the city has at times struggled to find cohesion between older unemployed/underemployed Muncie residents who strongly identify with the manufacturing-identity of the city, and newer residents who identify with the city's shift towards educational and health services. Animosity is greatest amongst those in the older, once industrialized parts on the south and east parts of town as much of the economic growth over that last 20+ years has taken place primarily on the northwest portions of town in connection with the growth of both Ball Memorial Hospital and Ball State University. Muncie, once a factory town with a small teacher's college, is now considered by many as a college-town with a manufacturing past.

The median income for a household in the region is \$26,613, and the median per capita income is \$15,814. About 14.3% of families and 23.1% of the population is below the poverty line.

Quick economic facts, as of 2002, compare the Muncie MSA with the State of Indiana:

Business Facts	Muncie	Indiana
Wholesale trade sales, 2002 (\$1000)	420,270	79,806,006
Retail sales, 2002 (\$1000)	951,971	67,261,298
Retail sales per capita, 2002	\$13,992	\$10,928
Accommodation & foodservices sales, 2002 (\$1000)	126,260	9,409,270
Total number of firms, 2002	3,995	433,907

Source: US Census Quick Facts

Anderson, IN Metropolitan Statistical Area

Geography

Anderson, IN is located in Madison Co., IN. According to the U.S. Census, Anderson comprises a total of 40 Sq. Mi.

Demographics

Demographics of the Anderson area are:

People Facts	Anderson	Indiana
Population, 2006 estimate	57,496	6,313,520
Population, percent change, 4-1, 2000 to 7-1, 2006	-3.80%	3.80%
Population, 2000	59,734	6,080,485
Persons under 5 years old, percent, 2000	6.90%	7.00%
Persons under 18 years old, percent, 2000	23.20%	25.90%
Persons 65 years old and over, percent, 2000	16.60%	12.40%

Source: US Census Quick Facts

Economy

In 2007, Anderson was ranked 98th in the Forbes list for 100 best places for business among smaller U.S. Metro Areas.

The median income for a household in the region is \$32,577, and the median income per capita is \$19,142. About 10.8% of families and 13.4% of the population is below the poverty line.

Quick economic facts, as of 2002, compare the Anderson MSA with the State of Indiana:

Business Quick Facts	Anderson	Indiana
Wholesale trade sales, 2002 (\$1000)	207,011	79,806,006
Retail sales, 2002 (\$1000)	938,508	67,261,298
Retail sales per capita, 2002	\$15,957	\$10,928
Accommodation & foodservices sales, 02 (\$1000)	110,882	9,409,270
Total number of firms, 2002	3,450	433,907
Persons 65 years old and over, percent, 2000	16.60%	12.40%

Source: US Census Quick Facts

The last decade has not produced good economic results for Anderson and Muncie. Like most of Indiana, both of these regions failed to keep pace with national growth beginning in the mid-1990s and continuing through the most recent recession; but these counties suffered a performance gap that was especially severe.

There has been a general downward trend in payroll employment of business establishments in Delaware County (the Muncie metro area) and Madison County (the Anderson metro area) since the mid-point of the last decade. For the Muncie economy, the downturn came on the heels of a period of very strong net hiring in the first half of the decade. Yet the long duration of the job slump, together with an increased rate of job loss during the recent recession, have brought employment totals down to just a fraction above where they stood in 1990.

Anderson's downturn was even more severe. Its growth in the first half of the 1990s was much less pronounced, and the pace of its job loss during the latter half was more severe. As a result, Madison County firms employed about 4,300 fewer workers in 2003 than were on payrolls in 1990, a contraction of 9 percent.

The losses were especially large in manufacturing. In 1996, there were 9,000 workers employed in just one manufacturing industry-transportation equipment-in Madison County. In 2003, that same industry employed just 4,500 workers. That mirrors the slide in total manufacturing employment in Anderson, which fell from 16,000 workers in 1990 to just half of that total fourteen years later.

The experience of Muncie's manufacturing sector was only slightly better. After hovering between 10,000 and 11,000 workers until 1997, the closings and setbacks of that year precipitated a pattern of decline that has continued to the present. In 2003, Delaware County manufacturing payrolls dipped below 8,000 jobs for the first time.

Causes and Consequences of the Economic Declines

It is difficult to know with certainty what these disappointing results can be attributed to. Although Anderson and Muncie's manufacturing job losses were among the worst in the state, they took place in a period when almost 20 percent of factory jobs were eliminated nationwide.

Thus, the search for answers to the problems that have challenged the Anderson and Muncie economies over the past ten years should seek not only to understand why manufacturing jobs have declined, but also why there were not enough non-manufacturing jobs created to replace them.

A glance at the population profiles produced by the 2000 Census provides some insights. The educational profile of the adult population in both Anderson and Muncie reflects the lower educational requirements of a traditional manufacturing base. Within their respective city limits, more than one out of every five adults in Anderson and Muncie do not have a high school diploma.

At the other end of the spectrum, Madison County has fewer college graduates than the state average, and Delaware County has fewer than what one would expect since it is home to a large university. Given the emphasis on training and education in the higher-paying service industries, labor force development will be a key part of future economic success.

1-4 Industry Cluster Definitions¹²

¹ Employment Descriptions - Bureau of Labor Statistics Career Guide to Industries 2010-2011 Edition

Finfish Farming- NAICS code 112511: This U.S. industry comprises establishments primarily engaged in (1) farm raising finfish (e.g., catfish, trout, goldfish, tropical fish, minnows) and/or (2) hatching fish of any kind.

The Finfish Farming subsector is a subsector of Agriculture, Forestry, Fishing, and Hunting – NAICS 11. The Agriculture, Forestry, Fishing and Hunting sector comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats.

The sector distinguishes two basic activities: agricultural production and agricultural support activities. Agricultural production includes establishments performing the complete farm or ranch operation, such as farm owner-operators, tenant farm operators, and sharecroppers. Agricultural support activities include establishments that perform one or more activities associated with farm operation, such as soil preparation, planting, harvesting, and management.

The establishments in this sector are often described as farms, ranches, dairies, greenhouses, nurseries, orchards, or hatcheries.

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Construction – NAICS code 23: The construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector. Construction work done may include new work, additions, alterations, or maintenance and repairs. Activities of these establishments generally are managed at a fixed place of business, but they usually perform construction activities at multiple project sites. Production responsibilities for establishments in this sector are usually specified in (1) contracts with the owners of construction projects (prime contracts) or (2) contracts with other construction establishments (subcontracts).

Cement masons, concrete finishers, and terrazzo workers all work with concrete, one of the most common and durable materials used in construction. Once set, concrete—a mixture of Portland cement, sand, gravel, and water—becomes the foundation for everything from decorative patios and floors to huge dams or miles of roadways. Cement masons and concrete finishers place and finish concrete. They also may color concrete surfaces, expose aggregate (small stones) in walls and sidewalks, or fabricate concrete beams, columns, and panels. In preparing a site to place concrete, cement masons first set the forms for holding the concrete and properly align them. They then direct the casting of the concrete and supervise laborers who use shovels or special tools to spread it. Masons then guide a straightedge back and forth across the top of the forms to "screed," or level, the freshly placed concrete. Immediately after leveling the concrete, masons carefully float it—which means to smooth the concrete surface with a "bull float," a long-handled tool of about 8 by 48

² NAICS code definitions provided by the U.S. Census Bureau

inches that covers the coarser materials in the concrete and brings a rich mixture of fine cement paste to the surface.

Electricians install and maintain all of the electrical and power systems for our homes, businesses, and factories. They install and maintain the wiring and control equipment through which electricity flows. They also install and maintain electrical equipment and machines in factories and a wide range of other businesses. Electricians generally focus on either construction or maintenance, although many do both. Electricians specializing in construction primarily install wiring systems into factories, businesses, and new homes. Electricians specializing in maintenance fix and upgrade existing electrical systems and repair electrical equipment. All electricians must follow State and local building codes and the National Electrical Code when performing their work.

Roofers repair and install roofs made from a combination of some of the following: tar, asphalt, gravel, rubber, thermoplastic, metal, and shingles—all of which protect buildings and their contents from water damage. A leaky roof can damage ceilings, walls, and furnishings. Repair and reroofing—replacing old roofs on existing buildings—make up the majority of work for roofers.

Most people are familiar with plumbers who come to their home to unclog a drain or fix a leaking toilet. Plumbers, pipe layers, pipefitters, and steamfitters install, maintain, and repair many different types of pipe systems. Some of these systems move water from reservoirs to municipal water treatment plants and then to residential, commercial, and public buildings. Other systems dispose of waste, supply gas to stoves and furnaces, or provide for heating and cooling needs. Pipe systems in power plants carry the steam that powers huge turbines. Pipes also are used in manufacturing plants to move material through the production process. Specialized piping systems are very important in both pharmaceutical and computer-chip manufacturing.

Carpenters construct, erect, install, and repair structures and fixtures made from wood and other materials. Carpenters are involved in many different kinds of construction, from the building of highways and bridges to the installation of kitchen cabinets.

Most craft workers specialize in one kind of work, such as plumbing or carpentry. General maintenance and repair workers, however, have skills in many different crafts. They repair and maintain machines, mechanical equipment, and buildings and work on plumbing, electrical, and air-conditioning and heating systems. They build partitions, make plaster or drywall repairs, and fix or paint roofs, windows, doors, floors, woodwork, and other parts of building structures. They also maintain and repair specialized equipment and machinery found in cafeterias, laundries, hospitals, stores, offices, and factories.

General maintenance and repair workers inspect and diagnose problems and determine the best way to correct them, frequently checking blueprints, repair manuals, and parts catalogs. They obtain supplies and repair parts from distributors or storerooms. Using common hand and power tools such as screwdrivers, saws, drills, wrenches, and hammers, as well as specialized equipment and electronic testing devices, these workers replace or fix worn or broken parts, where necessary, or make adjustments to correct malfunctioning equipment and machines. General maintenance and repair workers also perform routine preventive maintenance and ensure that machines continue to run smoothly, building systems operate efficiently, and the physical condition of buildings does not deteriorate. Following a checklist, they may inspect drives, motors, and belts, check fluid levels, replace filters, and perform other maintenance actions. Maintenance and repair workers keep records of their work.

1-5 Output per Worker & Employee Compensation

Outputs per worker and employee compensation are two of the main factors in determining the multiplier effect within a given industry. Output per worker directly affects the indirect job creation within the industry. The more output a particular employee can produce, the more demand from suppliers of the business. Employee compensation is important to note because the higher the earnings of a particular employee, then the more disposable income the worker will have to spend in the region. The higher the amount of employee compensation, the higher the induced multiplier. It is therefore necessary to present the ratios to maintain transparency when analyzing the various sectors.

Output and Compensation Comparison		
	In Region	US Economy
Fish Farm		
Output Per Worker	\$90,714	\$52,680
Employee Compensation	\$6,693	\$8,772
Construction		
Output Per Worker	\$103,802	\$118,407
Employee Compensation	\$29,691	\$49,770

1-6 Discussion of Commuter Patterns in the Region

As reflected in the table below, based on US census data, 91.51 percent of those who work in the area also live in the area.

With over 90% of workers within the data shows that with respect to the majority of the projected employment in the proposed regional center, commuting does not have a significant impact the accuracy of multipliers. With the Regional Center encompassing a specific geography within the State of Indiana. Some commuters will be commuting across county lines within the region, while others will be commuting from outside the region.

In section one of the following table, each county is listed within the Regional Center and the employment breakdown is noted for each of those counties. The second section highlights the commuting patterns of each county and shows the commuting patterns both in and out of the Regional Center area.

(1)			(2)			
Total Regional Center			Regional Center Commuting Patterns			
County	Employment	%	In Region	%	Out of Region	%
Blackford Co. IN	5,183	2.69%	4,394	2.28%	789	0.41%
Delaware Co. IN	55,370	28.78%	52,529	27.30%	2,841	1.48%

Fayette Co. IN	10,863	5.65%	9,652	5.02%	1,211	0.63%
Grant Co. IN	32,644	16.97%	29,284	15.22%	3,360	1.75%
Henry Co. IN	15,821	8.22%	14,891	7.74%	930	0.48%
Jay Co. IN	8,476	4.41%	7,853	4.08%	623	0.32%
Madison Co. IN	49,352	25.65%	44,714	23.24%	4,638	2.41%
Randolph Co. IN	8,481	4.41%	7,334	3.81%	1,147	0.60%
Rush Co. IN	6,200	3.22%	5,411	2.81%	789	0.41%
Grand Total	192,390	100.00%	176,062	91.51%	16,328	8.49%

(1) - Aggregate employment by county within the Regional Center.

(2) - Origination of employment within the Regional Center.

1-7 Effect of Household Earnings

Substantial positive gains in household income will be achieved through the addition of the project to the area. The jobs created by the project will subsequently create new sources of household income. The annual household income for the direct operating jobs created within the regional center total \$29 million. In addition, the indirect impacts of the operation of the project will create an additional \$17.5 million dollar increase in indirect household income, as well as \$10.7 million in induced household income.

SUMMARY OF HOUSEHOLD INCOME IMPACT ON THE REGION	
Direct Gains in household income	\$29,026,442
Indirect Gains in household income due to the backward linked supply chain produced locally	\$17,493,697
Induced Gains in household income due to the increased household income of the direct employees in the local area	\$10,654,076

1-8 Utilities, Maintenance and Business Services

The regional center will create demand for business services including, facility support services, business services and support services. The impact of the project will total \$0.2 million on an annual basis.

Utilities include services such as electricity, natural gas and water and sewer facilities. The economic impact on utilities will total \$3.8 million on an annual basis.

Maintenance and repair services include building and construction activity on existing buildings. The EEERC project will create an economic impact of \$1.3 million on an annual basis. Construction activity is minimal on an ongoing basis; the vast majority of economic activity is created through building maintenance.

SUMMARY OF BUSINESS SERVICES, UTILITIES, MAINTENANCE AND CONSTRUCTION

Increased demand for business services	\$109,584
Utilities	\$3,832,719
Maintenance and Construction	\$1,321,581

The regional center will create demand for business, professional and support services. The increased demand for these services translates into money being spent in the business, facility, and support services of \$109,584 annually.

Utilities include services such as electricity, natural gas and water and sewer facilities. The economic impact on utility services total \$3,832,719 annually.

Maintenance and repair services include building and construction activity on existing buildings. The regional center would create an economic impact from these services of \$1,321,581 annually.

1-9 Discussion of Unemployment

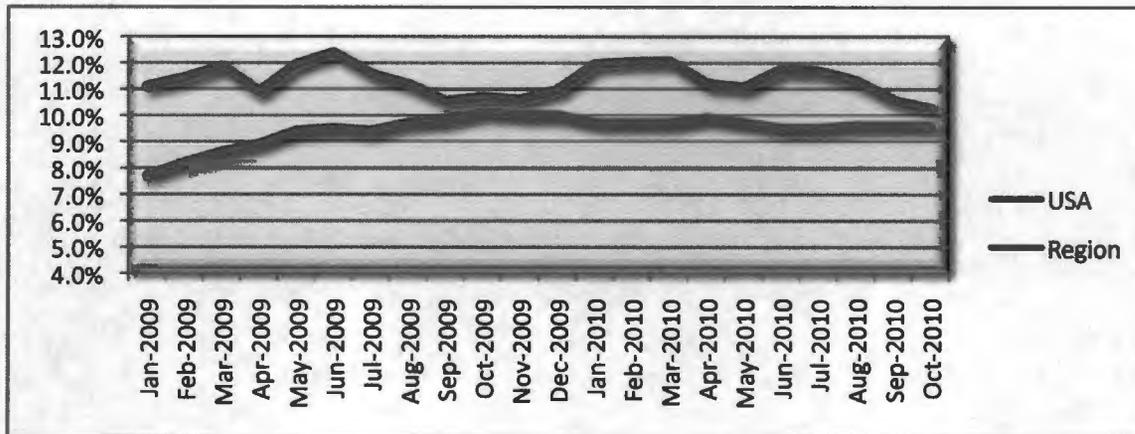
In the following charts WJ will focus on the unemployment rates in the region for this analysis. The unemployment charts highlight the non-seasonally adjusted unemployment rate for the aggregated region in which the workforce will be affected. The annual unemployment level for the region in 2009 for the 9 counties was 24,966, with an unemployment rate of 11.3 percent. This number has fallen to 10.2 percent by October, 2010.

Energize-ECI EB-5 Visa Regional Center

Period	Labor Force	Employment	Unemployment	Unemployment Rate
Jan-2009	224,649	199,709	24,940	11.1%
Feb-2009	223,730	198,180	25,550	11.4%
Mar-2009	224,649	198,011	26,638	11.9%
Apr-2009	224,047	199,665	24,382	10.9%
May-2009	225,270	198,388	26,882	11.9%
Jun-2009	223,495	195,798	27,697	12.4%
Jul-2009	220,686	195,182	25,504	11.6%
Aug-2009	218,189	193,812	24,377	11.2%
Sep-2009	219,460	196,367	23,093	10.5%
Oct-2009	220,340	196,804	23,536	10.7%
Nov-2009	219,143	195,964	23,179	10.6%
Dec-2009	217,539	193,720	23,819	10.9%
Annual-2009	221,767	196,801	24,966	11.3%
Jan-2010	218,518	192,443	26,075	11.9%
Feb-2010	220,060	193,602	26,458	12.0%
Mar-2010	220,568	194,005	26,563	12.0%
Apr-2010	222,664	197,763	24,901	11.2%
May-2010	224,029	199,288	24,741	11.0%
Jun-2010	221,942	195,899	26,043	11.7%

Jul-2010	220,235	194,536	25,699	11.7%
Aug-2010	220,461	195,546	24,915	11.3%
Sep-2010	220,965	197,656	23,309	10.5%
Oct-2010	220,531	197,936	22,595	10.2%

The following graph summarizes a comparison of the Regional and National unemployment levels for 2009 through October, 2010. Using a weighted average of the non-seasonally adjusted unemployment rate we find that the overall 9 county region is consistently higher than the US as a whole. The October, 2010 US unemployment rate ended at 9.6%, whereas the region remained at 10.4%.



1-10 Regional Model Baselines

The baseline metrics of EEERC are listed below. Some key factors to point out are of a possible 440 regions within the IMPLAN model Energize-ECI contains 273. This is a less substantial number of industries for a region to contain and therefore the multiplier effect is lower than most Regions due to the smaller amount of inter industry interactions taking place in the matrix. The gross Regional Product of the region is \$13 billion, this equates to 0.09% of the \$14.4 trillion national economy of the United States. Average household income within the region is \$72,561 compared to \$102,161 for the national economy demonstrating lower than average labor compensation.

- **Gross Regional Product \$13,151,899,200**
- **Total Personal Income \$13,915,250,000**
- **Total Households 191,773**
- **Total Employment 200,612**
- **Number of Industries 273**
- **Land Area (sq. miles) 3,278**
- **Population 464,372**
- **Average Household Income \$72,561**

1-12 Regional Final Demand

In economics, an input-output model uses a matrix representation of a region's economy to predict the effect of changes in one industry on others and by consumers, government, and foreign suppliers on the economy. Final Demand within input-output models is representative of the overall makeup of a regional economy. Exports bring output into a region in exchange for goods and services produced while imports indicate reliance on outside suppliers of goods and services. As seen below, the differential in exports and imports within the EEERC economy is slightly negative, meaning that the region imports slightly more than it exports and therefore is a negative for output, jobs, and wages.

Households	\$11,818,300,000
State/Local Government	\$2,093,775,000
Federal Government	\$377,550,200
Capital	\$1,253,607,000
Exports	\$11,254,540,000
Imports	\$(12,672,040,000)
Institutional Sales	\$(973,828,400)
Total Final Demand	\$13,151,900,000

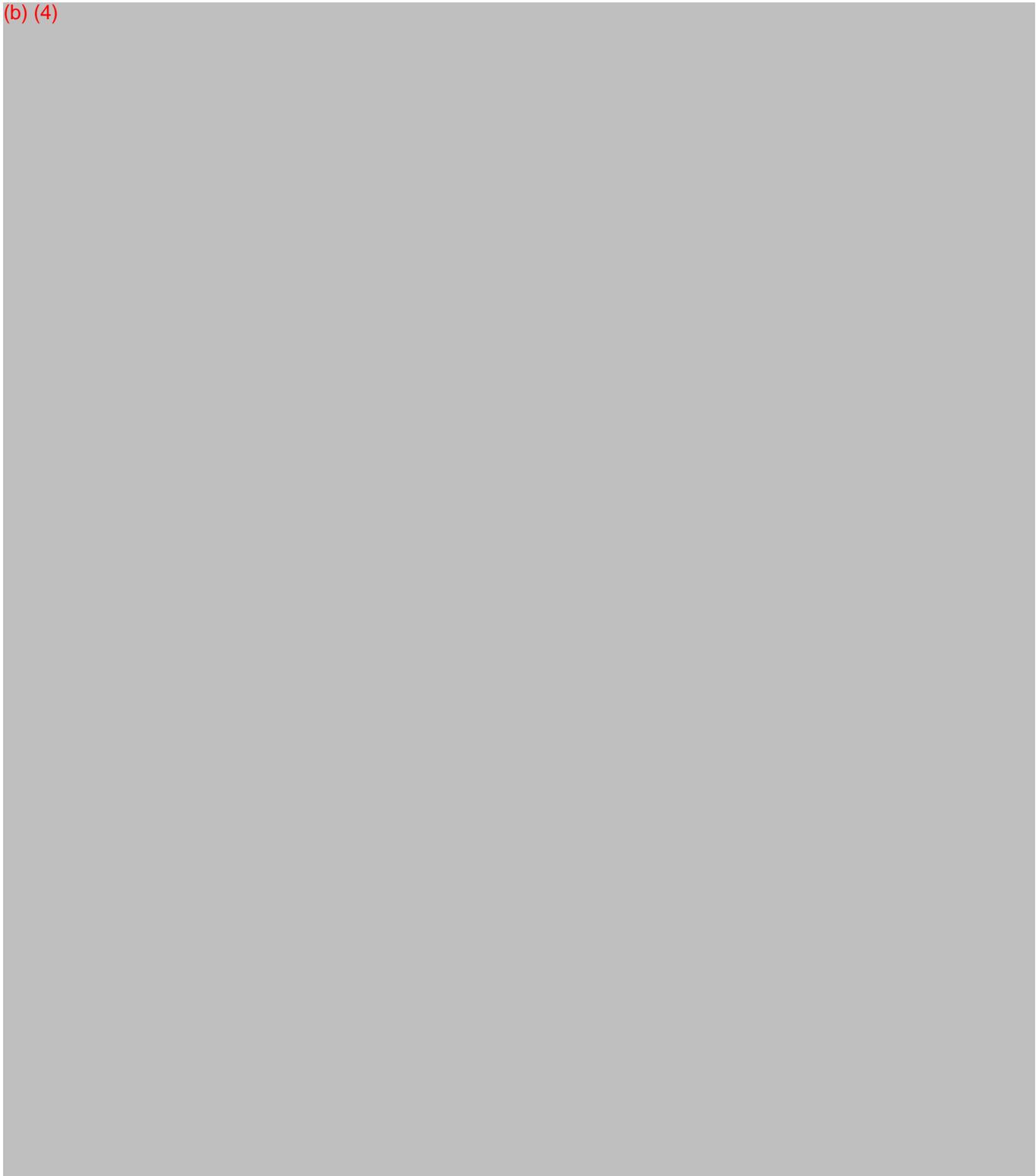
1-13 Top Ten Regional Industries

To understand the dynamics of a region it is important to understand the underlying makeup of the industries contained within it. The top ten industries in the region are listed below and ranked from the first to tenth in employment based industries. As the reader can see, Employment and payroll only (state & local government, education) is the number one employer within the region followed closely by Food services and drinking places and Employment and payroll only (state & local government, non-education).

Top 10 Industries EEERC			
Description	Employment	Labor Income	Output
* Employment and payroll only (state & local govt., education)	17,855	\$883,668,200	\$1,003,860,000
Food services and drinking places	14,828	\$233,930,200	\$715,409,300
* Employment and payroll only (state & local govt., non-education)	9,161	\$382,883,500	\$434,961,200
Private hospitals	6,978	\$362,377,200	\$844,586,600
Nursing and residential care facilities	6,711	\$204,214,900	\$366,417,600
Civic, social, professional, and similar organizations	5,916	\$123,378,700	\$264,041,000
Wholesale trade businesses	5,566	\$304,602,600	\$808,466,800
Retail Stores - General merchandise	5,117	\$115,380,900	\$221,001,400
Offices of physicians, dentists, and other health practitioners	5,105	\$378,368,200	\$639,793,200
Motor vehicle parts manufacturing	4,906	\$427,737,500	\$1,964,733,000

2. Methods & Assumptions

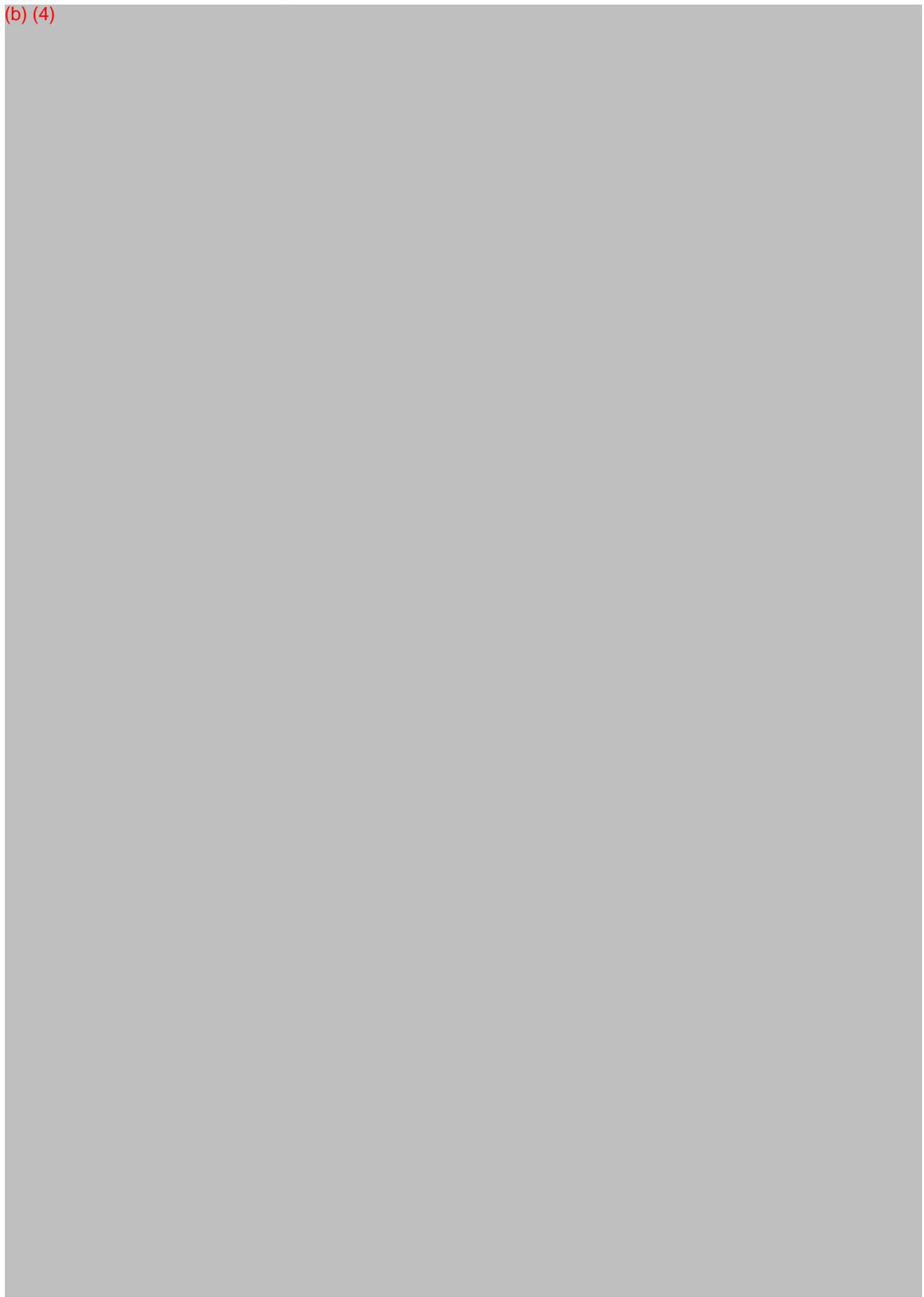
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3. About IMPLAN

IMPLAN has long been accepted by the USCIS (and many other governmental agencies) as a valid economic methodology that satisfies the requirements of 8 CFR § 204.6(j)(4), 8 CFR § 204.6(m)(3)(iv) and 8 CFR § 204.6(m)(3)(v).

The **IMPLAN** system is a menu-driven microcomputer program that performs complex calculations used to generate social accounts and input/output multipliers. The software performs the necessary calculations, using the study area data, to create the models. The system allows users to make in-depth examinations of regional, state, multi-county, county or sub-county economies and the impacts which proposed activities are likely to have on these economies.

The **IMPLAN** data and accounts closely follow the accounting conventions used in the annual industry accounts produced by the U. S. Bureau of Economic Analysis. This data is reported in the U.S. Benchmark Input-Output Accounts. A benchmark input-output account is produced every five years, soon after the U. S. Economic Census is compiled jointly by the United States Census Bureau (USCB), the Bureau of Economic Analysis (BEA) and the Bureau of Labor Statistics (BLS). In addition to this benchmark input-output account, BEA produces a set of annual industry accounts.

Comprehensive and detailed data coverage of the entire U.S. by county and the ability to incorporate user supplied data at each stage of the model building process provides a high degree of flexibility both in terms of geographic coverage and model formulation.

IMPLAN is based on the concept of a production function, which determines the quantities of inputs that are required to produce a unit of output. The production function implicit in the IMPLAN model is known as the Leontief production function, named after Wassily Leontief, one of the pioneers of input-output analysis. The Leontief production function is a special case of the constant elasticity of substitution (CES) production function and implies that factors of production will always be used in fixed proportions. The general formulation of the CES production function is

$$Q = F \cdot (a \cdot K^r + (1 - a) \cdot L^r)^{\frac{1}{s}}, \text{ where:}$$

- Q = Output
- F = Factor productivity
- a = Share parameter
- K, L = Primary production factors (Capital and Labor)
- $r = \frac{s}{s-1}$
- $s = \frac{1}{1-r}$ = Elasticity of substitution.

The Leontief production function, also known as the perfect complements production function, can be expressed mathematically as

$$Y = \text{Min} \left(\frac{X_1}{\alpha_1}, \frac{X_2}{\alpha_2}, \dots, \frac{X_n}{\alpha_n} \right),$$

Where Y= quantity of output;

$X_1 \dots X_n$ = quantity of inputs 1 . . . n;

and $\alpha_1 \dots \alpha_n$ = empirically derived parameters representing the relative weight of each of the inputs (factors of production);

The basic data are collected by the Commerce Department from a variety of sources, such as the Annual Survey of Manufacturers and various annual surveys of the service sector. The data are benchmarked to the Economic Census figures once every five years and then updated annually. These figures comprise the national input/output model.

All of this data is pre-processed within the **IMPLAN** software developed by the Minnesota **IMPLAN** Group, Inc. The “processes and calculations” are thus embedded within the programming of the software which renders an “output” based on any “input” in the way a calculator contains mathematical rules for generating output based on data input. To fully understand the complexity of the **IMPLAN** software and the mathematical models utilized to generate output data requires a deep knowledge of applied economic theory.

The **IMPLAN** model has certain similarities with the RIMS (Regional Input/Output Modeling system) model developed by the Department of Commerce, but is generally thought to contain several superior features besides its greater ease and flexibility of use. These improvements can be summarized as follows:

The Commerce Department is not permitted to publish data in any category where there are less than three organizations in a given economic area. **IMPLAN** has developed an algorithm to fill in the missing numbers.

The USCB publishes annually County Business Patterns (CBP).. CBP covers all U.S. and Puerto Rico business establishments with paid employees. CBP covers all industries by North American Industrial Classification System (NAICS) code except crop and animal production; rail transportation; National Postal Service; pension, health, welfare, and vacation funds; trusts, estates, and agency accounts; private households; and public administration. The CBP also excludes most government employees.

The North American Industrial Classification System was developed under the auspices of the U. S. Office of Management and Budget. The NAICS replaces the Standard Industrial Classification (SIC) coding system, which was implemented in 1937. The NAICS codes are updated every five years in conjunction with the Economic Census.

Another important force in the development and evolution of the NAICS codes has been the BLS. Work has proceeded to harmonize the industrial classification and measurement systems of various Federal Agencies and the states.

One force accelerating this standardization process is the movement to have Federal Economic Statistical data readily available online. Major data acquisition and analysis tools put in place by the USCB and BLS include the Data Web, the Data FERRETT (Federal Electronic Retrieval, Review, Extraction and Tabulation Tool, and the American Factfinder.

The proposed Data Web would be a central repository of readily accessible data which can be manipulated for easy analysis. The Data Web Framework has several pieces.

1. The DataFERRETT which acts as a web-based analytical workspace.
2. Hot Reports – a website builder to allow the data extracted to be organized around unifying themes of the user's choice, and
3. DataWeb Webservices: The computer “plumbing” that networks all the data together.

IMPLAN has introduced improved methods of accounting for flows of goods and services among counties.

IMPLAN permits aggregation of any subset of industries for calculation and tabular purposes. This is useful when results are desired for, say, 1-digit industries instead of the 509 industries actually found in the input/output table.

As seen in the tables throughout this analysis, **IMPLAN** estimates three separate effects, labeled “direct”, “indirect” and “induced”. The direct effects are those entered by the user. The Indirect and induced represent the multiplier effects, but they are usually combined in other input/output models. Briefly, the indirect effect represents purchases made by businesses when their sales rise. For example, a restaurant might order more food produced or sold in the region or an automobile plant might order more steel. The induced effect represents the additional household spending because income has risen. For example, casino workers would spend their paychecks on various goods and services, some of which are produced in the region. In general, the larger the region under consideration, the larger the multipliers would be.

The following material, taken from the **IMPLAN** manual, describes the input/output process in more detail.

Input/output analysis is a means of examining relationships within an economy, between businesses and between businesses and final consumers. It captures all of the monetary market transactions for consumption in a given time period. The resulting mathematical formulae allow examination of the effects of a change in one or several economic activities on an entire economy.

A descriptive model includes information about local economic interactions known as regional economic accounts. These describe a local economy in terms of the flow of dollars from purchasers to producers within the region. The initial **IMPLAN** data details all purchases, including imported goods and services. When regional economic accounts are created, imports to the region are removed from the initial data, allowing examination of local inter-industry transactions and final purchases.

The regional economic accounts are used to construct local level multipliers. Multipliers describe the response of the economy to a stimulus (a change in demand or production). The multipliers represent the Predictive Model.

Purchases for final use (final demand) drive an input/output model. Industries producing goods and services for consumption purchase goods and services from other producers. These other producers, in turn, purchase goods and services. These indirect purchases (or indirect effects) continue until leakages from the region (imports, wages, profits, etc.) stop the cycle.

The indirect effects and the effects of increased household spending (induced effects) can be mathematically derived as sets of multipliers. The derivation is called the Leontief inverse. The resulting sets of multipliers describe the change of output for each industry caused by a one dollar change in final demand for any given industry.

The input/output analysis framework is similar to a financial accounting framework that tracks purchases of and expenditures on goods and services in dollars. Input/output accounting traces the flow of dollars between businesses and between businesses and final consumers.

Final Consumption (or final demand) drives input/output models. Industries respond to meet demand directly or indirectly, by supplying goods and services to industries responding directly. Each industry that produces goods and services generates demands for other goods and services, and so on. Multipliers describe these iterations.

To assist the reader in understanding the “processes and calculations”, WJ has attached as Exhibit 1, a discussion of the many determinants that are used to derive the figures upon which economic decisions are based.

Further, this econometric study provides information related to job creation and the “overall economic impact” of the regional center by quantifying 1) the total increase in output as a result of a project and 2) the total increase in labor income.

The **IMPLAN** model used in this econometric study generates output data in the form of job creation and economic impact numbers. The **IMPLAN** software derives monetary predictions based on various input data. The USCIS has long recognized that an economic report provides two data sets of information, “job creation” and “economic impact,” both within the geographic scope of the regional center.

Also included in this study is impact analysis on indirect business taxes and employee compensation. This information is provided to illustrate the increased benefits to the local community and region in general.

Finally, to further assist the reader in understanding the economic benefits to the local, regional and national economies, WJ attached Exhibit 2 entitled “Multi-Regional Analysis.”

4. Results

The econometric analysis has calculated the permanent increase in employment, output, and labor income and indirect business taxes. The number of permanent new jobs created consists of the following components:

1. Direct new jobs for the operation of the project.
2. Indirect new jobs from the operation of the project, as calculated with the IMPLAN model, using multipliers for the EEERC region.

The analysis then turns to the actual calculation of the permanent increases in employment, output, indirect business taxation and labor income for EEERC.

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EXHIBIT 1 – A Summary of the Processes and Calculations Used within IMPLAN

Final consumption drives input-output models. Industries respond to meet demands directly or indirectly. Each industry that produces goods and services generates demands for other goods and services and so on. *Multipliers* describe these repetitive actions. There are two different multipliers developed for predictive modeling: Type I and Type II. We start with deriving a matrix by dividing each industry element by the total of all industry elements. This matrix is known as the *A Matrix*. The A Matrix then provides us with *production functions*. A production function shows where an industry spends and in what proportions to generate each dollar of output.

Through imbedded algorithmic computations within the A Matrix, IMPLAN derives the multipliers. The resulting equation is the *predictive model*:

$$X = (I - A)^{-1} * Y$$

Where:

X = Total industry output

I = Identity matrix

A = A Matrix

Y = Final Demand.

This can also be interpreted as:

$$\Delta X = (I - A)^{-1} * \Delta Y \text{ or Change in Total Industry Output} = (I - A)^{-1} * \text{Change in Final Demand.}$$

The predictive model shows how output will change with a given change in final demand.

Multipliers report the effects on economic activity through three components:

1. *Direct effects* are the changes in the industries to which a final demand change was made.
2. *Indirect effects* are the changes in inter-industry purchases as they respond to the new demands of the directly affected industries.
3. *Induced effects* typically reflect changes in spending from households as income increases or decreases due to the changes in production.

The *Type I multiplier* measures the direct and indirect effects of a change in economic activity. It captures the inter-industry effects only, i.e. industries buying from local industries.

A *Type II multiplier* captures direct and indirect effects. In addition to the inter-industry effects, the Type II also takes into account the income and expenditures of households. The household income and the household expenditures are treated as industries. This internalizes the household sector, including the induced or household spending effects. The Type II multiplier is calculated by dividing household expenditures by the total of all household incomes. The Type II multiplier says that for a one dollar change in final demand for an industry, increases occur in inter-industry economic activity (as in Type I). But it also says the incomes of people employed producing the output of that industry increase. These people spend their increased income on personal consumption, which leads to demands from local industries. Households that live in the region,

make consumption expenditures with only disposable income as well as making payments to taxes as well as savings. These refined calculations result in a more complete and realistic presentation of total economic activity.

Income multipliers are derived from the relationship between income and output. In the IMPLAN study area data there is total industry output and total income for each sector. From this data we can calculate income per dollar of output. An employment multiplier is created in the same manner as the income multiplier, but using output per worker ratios instead of output per dollar of income.

Input-output modeling is based on several assumptions:

- Constant Returns to Scale
- No Supply Constraints
- Fixed Commodity Input Structure
- Homogenous Sector Output
- Industry Technology Assumption

The first assumption is that the *production functions* (an industry's list of expenditures) are assumed to *have constant returns to scale*. This means the production functions are considered linear; if additional output is required, all inputs increase proportionately.

No supply constraints means supplies are unlimited. An industry has unlimited access to raw materials and its output is limited only by the demand for its products.

A *fixed commodity input structure* implies that price changes do not cause a firm to buy substitute goods. This structure assumes that changes in the economy will affect the industry's output but not the mix of commodities and services it requires to make its products.

The fourth assumption is that there is *homogeneous sector output*. In other words: the proportions of all the commodities produced by that industry remain the same, regardless of total output. An industry won't increase the output of one product without proportionately increasing the output of all its other products.

The *industry technology assumption* assumes that an industry uses the same technology to produce all its products.

Economic impact analysis involves applying a final demand change to a predictive economic input-output model, and then analyzing the resulting changes in the economy. A concise definition of impact analysis is:

An assessment of change in overall economic activity as a result of some change in one or several economic activities.

In practice, economic impact analysis can mean many different things. It might measure the impacts of a new factory moving into an area. It might involve estimating the local impacts of a professional football team moving into an area or the effects of tourist spending. Governments use impact analysis for policy decisions and planning.

Researchers use impact analysis to study relationships of different elements in an economy. An impact analysis begins by converting a *project* to a set of economic issues and those elements involved with the impact. Once the issues have been identified, the elements involved can be identified and their actions converted to a set of expenditures. These expenditures are the initial changes that stimulate further economic activity. The actions and the economic activity they stimulate are the impact.

If the expenditure dollars are for a year different than the model's data, a *deflator* is applied. Deflators account for the changes in actual value of the dollar over the years. Price changes need to be accounted for otherwise the impacts will be estimated incorrectly.

EXHIBIT 2 - Identifying the National Impacts of EEERC through
Multiregional Analysis

(b) (4)



(b) (4)



EXHIBIT 3-Detailed Regional Workforce Breakdown by County

Workplace State-County Name	Residence State-County Name	Employment	Percentage
Blackford Co. IN	Adams Co. IN	15	0.01%
	All Other	21	0.01%
	Allen Co. IN	25	0.01%
	Blackford Co. IN	3,654	1.90%
	Clinton Co. IN	12	0.01%
	Delaware Co. IN	491	0.26%
	Grant Co. IN	379	0.20%
	Hamilton Co. IN	18	0.01%
	Hancock Co. IN	13	0.01%
	Henry Co. IN	5	0.00%
	Howard Co. IN	10	0.01%
	Huntington Co. IN	28	0.01%
	Jay Co. IN	185	0.10%
	Kosciusko Co. IN	2	0.00%
	Madison Co. IN	4	0.00%
	Perry Co. IN	14	0.01%
	Randolph Co. IN	55	0.03%
	Tippecanoe Co. IN	6	0.00%
	Wells Co. IN	238	0.12%
	Whitley Co. IN	8	0.00%
Blackford Co. IN Total		5,183	2.69%
Delaware Co. IN	Adams Co. IN	69	0.04%
	All Other	561	0.29%
	Allen Co. IN	80	0.04%
	Blackford Co. IN	802	0.42%
	Boone Co. IN	14	0.01%
	Carroll Co. IN	6	0.00%
	Clark Co. IN	14	0.01%
	Clay Co. IN	2	0.00%
	Daviess Co. IN	6	0.00%
	DeKalb Co. IN	6	0.00%
	Delaware Co. IN	45,116	23.45%
	Dubois Co. IN	3	0.00%
	Fayette Co. IN	22	0.01%
	Grant Co. IN	457	0.24%
	Hamilton Co. IN	339	0.18%
	Hancock Co. IN	71	0.04%
	Hendricks Co. IN	13	0.01%

Henry Co. IN	1,467	0.76%	
Howard Co. IN	50	0.03%	
Huntington Co. IN	24	0.01%	
Jay Co. IN	1,027	0.53%	
Jennings Co. IN	19	0.01%	
Kosciusko Co. IN	13	0.01%	
Lake Co. IN	5	0.00%	
Madison Co. IN	2,051	1.07%	
Marion Co. IN	309	0.16%	
Miami Co. IN	6	0.00%	
Montgomery Co. IN	12	0.01%	
Morgan Co. IN	5	0.00%	
Orange Co. IN	16	0.01%	
Owen Co. IN	12	0.01%	
Randolph Co. IN	2,342	1.22%	
Ripley Co. IN	7	0.00%	
Rush Co. IN	26	0.01%	
Shelby Co. IN	30	0.02%	
St. Joseph Co. IN	32	0.02%	
Starke Co. IN	16	0.01%	
Tippecanoe Co. IN	7	0.00%	
Tipton Co. IN	9	0.00%	
Union Co. IN	1	0.00%	
Vanderburgh Co. IN	14	0.01%	
Wabash Co. IN	13	0.01%	
Wayne Co. IN	246	0.13%	
Wells Co. IN	30	0.02%	
Delaware Co. IN Total	55,370	28.78%	
Fayette Co. IN	All Other	109	0.06%
	Bartholomew Co. IN	4	0.00%
	Daviess Co. IN	5	0.00%
	Dearborn Co. IN	15	0.01%
	Decatur Co. IN	23	0.01%
	Delaware Co. IN	10	0.01%
	Fayette Co. IN	8,095	4.21%
	Franklin Co. IN	676	0.35%
	Hamilton Co. IN	12	0.01%
	Hancock Co. IN	27	0.01%
	Henry Co. IN	173	0.09%
	Jackson Co. IN	10	0.01%
	Jefferson Co. IN	7	0.00%
	Johnson Co. IN	8	0.00%

	Madison Co. IN	17	0.01%
	Marion Co. IN	26	0.01%
	Monroe Co. IN	9	0.00%
	Randolph Co. IN	10	0.01%
	Ripley Co. IN	18	0.01%
	Rush Co. IN	242	0.13%
	Shelby Co. IN	16	0.01%
	Tippecanoe Co. IN	5	0.00%
	Union Co. IN	241	0.13%
	Wayne Co. IN	1,105	0.57%
Fayette Co. IN Total		10,863	5.65%
Grant Co. IN	Adams Co. IN	12	0.01%
	All Other	205	0.11%
	Allen Co. IN	151	0.08%
	Blackford Co. IN	604	0.31%
	Carroll Co. IN	4	0.00%
	Cass Co. IN	59	0.03%
	Clinton Co. IN	13	0.01%
	Delaware Co. IN	640	0.33%
	Floyd Co. IN	7	0.00%
	Fulton Co. IN	41	0.02%
	Grant Co. IN	26,939	14.00%
	Greene Co. IN	8	0.00%
	Hamilton Co. IN	231	0.12%
	Hancock Co. IN	32	0.02%
	Hendricks Co. IN	19	0.01%
	Henry Co. IN	14	0.01%
	Howard Co. IN	173	0.09%
	Huntington Co. IN	457	0.24%
	Jay Co. IN	67	0.03%
	Johnson Co. IN	19	0.01%
	Knox Co. IN	5	0.00%
	Kosciusko Co. IN	43	0.02%
	Lake Co. IN	28	0.01%
	Madison Co. IN	945	0.49%
	Marion Co. IN	337	0.18%
	Marshall Co. IN	12	0.01%
	Miami Co. IN	542	0.28%
	Montgomery Co. IN	8	0.00%
	Morgan Co. IN	21	0.01%
	Pike Co. IN	8	0.00%
	Randolph Co. IN	34	0.02%

	Ripley Co. IN	2	0.00%
	Shelby Co. IN	5	0.00%
	Steuben Co. IN	3	0.00%
	Tippecanoe Co. IN	20	0.01%
	Tipton Co. IN	33	0.02%
	Wabash Co. IN	820	0.43%
	Warren Co. IN	3	0.00%
	Wells Co. IN	59	0.03%
	White Co. IN	5	0.00%
	Whitley Co. IN	16	0.01%
Grant Co. IN Total		32,644	16.97%
Henry Co. IN	All Other	99	0.05%
	Blackford Co. IN	4	0.00%
	Carroll Co. IN	5	0.00%
	Dearborn Co. IN	14	0.01%
	Decatur Co. IN	6	0.00%
	Delaware Co. IN	623	0.32%
	Fayette Co. IN	33	0.02%
	Franklin Co. IN	1	0.00%
	Grant Co. IN	11	0.01%
	Hamilton Co. IN	75	0.04%
	Hancock Co. IN	351	0.18%
	Harrison Co. IN	6	0.00%
	Hendricks Co. IN	19	0.01%
	Henry Co. IN	12,712	6.61%
	Johnson Co. IN	11	0.01%
	Lawrence Co. IN	5	0.00%
	Madison Co. IN	623	0.32%
	Marion Co. IN	187	0.10%
	Morgan Co. IN	21	0.01%
	Putnam Co. IN	14	0.01%
	Randolph Co. IN	131	0.07%
	Rush Co. IN	282	0.15%
	Shelby Co. IN	77	0.04%
	St. Joseph Co. IN	5	0.00%
	Tippecanoe Co. IN	13	0.01%
	Tipton Co. IN	4	0.00%
	Union Co. IN	10	0.01%
	Vigo Co. IN	7	0.00%
	Wayne Co. IN	472	0.25%
Henry Co. IN Total		15,821	8.22%
Jay Co. IN	Adams Co. IN	179	0.09%

All Other	315	0.16%	
Allen Co. IN	6	0.00%	
Blackford Co. IN	406	0.21%	
Delaware Co. IN	570	0.30%	
Grant Co. IN	37	0.02%	
Henry Co. IN	18	0.01%	
Huntington Co. IN	3	0.00%	
Jay Co. IN	6,231	3.24%	
Kosciusko Co. IN	2	0.00%	
Lake Co. IN	8	0.00%	
Madison Co. IN	39	0.02%	
Marion Co. IN	6	0.00%	
Randolph Co. IN	571	0.30%	
Union Co. IN	4	0.00%	
Wabash Co. IN	7	0.00%	
Wayne Co. IN	18	0.01%	
Wells Co. IN	56	0.03%	
Jay Co. IN Total	8,476	4.41%	
Madison Co. IN	Adams Co. IN	5	0.00%
	All Other	252	0.13%
	Allen Co. IN	18	0.01%
	Bartholomew Co. IN	8	0.00%
	Blackford Co. IN	74	0.04%
	Boone Co. IN	104	0.05%
	Carroll Co. IN	13	0.01%
	Cass Co. IN	9	0.00%
	Clark Co. IN	6	0.00%
	Clinton Co. IN	4	0.00%
	Decatur Co. IN	8	0.00%
	Delaware Co. IN	2,745	1.43%
	Fountain Co. IN	14	0.01%
	Fulton Co. IN	10	0.01%
	Grant Co. IN	597	0.31%
	Hamilton Co. IN	1,453	0.76%
	Hancock Co. IN	389	0.20%
	Hendricks Co. IN	129	0.07%
	Henry Co. IN	1,536	0.80%
	Howard Co. IN	55	0.03%
	Huntington Co. IN	22	0.01%
	Jay Co. IN	19	0.01%
	Johnson Co. IN	88	0.05%
	Madison Co. IN	39,545	20.55%

Marion Co. IN	1,407	0.73%
Marshall Co. IN	6	0.00%
Miami Co. IN	37	0.02%
Monroe Co. IN	26	0.01%
Morgan Co. IN	42	0.02%
Owen Co. IN	12	0.01%
Putnam Co. IN	23	0.01%
Randolph Co. IN	84	0.04%
Ripley Co. IN	6	0.00%
Rush Co. IN	83	0.04%
Shelby Co. IN	142	0.07%
St. Joseph Co. IN	5	0.00%
Steuben Co. IN	6	0.00%
Sullivan Co. IN	2	0.00%
Tippecanoe Co. IN	52	0.03%
Tipton Co. IN	249	0.13%
Union Co. IN	9	0.00%
Vanderburgh Co. IN	4	0.00%
Vigo Co. IN	8	0.00%
Wabash Co. IN	2	0.00%
Wayne Co. IN	31	0.02%
Wells Co. IN	13	0.01%
Madison Co. IN Total	49,352	25.65%
Randolph Co. IN		
Adams Co. IN	28	0.01%
All Other	706	0.37%
Allen Co. IN	6	0.00%
Blackford Co. IN	20	0.01%
Daviess Co. IN	6	0.00%
Delaware Co. IN	316	0.16%
Franklin Co. IN	3	0.00%
Hancock Co. IN	5	0.00%
Henry Co. IN	54	0.03%
Jay Co. IN	223	0.12%
Knox Co. IN	6	0.00%
Lake Co. IN	6	0.00%
Marion Co. IN	33	0.02%
Randolph Co. IN	6,721	3.49%
Switzerland Co. IN	5	0.00%
Tippecanoe Co. IN	13	0.01%
Union Co. IN	7	0.00%
Wayne Co. IN	319	0.17%
Wells Co. IN	4	0.00%

Randolph Co. IN Total		8,481	4.41%
Rush Co. IN	All Other	29	0.02%
	Boone Co. IN	17	0.01%
	Decatur Co. IN	123	0.06%
	Fayette Co. IN	491	0.26%
	Franklin Co. IN	151	0.08%
	Grant Co. IN	6	0.00%
	Hamilton Co. IN	8	0.00%
	Hancock Co. IN	169	0.09%
	Henry Co. IN	522	0.27%
	Jefferson Co. IN	13	0.01%
	Lake Co. IN	7	0.00%
	Lawrence Co. IN	4	0.00%
	Madison Co. IN	8	0.00%
	Marion Co. IN	35	0.02%
	Randolph Co. IN	1	0.00%
	Ripley Co. IN	3	0.00%
	Rush Co. IN	4,318	2.24%
	Shelby Co. IN	189	0.10%
	Tippecanoe Co. IN	21	0.01%
	Tipton Co. IN	10	0.01%
	Union Co. IN	10	0.01%
	Wayne Co. IN	65	0.03%
Rush Co. IN Total		6,200	3.22%
Grand Total		192,390	100.00%

EXHIBIT 4–Detailed Discussion of Unemployment throughout the
Region

Blackford County, IN

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
2009	Jan	6,727	5,843	884	13.1
2009	Feb	6,564	5,720	844	12.9
2009	Mar	6,559	5,688	871	13.3
2009	Apr	6,651	5,736	915	13.8
2009	May	6,678	5,667	1,011	15.1
2009	Jun	6,633	5,618	1,015	15.3
2009	Jul	6,369	5,460	909	14.3
2009	Aug	6,221	5,320	901	14.5
2009	Sep	6,285	5,463	822	13.1
2009	Oct	6,451	5,652	799	12.4
2009	Nov	6,398	5,625	773	12.1
2009	Dec	6,392	5,598	794	12.4
2009	Annual	6,494	5,616	878	13.5
2010	Jan	6,623	5,763	860	13.0
2010	Feb	6,654	5,771	883	13.3
2010	Mar	6,667	5,800	867	13.0
2010	Apr	6,751	5,910	841	12.5
2010	May	6,728	5,915	813	12.1
2010	Jun	6,682	5,843	839	12.6
2010	Jul	6,525	5,705	820	12.6
2010	Aug	6,402	5,614	788	12.3
2010	Sep	6,497	5,764	733	11.3
2010	Oct	6,583	5,868	715	10.9

Delaware County, IN

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
2009	Jan	55,816	50,268	5,548	9.9
2009	Feb	55,697	49,953	5,744	10.3
2009	Mar	55,771	49,727	6,044	10.8
2009	Apr	55,648	50,212	5,436	9.8
2009	May	55,897	49,767	6,130	11.0
2009	Jun	54,078	47,522	6,556	12.1
2009	Jul	53,668	47,815	5,853	10.9
2009	Aug	52,924	47,388	5,536	10.5
2009	Sep	54,449	49,166	5,283	9.7
2009	Oct	54,386	48,848	5,538	10.2
2009	Nov	53,621	48,191	5,430	10.1
2009	Dec	53,478	47,886	5,592	10.5
2009	Annual	54,619	48,895	5,724	10.5
2010	Jan	52,498	46,338	6,160	11.7
2010	Feb	53,266	47,032	6,234	11.7
2010	Mar	53,359	47,124	6,235	11.7
2010	Apr	54,354	48,507	5,847	10.8
2010	May	54,687	48,821	5,866	10.7
2010	Jun	53,035	46,679	6,356	12.0
2010	Jul	53,085	46,930	6,155	11.6
2010	Aug	53,401	47,505	5,896	11.0
2010	Sep	54,413	48,902	5,511	10.1
2010	Oct	53,847	48,527	5,320	9.9

Fayette County, IN

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
2009	Jan	10,336	8,846	1,490	14.4
2009	Feb	10,271	8,731	1,540	15.0
2009	Mar	10,630	9,060	1,570	14.8
2009	Apr	10,138	8,665	1,473	14.5
2009	May	9,862	8,281	1,581	16.0
2009	Jun	9,698	8,110	1,588	16.4
2009	Jul	9,627	8,134	1,493	15.5
2009	Aug	9,668	8,234	1,434	14.8
2009	Sep	9,940	8,600	1,340	13.5
2009	Oct	9,897	8,563	1,334	13.5
2009	Nov	9,822	8,525	1,297	13.2
2009	Dec	9,634	8,322	1,312	13.6
2009	Annual	9,960	8,506	1,454	14.6
2010	Jan	10,287	8,858	1,429	13.9
2010	Feb	10,338	8,893	1,445	14.0
2010	Mar	10,300	8,846	1,454	14.1
2010	Apr	9,888	8,513	1,375	13.9
2010	May	10,060	8,697	1,363	13.5
2010	Jun	9,852	8,470	1,382	14.0
2010	Jul	9,923	8,530	1,393	14.0
2010	Aug	10,058	8,705	1,353	13.5
2010	Sep	9,825	8,554	1,271	12.9
2010	Oct	9,777	8,528	1,249	12.8

Grant County, IN

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
2009	Jan	32,839	28,926	3,913	11.9
2009	Feb	32,877	28,889	3,988	12.1
2009	Mar	32,755	28,633	4,122	12.6
2009	Apr	32,784	29,004	3,780	11.5
2009	May	32,113	27,921	4,192	13.1
2009	Jun	32,447	28,113	4,334	13.4
2009	Jul	31,636	27,768	3,868	12.2
2009	Aug	31,410	27,749	3,661	11.7
2009	Sep	31,565	28,148	3,417	10.8
2009	Oct	32,153	28,753	3,400	10.6
2009	Nov	32,548	29,186	3,362	10.3
2009	Dec	32,384	28,955	3,429	10.6
2009	Annual	32,293	28,504	3,789	11.7
2010	Jan	32,622	28,866	3,756	11.5
2010	Feb	33,012	29,207	3,805	11.5
2010	Mar	32,905	29,050	3,855	11.7
2010	Apr	33,407	29,735	3,672	11.0
2010	May	32,663	28,977	3,686	11.3
2010	Jun	33,143	29,164	3,979	12.0
2010	Jul	32,659	28,751	3,908	12.0
2010	Aug	32,534	28,727	3,807	11.7
2010	Sep	33,630	30,063	3,567	10.6
2010	Oct	33,430	30,021	3,409	10.2

Henry County, IN

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
2009	Jan	22,938	20,161	2,777	12.1
2009	Feb	22,816	20,026	2,790	12.2
2009	Mar	22,860	19,976	2,884	12.6
2009	Apr	22,869	20,219	2,650	11.6
2009	May	23,410	20,442	2,968	12.7
2009	Jun	23,354	20,355	2,999	12.8
2009	Jul	22,919	20,200	2,719	11.9
2009	Aug	22,638	19,943	2,695	11.9
2009	Sep	22,837	20,081	2,756	12.1
2009	Oct	22,804	19,988	2,816	12.3
2009	Nov	22,603	19,859	2,744	12.1
2009	Dec	22,476	19,683	2,793	12.4
2009	Annual	22,877	20,078	2,799	12.2
2010	Jan	22,698	19,642	3,056	13.5
2010	Feb	22,835	19,715	3,120	13.7
2010	Mar	22,780	19,672	3,108	13.6
2010	Apr	23,015	20,111	2,904	12.6
2010	May	23,245	20,383	2,862	12.3
2010	Jun	23,086	20,225	2,861	12.4
2010	Jul	22,466	19,653	2,813	12.5
2010	Aug	22,343	19,622	2,721	12.2
2010	Sep	22,298	19,668	2,630	11.8
2010	Oct	22,843	20,282	2,561	11.2

Jay County, IN

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
9	Jan	11,551	10,462	1,089	9.4
2009	Feb	11,498	10,285	1,213	10.5
2009	Mar	11,654	10,311	1,343	11.5
2009	Apr	11,651	10,393	1,258	10.8
2009	May	11,852	10,443	1,409	11.9
2009	Jun	11,903	10,471	1,432	12.0
2009	Jul	11,793	10,406	1,387	11.8
2009	Aug	11,637	10,325	1,312	11.3
2009	Sep	11,559	10,338	1,221	10.6
2009	Oct	11,624	10,474	1,150	9.9
2009	Nov	11,624	10,488	1,136	9.8
2009	Dec	11,481	10,354	1,127	9.8
2009	Annual	11,652	10,396	1,256	10.8
2010	Jan	11,694	10,475	1,219	10.4
2010	Feb	11,705	10,497	1,208	10.3
2010	Mar	11,825	10,627	1,198	10.1
2010	Apr	11,944	10,846	1,098	9.2
2010	May	12,115	11,031	1,084	8.9
2010	Jun	12,152	11,033	1,119	9.2
2010	Jul	12,081	10,985	1,096	9.1
2010	Aug	12,011	10,974	1,037	8.6
2010	Sep	11,854	10,887	967	8.2
2010	Oct	11,743	10,816	927	7.9

Madison County, IN

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
2009	Jan	62,352	55,641	6,711	10.8
2009	Feb	62,102	55,263	6,839	11.0
2009	Mar	62,353	55,248	7,105	11.4
2009	Apr	62,318	55,884	6,434	10.3
2009	May	63,256	56,222	7,034	11.1
2009	Jun	63,314	56,096	7,218	11.4
2009	Jul	62,843	56,004	6,839	10.9
2009	Aug	62,095	55,585	6,510	10.5
2009	Sep	61,358	55,285	6,073	9.9
2009	Oct	61,298	55,070	6,228	10.2
2009	Nov	60,966	54,802	6,164	10.1
2009	Dec	60,298	53,856	6,442	10.7
2009	Annual	62,046	55,413	6,633	10.7
2010	Jan	60,427	53,387	7,040	11.7
2010	Feb	60,394	53,219	7,175	11.9
2010	Mar	60,717	53,479	7,238	11.9
2010	Apr	61,067	54,303	6,764	11.1
2010	May	62,156	55,399	6,757	10.9
2010	Jun	61,771	54,595	7,176	11.6
2010	Jul	61,509	54,344	7,165	11.6
2010	Aug	61,539	54,518	7,021	11.4
2010	Sep	60,548	54,071	6,477	10.7
2010	Oct	60,312	54,050	6,262	10.4

Randolph County, IN

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
2009	Jan	12,767	11,214	1,553	12.2
2009	Feb	12,745	11,120	1,625	12.8
2009	Mar	12,908	11,198	1,710	13.2
2009	Apr	12,895	11,349	1,546	12.0
2009	May	13,006	11,396	1,610	12.4
2009	Jun	12,836	11,251	1,585	12.3
2009	Jul	12,626	11,154	1,472	11.7
2009	Aug	12,680	11,261	1,419	11.2
2009	Sep	12,672	11,354	1,318	10.4
2009	Oct	12,849	11,490	1,359	10.6
2009	Nov	12,650	11,276	1,374	10.9
2009	Dec	12,564	11,151	1,413	11.2
2009	Annual	12,767	11,268	1,499	11.7
2010	Jan	12,530	10,952	1,578	12.6
2010	Feb	12,653	11,048	1,605	12.7
2010	Mar	12,767	11,136	1,631	12.8
2010	Apr	12,919	11,423	1,496	11.6
2010	May	12,961	11,537	1,424	11.0
2010	Jun	12,842	11,424	1,418	11.0
2010	Jul	12,622	11,200	1,422	11.3
2010	Aug	12,872	11,484	1,388	10.8
2010	Sep	12,797	11,516	1,281	10.0
2010	Oct	12,883	11,622	1,261	9.8

Rush County, IN

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
2009	Jan	9,323	8,348	975	10.5
2009	Feb	9,160	8,193	967	10.6
2009	Mar	9,159	8,170	989	10.8
2009	Apr	9,093	8,203	890	9.8
2009	May	9,196	8,249	947	10.3
2009	Jun	9,232	8,262	970	10.5
2009	Jul	9,205	8,241	964	10.5
2009	Aug	8,916	8,007	909	10.2
2009	Sep	8,795	7,932	863	9.8
2009	Oct	8,878	7,966	912	10.3
2009	Nov	8,911	8,012	899	10.1
2009	Dec	8,832	7,915	917	10.4
2009	Annual	9,059	8,125	934	10.3
2010	Jan	9,139	8,162	977	10.7
2010	Feb	9,203	8,220	983	10.7
2010	Mar	9,248	8,271	977	10.6
2010	Apr	9,319	8,415	904	9.7
2010	May	9,414	8,528	886	9.4
2010	Jun	9,379	8,466	913	9.7
2010	Jul	9,365	8,438	927	9.9
2010	Aug	9,301	8,397	904	9.7
2010	Sep	9,103	8,231	872	9.6
2010	Oct	9,113	8,222	891	9.8



Energize - ECI
EB5 Visa Regional Center

**ESCROW AGREEMENT
ENVIROPURE SEAFOOD**

EXHIBIT 19 G

SUBSCRIPTION ESCROW AGREEMENT

This Subscription Escrow Agreement (the "Agreement") effective as of _____, by and among _____ ("LP"), _____ (the "Subscriber Representative"), NES Financial Corp., a California corporation ("Administrative Agent") and SUNTRUST BANK, a Georgia banking corporation (the "Escrow Agent") (collectively the "Parties").

WITNESSETH:

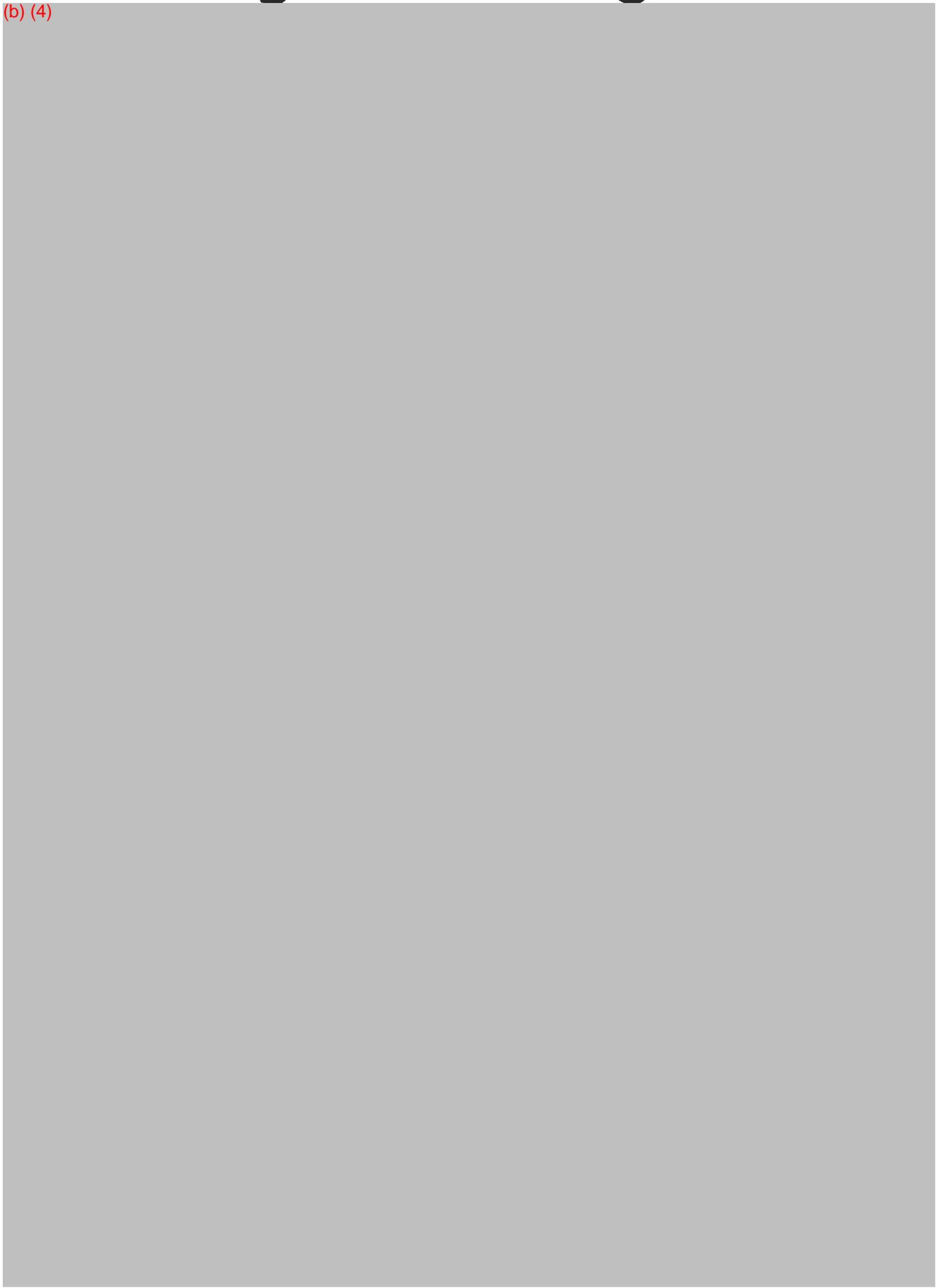
(b) (4)



(b) (4)



(b) (4)



(b) (4)



(b) (4)



(b) (4)



(b) (4)



IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the day and year first above written.

“LP”

By: _____

Name: _____

Title: _____

“SUBSCRIBER REPRESENTATIVE”

By: _____
Name: _____
Title: _____

“ADMINISTRATIVE AGENT”

NES Financial Corp.

By: _____
Name: _____
Title: _____

“ESCROW AGENT”

SUNTRUST BANK

By: _____
Name: _____
Title: _____

EXHIBIT A

Certificate of Incumbency
(List of Authorized Representatives)

Client Name: _____

As an Authorized Officer of the above referenced entity, I hereby certify that the each person listed below is an authorized signor for such entity, and that the title and signature appearing beside each name is true and correct.

<u>Name</u>	<u>Title</u>	<u>Signature</u>	<u>Contact Number</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

IN WITNESS WHEREOF, this certificate has been executed by a duly authorized officer by:

By: _____
Title: _____

Date _____

EXHIBIT B

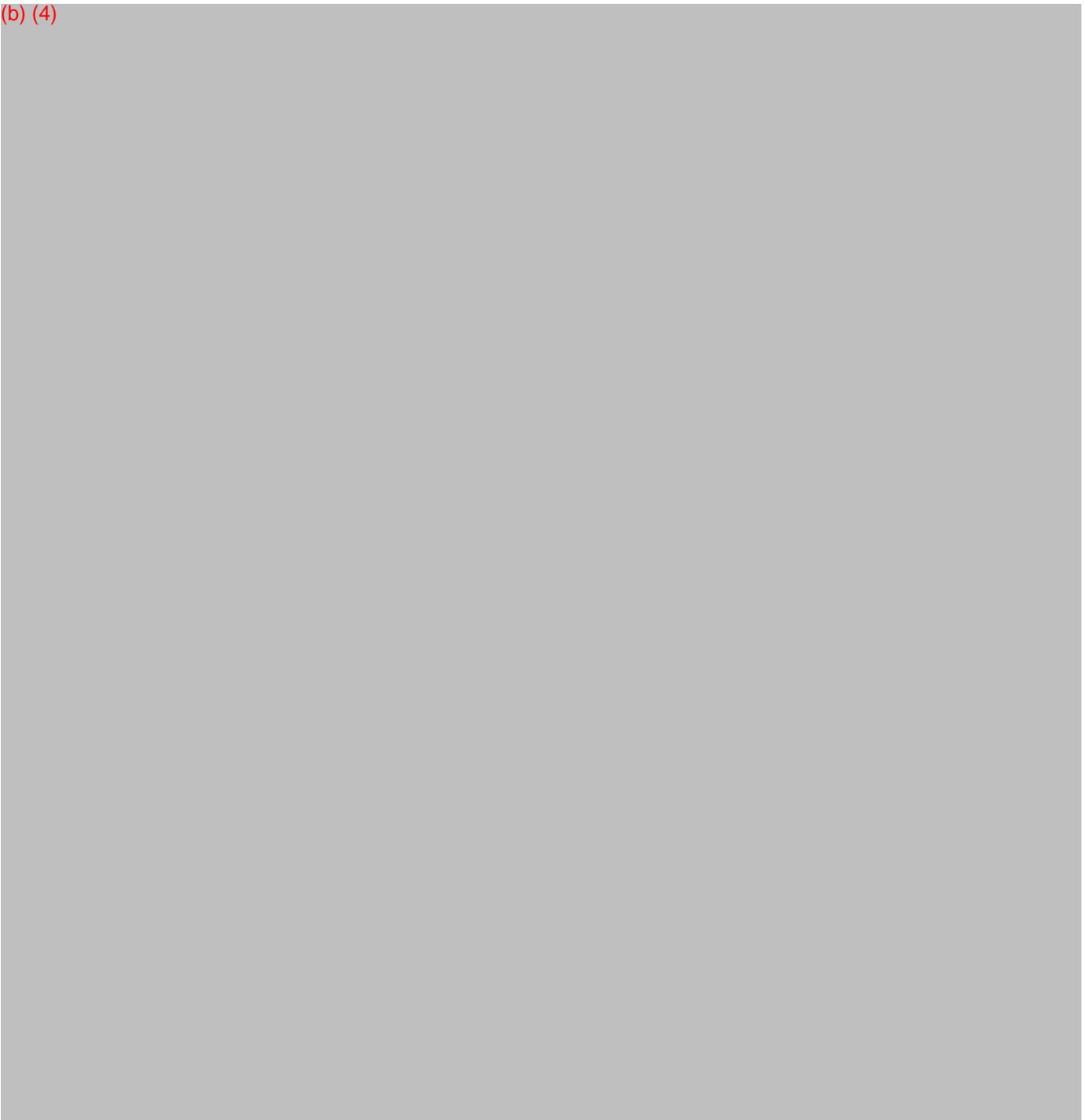
Schedule of Fees

ESCROW ADMINISTRATION SERVICES AGREEMENT

This Escrow Administration Services Agreement (“Agreement”) is made effective as of _____ (the “Effective Date”) by and between Energize-ECI EB-5 Visa Regional Center (“Subscriber Representative”), and NES Financial Corp., a California corporation (“Administrative Agent”). The Subscriber Representative and Administrative Agent may be referred to hereinafter individually as a “Party” or collectively as the “Parties”.

RECITALS

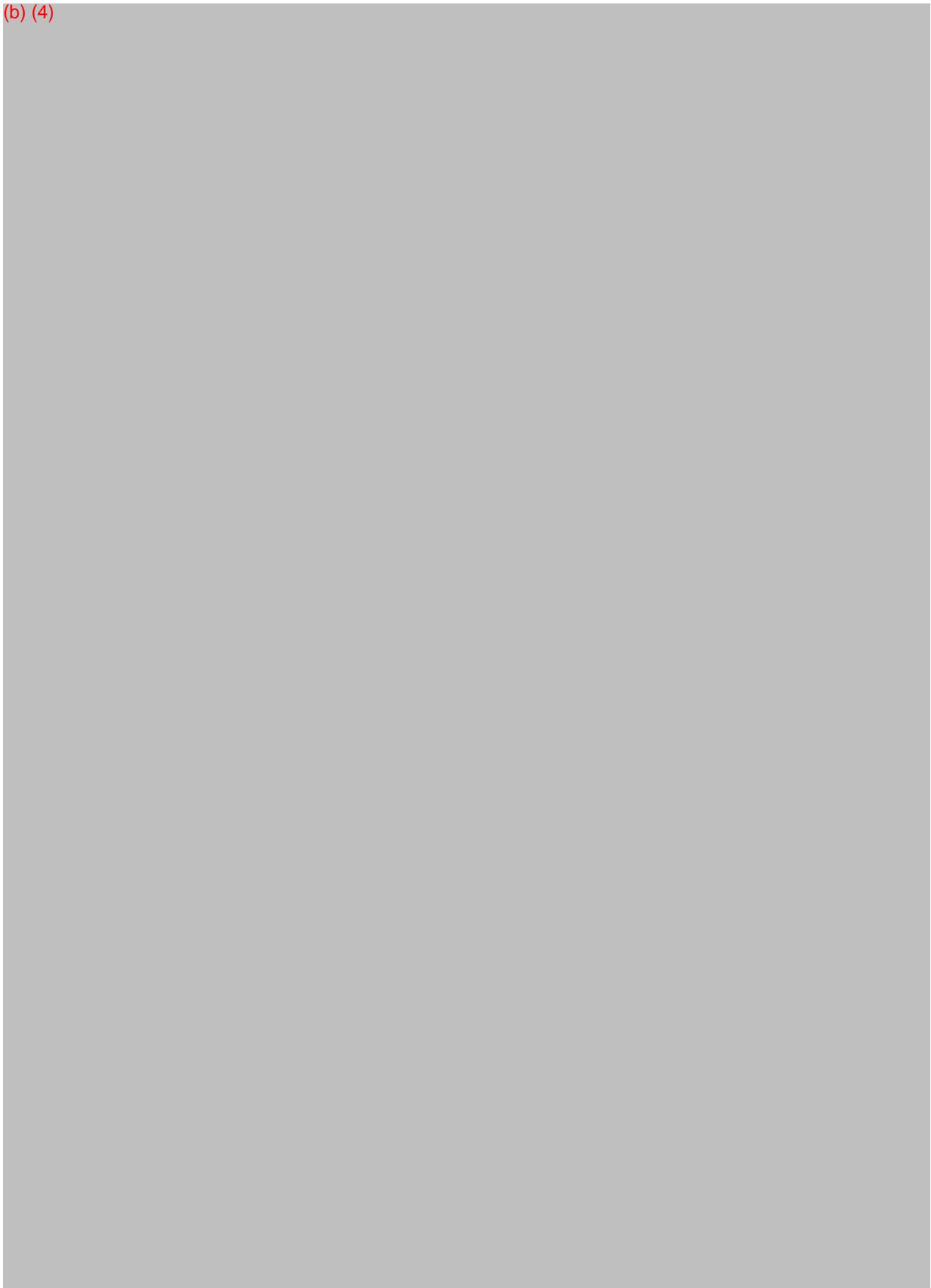
(b) (4)



(b) (4)



(b) (4)



(b) (4)



Administrative Agent:

Subscriber Representative:

NES Financial Corp.
a California corporation

By: _____

Name: _____

Title: _____

By: _____

Name: _____

Title: _____

(b) (4)



PLEASE FOLD THIS SHIPPING DOCUMENT IN HALF AND PLACE IT IN A WAYBILL POUCH AFFIXED TO YOUR SHIPMENT SO THAT THE BARCODE PORTION OF THE LABEL CAN BE READ AND SCANNED. ***WARNING: USE ONLY THE PRINTED ORIGINAL LABEL FOR SHIPPING. USING A PHOTOCOPY OF THIS LABEL FOR SHIPPING PURPOSES IS FRAUDULENT AND COULD RESULT IN ADDITIONAL BILLING CHARGES, ALONG WITH THE CANCELLATION OF YOUR FEDEX ACCOUNT NUMBER.

From: Origin ID: BCTA (210) 260-5161
REID A. NELSON, ESQ.

101 PUGLIESE'S WAY
DELRAY BEACH, FL 33444



J10101088010224

Ship Date: 10JAN11
Act/Wgt: 10.0 LB MAN
CAD: 600341/CAFE2471

Delivery Address Bar Code



ESC

Ref #
Invoice #
PO #
Dept #

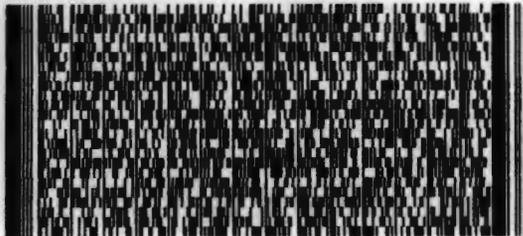
AM JAN 11 2011

STAMP #109

SHIP TO: (949) 389-8053 BILL SENDER
CALIFORNIA SERIVE CENTER
U.S. CITIZENSHIP AND IMMIGRATION
2400 AVILA ROAD; 2ND FLOOR
ATTN: EB-5 RC PROPOSAL
LAGUNA NIGUEL, CA 92677

TUE - 11 JAN A2
PRIORITY OVERNIGHT

TRK#
0201 4276 8780 0821



92677

CA-US

SNA

A7 JORA



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U.S. Citizenship
and Immigration
Services

TO:

Energize-ECI EB-5 Regional Center, LLC
Attn: E. Roy Budd, Executive Director
P.O. Box 1912
Muncie, IN 47308-1912

DATE: APR 29 2011

Petition: Regional Center Proposal

File: RCW1031910003
(Formerly W09001490)

DECISION

Your Regional Center Proposal, filed in behalf of Energize-ECI EB-5 Regional Center has been denied for the following reason(s):

See Attachment

If you desire to appeal this decision, you may do so. Your notice of appeal must be filed with this office at the address at the top of this page within 30 days of the date of this notice. Your appeal must be filed on Form I-290B. A fee of \$630.00 is required, payable to U. S. Citizenship and Immigration Services with a check or money order from a bank or other institution located in the United States. If no appeal is filed within the time allowed, this decision will be the final decision in this matter.

In support of your appeal, you may submit a brief or other written statement for consideration by the reviewing authority. You may, if necessary, request additional time to submit a brief. Any brief, written statement, or other evidence not filed with Form I-290B, or any request for additional time for the submission of a brief or other material must be sent directly to:

U. S. Citizenship and Immigration Services
Administrative Appeals Office MS 2090
Washington, D.C. 20529-2090.

Any request for additional time for the submission of a brief or other statement must be made directly to the Administrative Appeals Office (AAO), and must be accompanied by a written explanation for the need for additional time. An extension of time to file the appeal may not be granted. **The appeal may not be filed directly with the AAO. The appeal must be filed at the address at the top of this page.**

Sincerely,

A handwritten signature in cursive script, appearing to read "R. Melville".

Rosemary Langley Melville
Director, California Service Center

Enclosure: Form I-290B

cc: Reid A. Nelson, Esq.

This Notice is in reference to the Regional Center Proposal that was filed with U.S. Citizenship and Immigration Services (“USCIS”) on March 1, 2010, seeking designation as a Regional Center pursuant to Pilot Immigration Program under Section 610 of Public Law 102-395 and as amended by Public Law 107-273.

The proposed Regional Center entity, Energize-ECI EB-5 Regional Center, LLC, (“EEERC”), was established on November 19, 2010 in Indiana, and is structured as a Limited Liability Company. EEERC is requesting jurisdiction over a geographic area within the Indiana to include the counties of Grant, Blackford, Jay, Madison, Delaware, Randolph, Henry, Rush and Fayette that make up the specific geographic region within the state of Indiana. EEERC plans to offer EB-5 capital investment opportunities in affiliated new commercial enterprises, organized as LPs, focusing on projects in the following industry categories:

1. Finfish Farming
2. Manufacturing (Custom Compounding of Purchased Resins)
3. Manufacturing (Computer Storage Device Manufacturing)
4. Software Publishing
5. Transportation and Warehousing
6. Construction (Finfish Farm, Computer Storage Device Manufacturing & IT Company)

On October 19, 2010, USCIS issued Form I-797, Notice of Action, requesting evidence in support of the Regional Center Proposal. USCIS noted the proposal did not contain sufficient evidence showing that the proposed regional center would meet the regulatory requirements as a Regional Center. Multiple issues were addressed in the request for evidence and the evidentiary requirements for each of these issues were explained in detail. A response to USCIS’s request for evidence was received on January 11, 2011. However, the evidence provided in response to USCIS’s request did not establish eligibility under the Pilot Immigrant Investor Program.

The application for designation as a Regional Center was not signed by a principal of the Regional Center. The response did contain a properly signed and attested Form G-28 for the new attorney of record for the Energize-ECI EB-5 Regional Center, LLC signed by the petitioner and principal of the proposed Regional Center, E. Roy Budd, and the attorney of record Reid A. Nelson.

A. Regional center must be an economic unit

Another item requested on October 19, 2010, was evidence the regional center existed as an economic entity.

8 C.F.R. § 204.6(e) defines a regional center as follows:

Regional center means any economic unit, public or private, which is involved with the promotion of economic growth, including increased export sales, improved regional productivity, job creation, and increased domestic capital investment.

When the proposal was filed, it did not contain evidence that the Energize-ECI EB-5 Regional Center, LLC existed. The response to the request for evidence, received on January 11, 2011, stated in the cover letter dated January 7, 2011, under Issue #1 that Exhibits 13A-13E contained the evidence that EEERC was registered with the state of Indiana. These exhibits were not found in the file. However, a check of the

(b) (4)



Regional Center Proposals Must be Signed by a Principal of the Regional Center

8 C.F.R. § 103.2(a)(2) states:

Signature. An applicant or petitioner must sign his or her application or petition. However, a parent or legal guardian may sign for a person who is less than 14 years old. A legal guardian may sign for a mentally incompetent person. By signing the application or petition, the applicant or petitioner, or parent or guardian certifies under penalty of perjury that the application or petition, and all evidence submitted with it, either at the time of filing or thereafter, is true and correct. Unless otherwise specified in this chapter, an acceptable signature on an application or petition that is being filed with the BCIS is one that is either handwritten or, for applications or petitions filed electronically as permitted by the instructions to the form, in electronic format.

The regulation above does not allow for signature by the attorney of record instead of the applicant. Only the applicant, who must be a principal of the Regional Center, can certify under penalty of perjury that all of the information contained in the application is true and correct.

8 C.F.R. § 103.2(a)(7)(i) states:

Receipt date –(i) General. An application or petition received in a USCIS office shall be stamped to show the time and date of actual receipt and, unless otherwise specified in part 204 or part 245 or part 245a of this chapter, shall be regarded as properly filed when so stamped, if it is signed and executed and the required filing fee is attached or a waiver of the filing fee is granted. An application or petition which is not properly signed or is submitted with the wrong filing fee shall be rejected as improperly filed. Rejected applications and petitions, and ones in which the check or other financial instrument used to pay the filing fee is subsequently returned as non-payable will not retain a filing date. An application or petition taken to a local USCIS office for the completion of biometric information prior to filing at a service center shall be considered received when physically received at a service center. (Emphasis added).

The attorney of record signed the cover letter and request for designation as a regional center, dated January 7, 2011, instead of the principal, E. Roy Budd. The petitioner must sign. The decision to reject an application or petition for the lack of a signature is not discretionary. As stated in 8 C.F.R. § 103.2(a)(7)(i) an application which is not properly signed “shall be rejected as improperly filed.”

For the reasons cited above, this Regional Center Proposal cannot be approved.

February 26, 2010

VIA OVERNIGHT MAIL

U.S. Citizenship and Immigration Service
California Service Center
ATTN: EB-5 Processing Unit
P.O. Box 10526
Laguna Niguel, CA 92677

Re: *Energize-ECI / Regional Center Designation*
Our File Number: 21023-84785

To Whom It May Concern:

On behalf of Energize-ECI, Inc., I am enclosing Energize-ECI's EB-5 Regional Center Proposal. Please direct all communications on this matter to me.

Energize-ECI is excited about the opportunity to work with the USCIS to achieve its Regional Center designation. If you need any additional information or have any questions, please don't hesitate to contact me.

Very truly yours,



Andrew W. Gruber

REC'D CSC10MAR 1 8:46

AL3100621

Energize-ECI EB-5 Visa / Regional Center Proposal

Privileged and Confidential

**Energize-ECI
EB-5 Visa / Regional Center Proposal**
If you knew more about us, you'd already be here...

**To: U.S. Citizenship and Immigration Service
California Service Center
ATTN: EB-5 Processing Unit
P.O. Box 10526
Laguna Niguel, CA 92677**

**From: Energize-ECI
E. Roy Budd, Executive Director
345 S. High St. (2nd Floor)
P.O. Box 1912
Muncie, IN 47308-1912 USA
Ph: 765.254.1420
Fx: 765.254.1450
Email: info@energize-eci.org
Website: www.energize-eci.org**

Date: February 26, 2010

Energize-ECI EB-5 Visa / Regional Center Proposal

ENERGIZE-ECI OVERVIEW

Established in 2005, Energize-ECI Regional Economic Development ("Energize-ECI") is a proactive collaboration of corporate, public, foundation, educational and institutional partners, along with committed individuals, all dedicated to supporting and promoting the many advantages and resources of East Central Indiana throughout the world. The mission of Energize-ECI is to strengthen and grow current businesses and to generate new business investment through relocations and expansions throughout the region. Energize-ECI teams with local economic development organizations in Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, and Rush counties to bring new jobs and commercial investment to the area, home to a diverse industrial and technology base, including many international companies. Each county offers its own distinctive blend of resources, opportunities, people, passion, pride, and personalized quality of place. Energize-ECI provides a simple and quick, single-point of contact for learning more about the advantages found in East Central Indiana and obtaining the information needed.

Advantages of East Central Indiana

East Central Indiana is a region that fosters community engagement, creative thinking and an entrepreneurial and innovative spirit. Where there is need, there is also excellent opportunity. *If you knew more about us, you'd already be here...*

East Central Indiana has programs in place to advance workforce development, education, business retention and economic development. With the many competitive advantages of the region, coupled with the low cost of living and operation, East Central Indiana offers great opportunities for businesses and its residents.

Indiana has the second shortest commuting times in the nation. Since East Central Indiana workers do not have to deal with long commutes, they have more time to spend with their families, hobbies and other interests. When people feel equally satisfied about their occupations and personal lives – they have achieved a level of work/life balance. A national survey by Widmeyer Research & Polling of Washington, DC found that 83% of Americans wished they had more time to spend with their families - and 27% said that they would trade a pay cut for more time. East Central Indiana provides an opportunity for residents to control more of their time. East Central Indiana's centralized location and well-developed transportation network contribute to short drives to and from work.

Plus, East Central Indiana is a region of choices and provides many options as far as housing location, style and size. Additionally, because the cost of living and the cost of doing business in East Central Indiana are about 92% of the national average, there are great values in real estate and lower operational expenses. East Central Indiana is one of the least expensive places in the Midwest.

The seven world-class colleges and universities in East Central Indiana help place a focus on top quality education and are a great asset to the region's diverse cultural opportunities. Many young people are remaining in the region following graduation because of the quality of life and

Energize-ECI EB-5 Visa / Regional Center Proposal

proximity to metropolitan areas. The universities have brought a great wealth of diverse cultures to East Central Indiana, including both faculty and students. All enjoy the benefits of living in America's Heartland, the Crossroads of America and home to Midwestern values and a strong work ethic. East Central Indiana is a wonderful place to raise a family: clean, safe, friendly and full of family-oriented activities. The residents are known for their Midwestern values, integrity and pride in work. Plus, East Central Indiana is minutes away from larger cities like Indianapolis, Fort Wayne and Dayton, and within a half-day's drive to over twenty (20) metropolitan markets.

These benefits of a work/life balance, combined with the variety of choices offered, have a positive impact on everyone - employers, workers, and the community.

Energize-ECI is a region of people, passion and pride, with many distinct advantages to offer to businesses, including:

- Central location to North America
- Low cost of operation and living
- High quality of life and work/life balance
- Available sites and buildings
- Workers of all skill sets
- Established transportation network
- Strong Indiana values and ethics
- Excellent business environment
- World class educational institutions

ENERGIZE-ECI BUSINESS PLAN

Energize-ECI Staff

The Energize-ECI staff consists of:

E. Roy Budd
Executive Director

Marlene Pulley
Office Manager

Phone: 765.254.1420

Phone: 765.254.1420

Fax: 765.254.1450

Fax: 765.254.1450

Email: rbudd@energize-eci.org

Email: mpulley@energize-eci.org

E. Roy Budd is the founder and Executive Director of Energize-ECI. Prior to his current position, Budd was the founder of Solutions, Inc., a consulting firm located in Boston, MA, dealing with workforce and economic development issues for non-profit organizations. He is the former President and CEO of Opportunity, Inc., in Hampton Roads, VA, the Commonwealth's largest workforce development program. Mr. Budd's responsibilities included strategic planning, board management, and resource and grant development (a \$17.5 million program).

Energize-ECI EB-5 Visa / Regional Center Proposal

Mr. Budd also initiated several new programs for military spouses, incumbent workers' career ladders, and industry clusters/sectoral development for key industry groups in the region. Prior to joining Opportunity, Inc., Mr. Budd was the Executive Director of the Peninsula Workforce Development Center for Thomas Nelson Community College in Hampton, VA, one of the first workforce development centers located in the Commonwealth of Virginia.

Mr. Budd has published several articles on workforce and economic development for several national and regional publications such as the *Economic Development Review* and *Jobs for the Future Nationals WINS Project*. He has been active in grant development by the U.S. Department of Labor, U.S. Department of Education, the National Science Foundation and the Commonwealth of Virginia. Mr. Budd received a Bachelor in Business Administration and a Master of Arts in Economics from Virginia Commonwealth University. He also received a Master of Business Education from Virginia State University. Mr. Budd is a certified Master Consultant with Business Retentions and Expansion International and holds a certification from the Economic Development Institute at the University of Oklahoma. Mr. Budd is married to Dr. Jo Ann Gora, President of Ball State University in Muncie, Indiana. Mr. Budd has extensive global contacts which will be useful in the development and operation of ECI Regional Center.

Energize-ECI Board of Directors

Energize-ECI has the support of leading members of the their communities across the state:

- Terry Allen, Muncie, IN – Cardinal Health System, Inc.
- Steve Austin, Orestes, IN – Red Gold, Inc.
- Doug Bakken, Muncie, IN – Ivy Tech Community College
- Mick Bates, Upland, IN – Taylor University
- Michelle Boyd, Indianapolis, IN – Top Notch
- Bill Bradley, Portland, IN – Jay County Development Corporation
- Brad Buening, Rushville, IN – Rush County Economic & Community Development Corporation
- Ron Christian, Evansville, IN – Vectren
- Rob Cleveland, Hartford City, IN – Blackford Co. Economic Development
- Bryan Coats, Connersville, IN – Fayette County Economic Development
- Jack Demaree, Muncie, IN – First Merchants Corporation
- Tim Eckerle, Marion, IN – Grant County Economic Growth Council
- Joe Evans, Muncie, IN – Carpenters Union
- Michael Galliher, Daleville, IN – Boyce Systems, Inc.
- Jerry Gassen, New Castle, IN – Ameriana Bank and Trust
- Maurie Goodwin, New Castle, IN – Goodwin Chrysler Jeep
- Bob Hawk, Noblesville, IN – Weaver Popcorn Co., Inc.
- Dave Heeter, Muncie, IN – Mutual Federal Savings Bank
- Charlie Hetrick, Muncie, IN – Maxon Corporation (retired)
- Jeff Howe, Muncie, IN – Old National Bank
- Kevin Law, Winchester, IN – Randolph County Economic Development
- Rob Lykins, Union City, IN – Productive Concepts, Inc.
- Joe Martin, Marion, IN – Star Financial Bank

Energize-ECI EB-5 Visa / Regional Center Proposal

- Dr. Ray Montagno, Muncie, IN – Ball State University, Miller College of Business
- Terry Murphy, Muncie, IN – Muncie-Delaware County Economic Development Alliance
- Mayor Chris Okomon, Anderson, IN – City of Anderson
- Dr. Jerry Pattengale, Marion, IN – Indiana Wesleyan University
- Frank Petty, Traverse City, MI – Walnut & Charles Property, LLC
- Melissa Profitt Reese, Indianapolis, IN – Ice Miller
- Jim Riggle, Muncie, IN – Indiana Michigan Power
- Brad Smith, Rushville, IN – Rush Memorial Hospital
- Dr. Brien Smith, Muncie, IN – Ball State University, Miller College of Business
- Rob Sparks, Anderson, IN – Anderson Corporation of Economic Development
- Chuck Staley, Anderson, IN – Flagship Enterprise Center
- Penny York, New Castle, IN – Henry County Economic Development Corporation
- Dan Zuerner, Terre Haute, IN – Hannum, Wagle & Cline/Garmong Construction

Energize-ECI Services

Energize-ECI provides the following assistance to potential businesses:

- Data, Demographics and Business Statistics for Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, and Rush counties; East Central Indiana; and the State of Indiana
- Business Site, Building and Industrial Park Availability
- Economic Development Contacts for East Central Indiana and Indiana
- Business Incentives and Tax Information
- Comparisons of Region and State to Other Parts of the United States
- Workforce, Training and Educational Resources
- How East Central Indiana's Advantages will Benefit Your Business
- Materials Describing the Specific Counties of East Central Indiana
- Providing Information to International Prospects
- Specialized Information Requests

Energize-ECI offers many advantages to potential businesses, including:

- 75% of the U.S. and Canadian population can be reached within a one-day truck drive from East Central Indiana
- Centralized Location - Easy Access to Big Cities
- Established Transportation Network
- Low Cost of Business Operation
- Low Cost of Living (92% of the national index)
- Seasonal, Temperate Climate
- Available Quality Workforce
- Powerful Educational Resources
- Traditional Values and Ethics
- Aggressive Economic Development Incentives
- Economic and Cultural Diversity
- Clean, Safe and Friendly
- Favorable Business Environment
- Wonderful Quality of Life - Work/Life Balance

Energize-ECI EB-5 Visa / Regional Center Proposal

- Public-Private Collaborations
- Vibrant Community Spirit
- Available Sites and Facilities

Current East Central Indiana Investors

Agricor	GPS America
Allied Enterprise	General Cable
Alphabet	General Motors
American Pride Smokers	H&B Conditioning
American Woodmark	Hartford City Paper
Anderson Tool and Engineering	Hartson-Kennedy
Astral Industries	Heartland Business Center
Atlas Foundry	Holiday Inn Express
Ball Memorial Hospital	Imaging Center
Benic Racing	Indiana Corrugated
Best Aire	Indiana Ticket
Blackford Community Hospital	Interiors Woodworking
Boots Creek Converting	International Paper
Bureau of Motor Vehicles	J.B.D. Machine
CVS Systems	JSG Processing
CSX	J-Trans, Inc.
Cadence Innovations	Jennerjahn Machine, Inc.
Carquest Products	Keihin Aircon, N.A.
Carter Logistics	LAT
Central Indiana Ethanol	Lein Corporation
Central States Enterprises	MCS Computer Sales and Service
Clearwater Manufacturing	MPT - Muncie Division of Magna
Coca Cola Bottling	Powertrain USA
Computer Age Engineering	Marion General Hospital
Copeland Corporation	Marion Steel
Createc, Inc.	Medical Consultants
DIY Group	Metaldyne
Dana Corp.	Mid-West Metal Products
Double "H" Manufacturing	Modern Machine
Dunham Sports	Moorehead Communications
Draper, Inc.	Moorehead Technologies
Ertl Industries	Moser Engineering
FCC (Indiana) Mfg.	New Castle E-Coating Plus
First Merchants Corporation	Newlon Metals
Flagship Enterprise Center	North America Manufacturing
Fortco Plastics	Nova Pak
Fort Recovery Industries	Ontario Systems
Franklin Electric	PA Labs
GFT Corporation	Packaging Corp. of America

Energize-ECI EB-5 Visa / Regional Center Proposal

Park Avenue Industries Peerless Machine & Tool Pengad Indy Pennville Custom Cabinetry Phoenix Companies Pierce Company Pool Cover Specialists Portland Forge Precision Tool & Die Preferred Community Services Premier Ethanol LLC Prime PVC Progressive Medical Imaging Quality Center for Engineering Quality Housing Qualtech Tool & Engineering Randolph County Airport Red Gold, Inc. Rush Memeorial Hospital	SDP Manufacturing S&S Steel St. Gobain Containers Save a Lot Sherry Laboratories Simons Manufacturing Taditel TechnoSoft Trane Corporation Twoson Corp./Mursix Tyson Foods, Inc. Viking of New Castle Weaver Popcorn Wiley Metal Fabrication Winterfield Manufacturing Wright Repairs X-Plex Extreme Sports Youth Opportunity Center
--	---

Largest Employers in East Central Indiana (excluding government)

Rank	Business	Employees	County
1.	Ball State University	3,497	Delaware
2.	Cardinal Health System	2,826	Delaware
3.	General Motors	1,724	Grant
4.	St. John's Health System	1,718	Madison
5.	Community Hospital	1,466	Madison
6.	Anderson Community Schools	1,450	Madison
7.	Pendleton Correctional Facility	1,436	Madison
8.	Marion General Hospital	1,242	Grant
9.	Muncie Community Schools	1,135	Delaware
10.	Henry County Hospital	1,014	Henry
11.	Hoosier Park Racing/Casino	950	Madison
12.	Red Gold	900	Madison
13.	Veteran's Hospital	865	Grant
14.	Wal-Mart Distribution Center	850	Grant
15.	Wal-Mart Stores	825	Delaware
16.	New Castle Community Schools	775	Henry
17.	Fayette County School Corp.	750	Fayette
18.	American Woodmark	715	Grant
19.	Marsh Super. / Village Pantry	704	Delaware
20.	Sallie Mae	675	Delaware
21.	Fayette Regional Health Systems	649	Fayette

Energize-ECI EB-5 Visa / Regional Center Proposal

22.	Indiana Wesleyan University	625	Grant
23.	Dollar General Distribution Center	620	Grant
24.	Carter Express	617	Madison
25.	Alphabet inc.	615	Jay
26.	FCC (Indiana) Mfg.	550	Jay
27.	Affiliated Computer Services	548	Madison
28.	Jay County School Corp.	520	Jay
30.	Draper, Inc.	510	Henry
31.	First Merchants Corporation	495	Delaware
32.	Wal-Mart Stores	490	Madison
33.	Anderson University	480	Madison
34.	Youth Opportunity Center	476	Delaware
35.	Taylor University	474	Grant
36.	St. Gobain Containers	460	Jay
37.	Tyson Inc.	450	Jay
38.	Anchor Glass Containers	410	Randolph

Largest Communities in East Central Indiana

(Source – Stats Indiana – 2008)

Rank	Community	Population	County
1.	Muncie	64,975	Delaware
2.	Anderson	57,282	Madison
3.	Marion	30,212	Grant
4.	New Castle	18,339	Henry
5.	Connersville	13,931	Fayette
6.	Elwood	9,027	Madison
7.	Yorktown	8,523	Delaware
8.	Hartford City	6,302	Blackford
9.	Portland	6,158	Jay
10.	Rushville	6,068	Rush
11.	Alexandria	5,854	Madison
12.	Gas City	5,683	Grant
13.	Winchester	4,601	Randolph
14.	Pendleton	4,207	Madison
15.	Fortville	3,732	Madison
16.	Upland	3,642	Grant
17.	Union City	3,324	Randolph
18.	Dunkirk	2,950	Jay
19.	Fairmount	2,734	Grant
20.	Middletown	2,354	Henry
21.	Albany	2,311	Delaware
22.	Knightstown	2,015	Henry
23.	Edgewood	1,867	Madison
24.	Frankton	1,860	Madison

Energize-ECI EB-5 Visa / Regional Center Proposal

Indianapolis, IN 46204
Phone: 317.232.8800
Fax: 317.233.5123
Website: www.iedc.in.gov

Eastern Indiana Economic
Growth Region
P.O. Box 1081
Muncie, IN 47308-1081
Phone: 765.741.5863
Fax: 765.741.5869
Website: www.eiegr.org

Indiana Small Business Development
Corporation
One North Capitol, Suite 900
Indianapolis, IN 46204
Phone: 317.234.2082
Fax: 317.232.8822
Website: www.isbdc.org

The following are a highlight of some of the incentive programs available:

- **Edge** - A refundable tax credit program designed to help companies creating new jobs in Indiana. www.in.gov/iedc/incentives/edge.html
- **HBITC** - Provides a credit against a company's Indiana tax liability to encourage capital investment in Indiana. www.in.gov/iedc/incentives/hbitc.html
- **SBIR** - Provides matching grants to recipients of Phase I awards from the Small Business Innovation and Research (SBIR) and Small Business Technology Transfer (STTR) programs. www.in.gov/iedc/sbir/index.html
- **SEF** - Provides financial assistance to businesses training their workforce. www.in.gov/iedc/incentives/sef.html
- **Shovel Ready Program** - Designed to help companies locate and develop sites quickly for business opportunities. www.in.gov/iedc/shovel/index.html
- **21st Century Fund** - Designed to stimulate the development and commercialization of advanced technologies in Indiana. www.21fund.org
- **Industrial Recovery Tax Credit** - Provides an incentive for companies to invest in facilities requiring significant rehabilitation or remodeling. www.in.gov/iedc/incentives/dinosaur.html
- **IDGF** - Provides financial support for infrastructure improvements in conjunction with projects creating jobs and generating capital investment in Indiana. www.in.gov/iedc/incentives/idgf.html
- **TECH** - A reimbursement grant program that helps existing companies train workers in information technology. www.in.gov/iedc/workforce/tech.html

Energize-ECI EB-5 Visa / Regional Center Proposal

- VCI - Provides individual and corporate investors an additional incentive to invest in early stage firms, improving access to capital for fast growing Indiana companies. www.in.gov/iedc/incentives/venture.html

Foreign-Owned Businesses Operating in East Central Indiana

• Muncie Power Products	Italy	Delaware County
• Miasa Automotive LLC	Spain	Delaware County
• Saint-Gobain Containers	France	Delaware County
• Keihin Aircon North America	Japan	Delaware County
• Magna Power PT	Canada	Delaware County
• Brevini USA	Italy	Delaware County
• Brevini Wind	Italy	Delaware County
• VAT Energies	Germany	Delaware County
• VAT Service	Germany	Delaware County
• Tomasco Indiana LLC	Japan	Randolph County
• Applegate Livestock Equipment	Canada	Randolph County
• KVK U.S. Technologies	Germany	Henry County
• TS Tech	Japan	Henry County
• Outokumpu Stainless	Finland	Henry County
• Nestle	Switzerland	Madison County
• FCC (Indiana) Inc.	Japan	Jay County
• Fujitsu Ten Corp. of N.A.	Japan	Rush County
• Taditel	Israel	Madison County
• Elsa LLC	Japan	Madison County
• Home Design Products	Israel	Madison County
• Intat Precision	Japan	Rush County

GEOGRAPHIC REGION

The region is located in north-east-central Indiana between Indianapolis and Fort Wayne. The East Central Indiana region has a land area of 1,356 square miles and a population density of 161.5 people per square mile. With the exception of Muncie and Marion, the area is primarily rural with numerous small towns and communities. The land of East Central Indiana is primarily low, gently rolling hills and shallow valleys connected by flat plains and separated by meandering rivers.

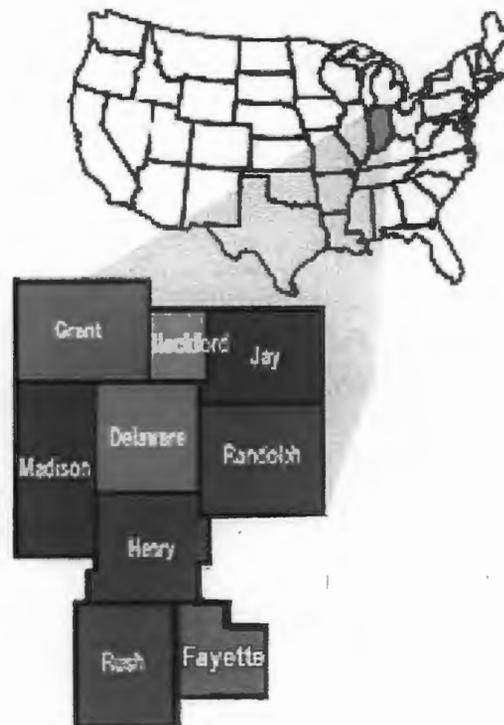
East Central Indiana counties participating in Energize-ECI and the EB-5 Regional Center include: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, and Rush. Each offers its own distinctive blend of resources, opportunities and traditional core values based on hard work and the spirit of innovation.

Energize-ECI EB-5 Visa / Regional Center Proposal

East Central Indiana by the Numbers

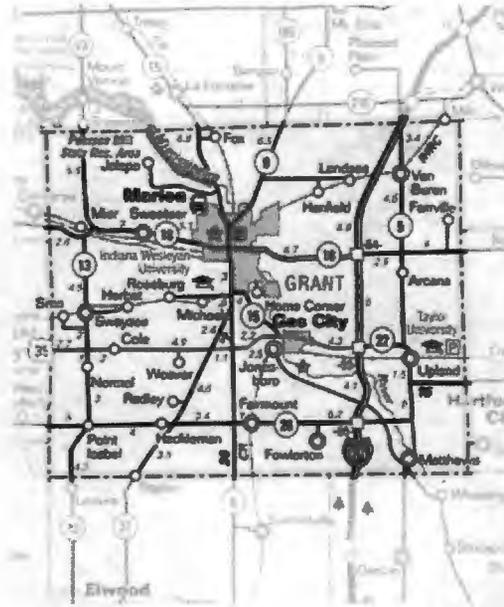
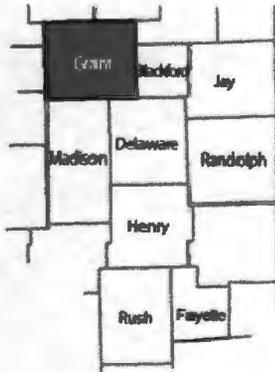
- Population Total: 446,773
- Total Housing Units: 210,508
- K-12 Education Enrollment: 76,122
- Median Household Income: \$37,405
- Total Resident Labor Force: 227,951
- Unemployment Rate: 11.1%
- Cost of Living Index: 92.1%

Energize-ECI by County



Energize-ECI EB-5 Visa / Regional Center Proposal

Grant County



Population: 73,403

Grant County Economic Growth Council

- Timothy Eckerle, Executive Director
- teckerle@grantcoindevelopment.com
- 301 S. Adams St., Suite 109
- Marion, IN 46952
- Ph: 765.662.0650 888.668.3203
- Fx: 765.662.8340
- www.grantcounty.com

Largest Area Employers

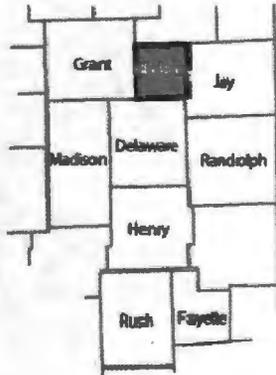
1. General Motors - 1,400
2. Marion General Hospital- 1,090
3. Indiana Wesleyan Univ. - 900
4. Veteran's Hospital - 855
5. Wal-Mart Dist. Cntr - 850
6. Dollar General Dist. Cntr - 650
7. Taylor University - 450
8. American Woodmark - 450
9. Dana Corporation - 375
10. Carey Services - 309

Cities & Towns

- Marion - 30,644
- Gas City - 5,819
- Upland - 3,735
- Fairmount - 2,814
- Jonesboro - 1,759
- Swayzee - 935
- Van Buren - 870
- Sweetser - 842
- Matthews - 558
- Fowlerton - 290
- Converse - 201

Energize-ECI EB-5 Visa / Regional Center Proposal

Blackford County



Population: 13,849

Blackford County Economic Development Corporation

- Rob Cleveland, Executive Director
- rcleveland@blackfordcoedc.org
- 121 N. High St.
- P.O. Box 71
- Hartford City, IN 47348
- Ph: 765.348.4944
- Fx: 765.348.4945
- www.blackfordcoedc.org

Cities & Towns

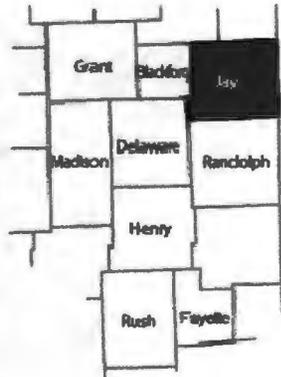
- Hartford City - 6,684
- Montpelier - 1,857

Largest Area Employers

1. Blackford Co. Schools - 325
2. 3M Company - 200
3. Key Plastics - 191
4. Blackford Co Hospital - 162
5. Emhart Gripco - 125
6. Blackford County - 95

Energize-ECI EB-5 Visa / Regional Center Proposal

Jay County



Population: 21,606

Jay County Development Corporation

- William E. Bradley, Jr., Executive Director
- bbradley@jaycodev.org
- 118 S. Meridian, Suite B
- Portland, IN 47371
- Ph: 260.726.9311
- Fx: 260.726.4477
- www.jaycountydevelopment.org

Cities & Towns

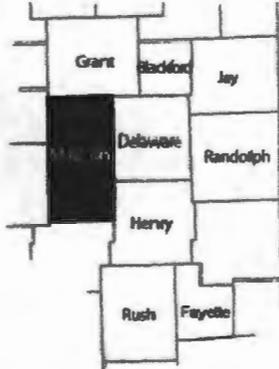
- Portland - 6,600
- Dunkirk - 2,700
- Redkey - 1,400
- Pennville - 800
- Bryant - 325
- Salamonis - 160

Largest Area Employers

1. FCC (Indiana) Mfg. - 500
2. Saint-Gobain Containers - 400
3. Tyson Foods, Inc. - 392
4. Portland Forge - 265
5. Createc - 100
6. Fortco Plastics - 95
7. Mosey Manufacturing - 93
8. Jay Products - 82
9. Joyce-Dayton - 74

Energize-ECI EB-5 Visa / Regional Center Proposal

Madison County



Population: 131,312

Corporation for Economic Development

- Rob Sparks, Executive Director
- robsparks@cedanderson.com
- 2701 Enterprise Dr., Suite 100
- Anderson, IN 46013
- Phone: 765.642.1860
- Fax: 765.642.0266
- www.cedanderson.com

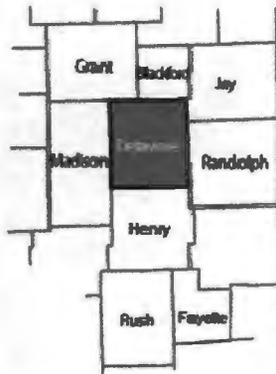
Largest Area Employers

1. St. Johns Health System - 1,718
2. Anderson Community Schools - 1,500
3. Community Hospital Anderson - 1,466
4. Pendleton Correctional Facilities - 1,436
5. Hoosier Park Racing & Casino - 950
6. Red Gold Inc. - 900
7. Madison County Government - 828
8. City of Anderson - 720
9. Carter Express, Inc - 617
10. Affiliated Computer Services - 550

Cities & Towns

- Anderson - 57,496
- Elwood - 9,039
- Alexandria - 5,883
- Pendleton - 3,969
- Chesterfield - 2,755
- Edgewood - 1,866
- Frankton - 1,860
- Lapel - 1,848
- Ingalls - 1,665
- Summitville - 1,041
- Markleville - 395

Delaware County



Population: 116,362

Muncie/Delaware County Economic Development Alliance

- Terry Murphy, V.P.
- tmurphy@muncie.com
- P.O. Box 842
- Muncie, IN 47308-0842
- Ph: 765.288.6681 800.336.1273
- Fx: 765.751.9151
- www.muncie.com

Cities & Towns

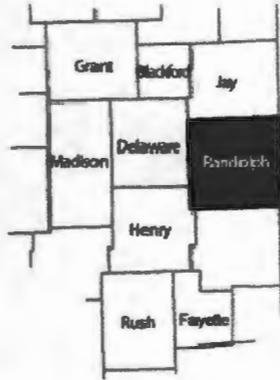
- Muncie - 67,000
- Yorktown - 4,700
- Albany - 2,300
- Daleville - 1,600
- Eaton - 1,600
- Gaston - 1,000
- Selma - 880

Largest Area Employers

1. Ball State University - 3,568
2. Cardinal Health System - 2,500
3. Muncie Comm. School - 1,485
4. Wal-Mart - 825
5. Sallie Mae - 725
6. Marsh Supermarkets - 704
7. Delaware County Gov't - 590
8. City of Muncie - 562
9. First Merchants Corporation - 520
10. Youth Opportunity Center - 476

Energize-ECI EB-5 Visa / Regional Center Proposal

Randolph County



Population: 27,401

Randolph County Community & Economic Development Foundation

- Kevin Law, Executive Director
- Kevin@randolph-county.org
- 111 S. Main St.
- P.O. Box 529
- Winchester, IN 47394
- Ph: 765.584.3266 800.905.0504
- Fx: 765.584.3622
- www.randolph-county.org

Cities & Towns

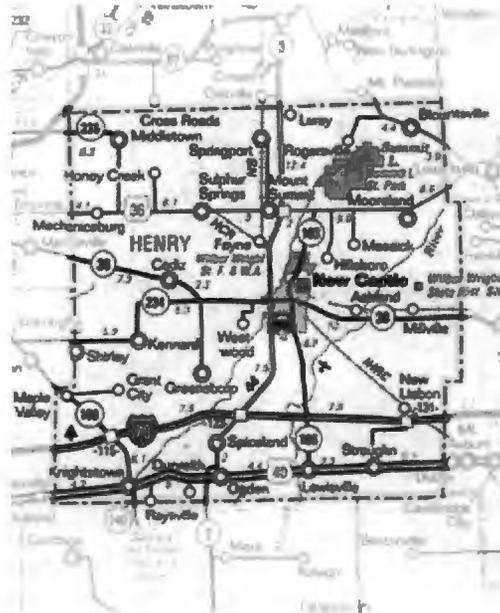
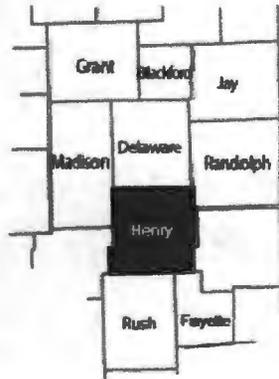
- Winchester - 5,000
- Union City - 3,600
- Farmland - 1,400
- Parker City - 1,400
- Lynn - 1,100
- Losantville - 880
- Ridgeville - 640
- Saratoga - 280
- Albany - 200
- Modoc - 200

Largest Area Employers

1. Anchor Glass Container - 350
2. Tomasco Indiana LLC - 330
3. Randolph Central School Corp. - 250
4. Randolph Co. Government - 250
5. St. Vincent/Rand. Hospital - 240
6. Astral Industries - 210
7. Frank Miller Lumber - 185
8. Randolph Eastern School Corp. - 150
9. Workhorse Custom Chassis - 137
10. OMCO Mold - 130

Energize-ECI EB-5 Visa / Regional Center Proposal

Henry County



Population: 47,244

New Castle/Henry County Economic Development Corp.

- Kelli Wasson - Office Manager
- info@midwestdevelopment.org
- 100 S. Main, Suite 203
- New Castle, IN 47362
- Ph: 765.521.7402 866.521.7402
- Fx: 765.521.7404
- www.midwestdevelopment.com

Largest Area Employers

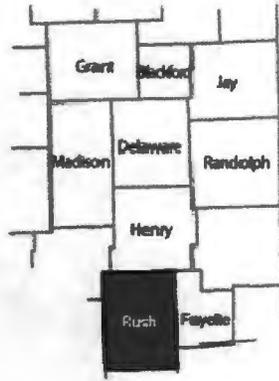
1. Henry Co. Hospital - 1,014
2. New Castle Comm. Schools - 750
3. Draper, Inc. - 537
4. New Castle Correctional Facility - 486
5. Henry County Gov't. - 365
6. Wal-Mart - 356
7. Grede Foundries - 330
8. TS Tech - 187
9. Allegheny Ludlum Steel - 167
10. City of New Castle - 159

Cities & Towns

- New Castle - 19,500
- Middletown - 2,384
- Knightstown - 2,026
- Spiceland - 900
- Kennerd - 433
- Mooreland - 375
- Lewisville - 374
- Sulphur Springs - 329
- Mount Summit - 297
- Dunreith - 175
- Springport - 165

Energize-ECI EB-5 Visa / Regional Center Proposal

Rush County



Population: 18,016

Rush County Economic & Community Development Corporation

- Brad Buening
- bbuening@rushecdc.org
- 315 N. Main St.
- Rushville, IN 46173
- Ph: 765.938.3232
- Fx: 765.932.4191
- www.rushecdc.org

Cities & Towns

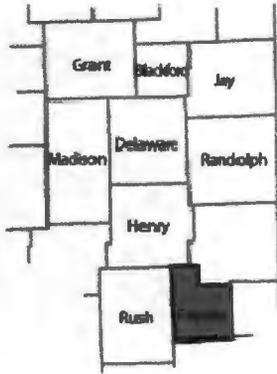
- Rushville 5,995
- Carthage 928
- Milroy 600
- Glenwood 209

Largest Area Employers

1. Copeland Corporation - 250
2. INTAT Precision Inc. - 230
3. Rush Memorial Hospital - 228
4. The Trane Company- 200
5. Herdrich Petroleum - 200
6. Rush County - 99
7. City of Rushville - 73
8. McGraw Industries - 56
9. Harcourt Outlines - 55
10. Rush-Shelby Energy - 47

Energize-ECI EB-5 Visa / Regional Center Proposal

Fayette County



Population: 24,934

Fayette County Economic Development

- Bryan Coats, Executive Director
- bcoats@edgconnersville.com
- 504 Central Ave.
- Connersville, IN 47331
- Ph: 800.943.2432
- Fx: 765.825.4613
- www.edgconnersville.com

Cities & Towns

- Connersville - 15,411
- Glenwood - 318

Largest Area Employers

1. Fayette County School Corp. - 750
2. Fayette Regional Health Systems - 649
3. Dresser Roots - 175
4. Stant USA - 150
5. Keener Corporation - 80
6. Sapa Aluminum Technologies - 77
7. Achieva Resources Corp. - 75
8. Fayette Tool & Engineering - 55
9. Hassler Textile - 54
10. H & E Machine - 34

Energize-ECI EB-5 Visa / Regional Center Proposal

ENERGIZE-ECI MARKETING STRATEGY

Energize-ECI currently markets East Central Indiana's advantages around the world:

- Serves as an initial contact point to promote the advantages of East Central Indiana on behalf of Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, and Rush counties
- Provides global marketing through website, publications, attending trade shows, business prospecting and participating in business development trips throughout the world
- Provides fast response to information requests from site selection professionals and business executives throughout the world
- Operates the Energize-ECI Engagement Center in Muncie, IN - a collaboration of organizations working together to advance area economic and workforce development, training and new business incubation
- Acts as a catalyst and facilitator for a team approach to regional economic development
- See **Exhibit A** for a comprehensive collection of press releases and Energize-ECI's 2010 Regional Report

Energize-ECI's calendar of events for 2009 was as follows:

February 11-13, 2009 - IEDC Regional Sales Trip, Dallas, TX	August 10-12, 2009 - IEDC Regional Sales Trip, Chicago, IL - Roy Budd
March 16-17, 2009 - Energize-ECI Regional Sales Trip, Chicago, IL	August 17-18, 2009 - Energize-ECI Regional Sales Trip, Atlanta, GA
March 30-April 2, 2009 - Expansion Management Roundtable, Vail, CO	September 13-15, 2009 - Japan-Midwest Conference, Imperial Hotel, Tokyo, Japan
May 4-7, 2009 - Windpower 2009 Conference, Chicago, IL	September 16-17 2009 - IEDC Regional Sales Trip, Atlanta, GA
June 2-4, 2009 - IEDC Regional Sales Trip, New York, NY	October 1-4, 2009 - IEDC Annual Conference, Reno, NV
June 8-11, 2009 - Expansion Management Roundtable, Myrtle Beach, SC	October 12-15, 2009 - Expansion Management Roundtable, Tucson, AZ
June 25-26, 2009 - Energize-ECI Regional Sales Trip, Cleveland, Ohio	November 11-13, 2009 - Energize-ECI Regional Sales Trip, Dallas, TX

Energize-ECI EB-5 Visa / Regional Center Proposal

REGIONAL CENTER BUSINESS PLAN

Relevant Business Documents

Energize-ECI is prepared to move forward with the implementation and development of the regional center. In accordance, Energize-ECI has prepared the following sample business documents:

- See **Exhibit B** for a sample Instructions for Investor Suitability Questionnaire
- See **Exhibit C** for a sample Confidential Private Placement Memorandum
- See **Exhibit D** for a sample Operating Agreement
- See **Exhibit E** for a sample Investment Escrow Agreement
- See **Exhibit F** for a sample Subscription Agreement
- See **Exhibit G** for a sample Joinder Agreement
- See **Exhibit H** for an outline of Energize-ECI's Investor Screening process
- See **Exhibit I** for an outline of the Filing Process for EB-5 Visas to be provided to potential investors.

Target Industry Narrative

The diverse group of business types which will be included in EB-5 investor recruiting reflects the diversity of resources of the nine (9) counties included in the ECI region. They range from rural counties to highly industrialized counties, with great highway access and world-class educational institutions.

- **Advanced Manufacturing** - East Central Indiana offers a rich history in manufacturing – from innovation to incorporating technology to improve production efficiencies, quality and reduced costs. Many large manufacturing facilities continue to thrive in East Central Indiana, due in a large part to the Midwestern work ethic, a well-connected transportation network, access to a highly educated workforce and the willingness to develop and implement new production methods. Plus, the area offers low operational costs and an abundance of energy sources. The diversity of area universities and growing international investment in the region provides a welcoming foundation for additional foreign investment. Energize-ECI hopes to attract new businesses to the region by developing world-class advanced manufacturing resources through:

- Creating an awareness of East Central Indiana's advanced manufacturing resources and new investment opportunities
- Facilitating access to public resources
- Reporting progress and updates

Indiana is #1 in manufacturing productivity among major industrial states, with \$113,570 in gross productivity per employee. (Wisconsin Manufacturing Extension Partnership, October 2005). Indiana is the #1 manufacturing state in terms of employment and in terms of the number of plants. (Manufacturers News, August 2006).

Energize-ECI EB-5 Visa / Regional Center Proposal

Indiana is home to many international companies known for their use of advanced manufacturing: Honda, Toyota and Subaru - plus many other suppliers of components manufactured to the highest quality standards utilizing technology. East Central Indiana's heritage in manufacturing and strong work ethic provide excellent growth and investment opportunities for participants in an EB-5 Visa Regional Investment Center. East Central Indiana is a culturally diverse region, provide a welcoming, engaging, friendly and safe environment for investors and residents. Our universities attract a great and growing percentage of international students.

- **Agri-Business/Food Processing** - Rural East Central Indiana is well-known for its quality production of agricultural crops for a wide variety of markets: food products for human consumption; animal feeds; fuels and other uses - a portion of which is exported. The region actively promotes the use of biofuels including ethanol and blended biofuels derived from corn and soybeans. Indiana recently passed a comprehensive clean energy production incentive package to bring the state to the forefront of the advanced agricultural and food processing industries.

Indiana's natural environment and the state's commitment to supporting the agricultural industry make East Central Indiana an ideal location for agricultural business opportunities. Indiana is the 4th leading state in soybean production and the 5th leading state in corn production (World Book Encyclopedia, 2007).

Delaware County has a specialized business park which focuses on agricultural and food processing industries. The region is perfectly located - in the middle of the area of growing and processing crops - right next to large metropolitan areas, with a great highway network for moving product. Additional opportunities exist for new investments and business start-ups.

- **Alternative Energy/Green Technology** - Indiana has created a state tax exemption on partial income derived from federal patents for new technology or processes. Under the law, qualified utility and plant patents are exempt from taxation on certain income derived from patents. Indiana is home to the largest wind farm east of the Mississippi River and was ranked by the American Wind Energy Association as the fastest-growing state for wind energy development in the nation in 2008. The nation's largest geothermal heating and cooling system is being built in Muncie, Indiana to serve Ball State University, an institution known as a leader in green building and education. Several utilities are testing wind farm opportunities in several East Central Indiana counties.

Brevini USA and Brevini Wind are Italian companies who have located their U.S. headquarters in East Central Indiana. Brevini Wind manufactures transmission systems for electricity-generating wind turbines. A German company has established VAT Energies and VAT Service in East Central Indiana. VAT Energies designs and manufactures wind and solar powered streetlights and vertical vane wind turbines. VAT Service provides maintenance on wind turbine units throughout the country. Other green related industries are located in the region, helping position it as a leader in green technology. A joint venture in Union City, IN partners a school corporation and city together to erect a wind turbine to supply local electrical energy. East

Energize-ECI EB-5 Visa / Regional Center Proposal

Central Indiana is a fertile place for innovation and new product development – solar collectors and storage, hybrid commercial vehicles and school businesses, energy storage devices and other green technology ideas. East Central Indiana is an ideal region of green investments and business development.

- **Logistics & Distribution** - Indiana is widely known as the “crossroads of America” and when you look at a map of the state, you see the well-developed network of interstates, federal and state highways connecting the hub of Indiana communities with North America. From the East Central Indiana region, you can reach 75% of the populations of the U.S. and Canada within a 24-hour truck drive. As home to a growing number of businesses in the advanced manufacturing, agriculture, food processing, green technologies and alternative energies sectors, East Central Indiana is a prime location for logistics and distribution businesses, capitalizing on its proximity to major markets and metro areas. Indiana is the 10th largest exporting state (U.S. Census Bureau, 2007 Foreign Trade Statistics). Indiana’s transportation structure is being dramatically improved through the “Major Moves” program, which will provide \$12 billion in funding for comprehensive infrastructure improvements during the next 10 years – including an extension of I-69 from Indianapolis through Southern Indiana. East Central Indiana provides excellent opportunities for the development of transportation, warehousing and exporting businesses and investments.

- **Information Technology** – A wealth of computer related knowledge exists in East Central Indiana, thanks to the presence of world-class universities and colleges. The region has many software and IT businesses, with room for more.

Indiana’s largest software producer, Ontario Systems, is located in the region, along with many other IT specialists and companies. The expertise of special technology and emerging media programs at Ball State University and other area institutions has accelerated an interest in the region for its technological competence and available talent. Ball State University has been recently ranked as the #1 wireless university in the nation. East central Indiana is an excellent choice for investment in new and expanding technology related businesses.

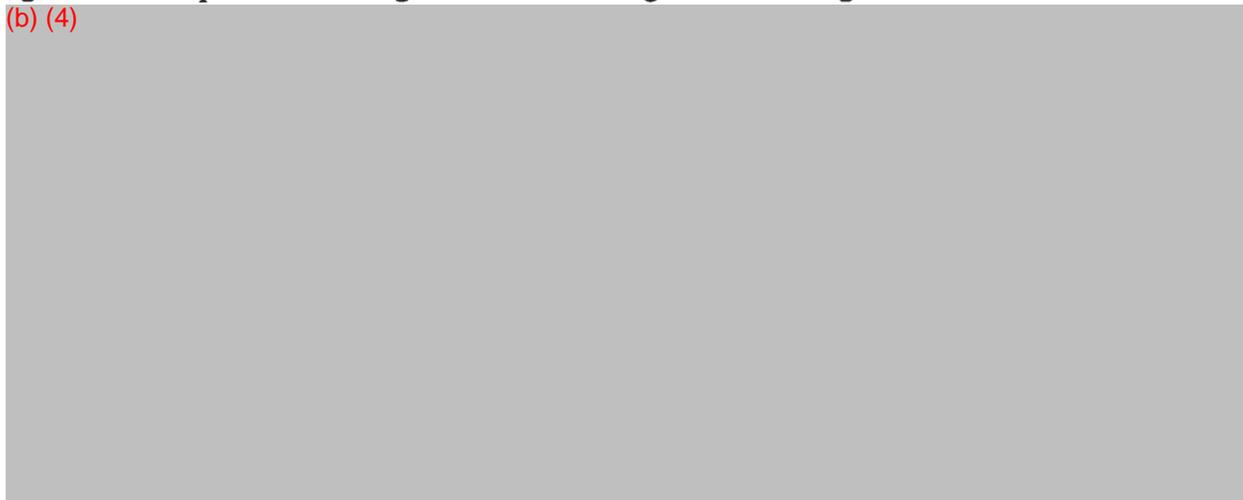
REGIONAL CENTER MARKETING PLAN

Energize-ECI has worked to identify and build a contact network of regional residents and business people with foreign backgrounds and connections. Energize-ECI has been building relationships with foreign-owned businesses in the area, along with universities and government and economic development leaders. The reaction has been tremendously positive – supporting the importance of establishing a Regional Center in our nine-county region. We have developed materials describing an EB-5 Visa Regional Investment Center, to educate our leaders about the Regional Center and the benefits it offers foreign investors, East Central Indiana, our state and the United States. As economic development officials from the area visit other countries on their trade missions, they are discussing the idea of establishing an Energize-ECI EB-5 Visa Regional Investment Center in East Central Indiana.

Energize-ECI EB-5 Visa / Regional Center Proposal

Energize-ECI will promote the Regional Center through the following:

(b) (4)



Energize-ECI has an office area created for the Regional Center personnel and is ready to being operations as soon as the Regional Center is approved. In addition, Energize, ECI has designated a team member to oversee the development, establishment, and operation of the initial launching of the Regional Center.

Indiana Economic Development Corporation ("IEDC")

The IEDC responds quickly to help businesses locate, grow and thrive in Indiana. The State of Indiana's lead economic development agency, the IEDC oversees Indiana's statewide business attraction and development efforts, coordinates state programs and incentives for companies looking to grow in Indiana, and provides technical assistance, business expertise and funding to Indiana entrepreneurs and high-tech start-ups. The IEDC is led by Indiana Secretary of Commerce and Chief Executive Officer E. Mitchell Roob, Jr. and governed by a 12-member board chaired by Governor Mitch Daniels.

The state of Indiana, through the IEDC, offers a wide variety of programs, incentives and assistance for companies that invest and create jobs in Indiana. The IEDC's Office of International Development has established 6 international offices in strategic locations throughout the world. Each office has a corresponding geographic international development specialist located in Indianapolis to facilitate communications between companies and overseas office staff. Indiana representative offices are located in: Australia, China, Europe, Japan, Taiwan and United Kingdom.

The IEDC has pledged its support of the Energize-ECI Regional Center through the allocation of marketing support and other valuable resources.

[Media Archives](#)

Randolph County, Thursday, April 19, 2007

Tomasco Indiana, LLC, Tier 1 Honda supplier, breaks ground on \$29 million plant expansion

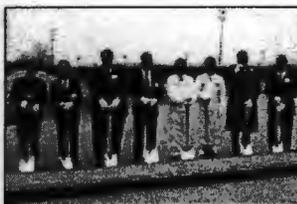
WINCHESTER, Ind. (April 19, 2007) - Governor Mitch Daniels and community leaders from East Central Indiana joined executives from Tomasco today to break ground on the expansion of the company's manufacturing facility here.

The \$29 million project will nearly double the company's Indiana workforce and add a parts manufacturing line that will supply the new Honda plant near Greensburg.

"We emphasize small town participation in our economic development activities, and Winchester and New Castle have taken positive steps forward to join our comeback," said Governor Mitch Daniels.



Construction of the 127,000-square-foot expansion project will begin later this month, and the company officials expect to begin full production at the site in late 2008.



"Honda's announcement of its Greensburg plant created a great opportunity for Tomasco to grow in Indiana," said Tim Peterson, Tomasco's vice president of manufacturing. "With our existing facility in Winchester and our excellent team of associates, this is a great growth opportunity for Tomasco and the economy of East Central Indiana."

Tomasco currently employs more than 130 in Winchester and produces a myriad of metal hinges, locks and brackets for Honda.

"The City of Winchester is pleased to be one of the first to benefit from Governor Mitch Daniels successful effort to attract the new Honda Manufacturing Plant to Indiana," said Winchester Mayor Steven D. Croyle. "The people of Winchester thank Governor Daniels for creating this opportunity and Tomasco for being a part of and growing in Winchester."

Indiana's economy continues to feel the positive impact of Honda's decision to build a new production facility in Decatur County near Greensburg. Interior parts supplier TS Tech announced in March that it would locate a new production facility in New Castle to support the new Honda plant.



"Indiana was the only state in the nation to welcome three new major automotive plants in 2008," said Nathan Feltman, Indiana Secretary of Commerce and chief executive officer of the Indiana Economic Development Corporation. "We are now seeing the further economic impact of last year's successes."

In 2006, Toyota announced it would build its Camry in Lafayette, and Cummins announced its plans to build its new family of light-duty clean-diesel engines in Columbus. Collectively, the three manufacturers expect to create more than 3,800 jobs and invest more than \$1 billion in their Indiana operations.

Media Archives

Delaware County, Thursday, April 19, 2007

Toyota of Muncie breaks ground for new \$5 million state-of-the art dealership facility

MUNCIE - Jeff Daniels, General Manager and Partner of Toyota of Muncie, hosted the community at the groundbreaking ceremony held at the dealership's new site located at the northwest corner of West McGalliard Road (SR-332) and Nebo Road, next to Damons Grill and Menards. Located on about 5 acres, the 27,623 square-foot dealership will be the home to Toyota cars and trucks, plus Toyota's Scion brand, the unique vehicle line developed for a youthful demographic segment.

"When the new facility opens in December, Toyota / Scion of Muncie will be one of the largest Toyota dealerships in the state and will incorporate Toyota Motor Sales, U.S.A.'s new building design which expresses the company's values of quality, dependability and reliability, while providing customers with an enjoyable dealer experience," commented Daniels. He added, "We have really enjoyed our presence near the Muncie Mall, but limitations for expansion necessitated the move to West McGalliard and Nebo. This new facility will give us the opportunity to meet the growth that Toyota and Scion expect from this expanding regional market, and fits well with Toyota's increasing presence as a leading automobile and truck manufacturer in Indiana. But more importantly, we will build a premier facility that is tailored to better serve past, current and future clients."



Over 100 people attended the ceremony. In addition to Jeff Daniels, participants in the groundbreaking included: Steve Gates, Dealer Principal of Muncie / Scion of Muncie; Paul Holdridge, General Manager of the Chicago Region of Toyota Motor Sales, U.S.A.; Dan Canan, Mayor of Muncie; Dan Allen, President, Muncie-Delaware County Chamber of Commerce; and Terry Murphy, Vice President, Muncie - Delaware County Chamber of Commerce. Many other area government officials, owners of neighboring businesses and community leaders attended the event, including Dr. Jo Ann Gora, President of Ball State University; and E. Roy Budd, Executive Director of Energize-ECI. On display at the new site were examples of four of the Toyota vehicle models assembled in Indiana, including the Camry sedan, Sequoia SUV, Sienna mini-van and Tundra pickup truck.

The new 27,623 square-foot Toyota / Scion of Muncie dealership will feature twelve service bays, two detail bays, a car wash and a retail parts center carrying all types of parts, do-it-yourself products and vehicle accessories. The facility will provide parking for over 280 vehicles. The spacious showroom is designed to focus on Toyota's diverse product line of cars, trucks and hybrid-technology vehicles, plus the unique Scion product line. Customers visiting the dealership can utilize computer kiosks offering free wireless internet, a children's play area, coffee bar, fireplace and a large flat-screen TV in the customer lounge. The facility will serve the automotive needs of Delaware, Grant, Blackford, Jay, Randolph and Henry counties.

The current dealership in Muncie, 612 E. McGalliard Road, will remain open to serve customers through the construction of the new facility. Toyota of Muncie's sales and showroom hours are 9:00 AM until 8:00 Monday through Saturday. Service center hours are 7:30 AM until 5:30 PM, Monday through Friday, and Saturdays from 8:00 AM until noon. For more information, contact Toyota of Muncie - phone (765) 289.0201. The company website is www.toyotamuncie.com.

Media Archives

Delaware County, Monday, April 30, 2007

IBM Selects Delaware County for New 500-Employee Customer Service Center

DALEVILLE, IN At a news conference held Monday, April 30th, Governor Mitch Daniels and company spokesperson Olivette Whipple announced that IBM will be opening a new customer service center in Daleville. IBM plans to invest \$3 million and employ 500 people within three Years. The center will be housed in the former Burlington Motor Carriers corporate headquarters building on Commerce Drive (SR-67). The new call center will serve a combination of existing clients and new business development. More than 200 people attended the news conference, including business and governmental leaders from Delaware County, Madison County and East Central Indiana.



Olivette Whipple, Vice President for IBM Global Integrated CRM Delivery, said the Muncie - Delaware County area was selected because it offers an excellent pool of skilled and qualified applicants and Ball State University provides cultural and higher education opportunities. The majority of the positions available will be for call center agents. These positions will help clients assess and obtain services for systems management and business processes ranging from system upgrades of antivirus software to complete transfer of HR or finance functions from a company to IBM.



Governor Daniels said the new facility is one of the economic development projects called for under the agreement between the state and IBM. "A cleaned up welfare system, a billion tax dollars saved over the next decade, and 1,000 new jobs on top. This was already a huge win - seeing hundreds of those jobs sited in a small town is the bonus to a great reform."

"IBM's decision to locate in Daleville represents a significant step forward for our community," said Stephen Overmeyer, Daleville Town Board President. "Their choice to locate in the former Burlington building brings new life to the area and will create hundreds of new jobs for our citizens."

John Brooke, President of the Delaware County Commissioners said, "This is another great project for Delaware County. This is the second Fortune 500 Company to locate in our county in the last year. Between IBM and Sallie Mae, they will be providing over 1,200 jobs to our residents. Like most economic development projects, Delaware County had to compete for this project and we are extremely pleased to have won this center. As incentives were discussed we were able to negotiate a ten year commitment from the company and a best faith effort to hire at least seventy-five percent of its employees from Delaware County. We are very pleased to have IBM here and excited about the future."



"IBM will provide further diversification of the local economy and its \$12 million-plus annual payroll (when fully staffed) will have a very significant effect on the local economy. IBM, Sallie Mae, Muncie Ethanol LLC, and MPT-Muncie are four recent major successes here representing nearly 1,700 new jobs and \$200 million in new capital investment," said Robert Curtis, President & CEO, Cardinal Health System and Chairman of the Board for Vision 2011 Muncie-Delaware County Economic Development Alliance (EDA). Curtis added, "These projects, along with Ball Memorial Hospital's \$120 million expansion and hundreds of new jobs, as well as numerous EDA assisted expansions of existing businesses are helping to fuel our local economy."

E. Roy Budd, Executive Director of Energize-ECI, the regional economic development partnership for East Central Indiana commented, "IBM's decision to invest in our area will gain the attention of other expansion-minded businesses to focus on the many benefits of East Central Indiana - our ideal location, excellent quality of life, low cost of living Midwestern work ethic and the willingness of government entities to work together to encourage new business development and the expansion of current businesses."

Media Archives

Delaware County, Monday, May 21, 2007

East Central Indiana Represented at World's Largest Biotechnology Trade Show

Muncie, IN E. Roy Budd, executive director of Energize-ECI and Terry Murphy, vice president of economic development for the Muncie - Delaware County Chamber of Commerce, attended the BIO International Convention in Boston. BIO international is the world's largest life sciences and biotechnology convention and trade show. More than 28,000 people attended this year's event.

Budd and Murphy participated in BIO International to encourage expanding life sciences businesses to consider the many benefits of locating in East Central Indiana. E. Roy Budd commented, "Economic development officials were there from around the world to recruit companies from this rapidly growing business segment. It's highly competitive. For example, Las Vegas will offer a relocating company free land, plus no taxes for 20 years. We made many contacts which we will continue to manage. Our nine county area has distinct advantages to offer: a low cost of living and low cost of conducting business; a high quality of life; a well-trained and educated work force; an excellent transportation network; low utility costs; temperate climate; and a welcoming attitude to new businesses. Together, we'll keep working to achieve additional positive results."

Indiana Governor Mitch Daniels hosted a luncheon attended by over 100 former Hoosiers who live in the Boston area and work for life sciences businesses. Boston is known as a key center of life sciences research and innovation. The Governor also hosted a dinner for more than 120 company executives and venture capitalists, hoping to interest them to consider Indiana for upcoming expansions plans.

"Energize-ECI is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. It acts as a single point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals and companies researching the area for potential business locations. Energize-ECI answers inquiries regarding sites, buildings and regional information, then directs leads to the appropriate local economic development groups for further managing. Energize-ECI provides support to economic development organizations in Blackford, Delaware, Grant, Henry, Jay, Madison, Randolph, Rush and Wayne counties. Funding support for Energize-ECI trade missions, exhibits, programs and services is provided by public and private entities throughout East Central Indiana, by foundations and grants.

Media Archives

Delaware County, Tuesday, June 12, 2007

Energize-ECI Hosts Forum Regarding the Benefits of Private Equity Funding in Indiana

(Muncie) – How Indiana businesses can benefit from private equity funding was the topic of a presentation hosted by Energize-ECI at the Ball State University Alumni Center. The Indiana Investment Fund is a \$155 million investment fund managed by Credit Suisse Customized Fund Investment Group for the State of Indiana. The fund will invest in firms doing business in Indiana, companies looking to expand or relocate to Indiana, or firms that will invest in Indiana. The fund targets specific business investment opportunities in the \$1 to \$15 million range. The Indiana Investment Fund also focuses on one of the initiatives of the state's new strategic plan of increased funding for entrepreneurs and stressing the need to speed the rate at which new companies form and grow in Indiana.



According to Roy Budd, executive director of Energize-ECI, "We host these types of forums to make sure that business owners better understand the options, criteria and positive benefits of private equity funding and the opportunity for our regional business leaders to meet decision-makers from the funding sources. Private equity funding is integral to the growth and prosperity of many businesses in East Central Indiana. Maxon Corporation serves as a leading area example."

Private equity forum presenters and panelists included: Curt Rossman, manager of the Credit Suisse Indiana office; Tom Hiatt of Centerfield Capital Partners; Kristine Danz, partner with IceMiller, LLP; and Charlie Hetrick, president/CEO of Maxon Corporation headquartered in Muncie. Hetrick referred to his own company as an example of how private equity funding can help a privately owned company grow. Over forty business and economic development leaders from throughout East Central Indiana attended the session. The panelists devoted a segment of the forum to answer questions from the audience. The forum was targeted for business owners, entrepreneurs, attorneys, deal-makers, merger and acquisition or buy-out specialists and others routinely involved in advising clients in areas of capital formation.

Energize-ECI is the regional economic development private-public partnership promoting a nine county area of East Central Indiana throughout the world. It provides support, services and business opportunity leads to Blackford County, Delaware County, Grant County, Henry County, Jay County, Randolph County, Rush County, Wayne County and the City of Anderson. Funding support is provided by private and public entities, foundations and grants.

For more information regarding The Indiana Investment Fund, visit www.indianainvestmentfund.com.

Media Archives

Delaware County, Tuesday, June 12, 2007

Second Harvest Food Bank to Relocate From Anderson to Muncie

MUNCIE, IN Second Harvest Food Bank will move from Anderson into the former Feeny Manufacturing complex, a 36+ acre site on State Road 3, adjacent to the Water Bowl. The food bank purchased the property in April for \$700,000 following an 18 month search. Second Harvest had planned to renovate its Anderson facility, but serious structural problems to the building made the renovation financially impossible. Previous occupants of the Feeny complex included UPS and a gyrocopter manufacturer.

"We had every intention of staying in Anderson it's been home since we were founded in 1983," said Lois Rockhill, executive director of Second Harvest. "It just didn't work out that way. We were told the south wall of the Anderson building was so bad, the engineer couldn't understand how it was still standing."



The new complex includes four buildings totaling 110,000 square feet. The property also includes 24 acres of land yet to be developed. Roy Budd, executive director of Energize-ECI, the regional economic development partnership, said "Second Harvest is only taking a portion of the overall buildings on the site. There is still great office and warehouse space available and the green field acreage could be home to future business development opportunities. The location, right off the bypass, is another good selling point."

Second Harvest delivers about four million pounds of food annually to an eight county area: Blackford, Delaware, Grant, Henry, Jay, Madison, Randolph and Wabash.

Media Archives

Delaware County, Wednesday, July 04, 2007

Area Economic Development Officials Represent Energize-Eci At Site Selection Conference

Muncie, IN - Roy Budd, Executive Director of Energize-ECI; Terry Murphy, Vice President of Muncie/Delaware County Economic Development Alliance; and Bryan Coats, CEO of New Castle/Henry County Economic Development Corporation; represented East Central Indiana at the recent 3-day Site Selection Conference at Pinehurst, NC. The group met with site selection professionals from around the world and had opportunities to present the competitive business advantages offered by corporate expansion or relocation in East Central Indiana. Site selectors search out the best possible locations for their corporate clients, focusing on the criteria and needs established by the companies. Energize-ECI is a public/private partnership promoting economic development activities in the counties of Blackford, Delaware, Grant, Henry, Jay, Randolph, Rush and Wayne, plus the City of Anderson.

Media Archives

Delaware County, Thursday, July 05, 2007

Roy Budd and Terry Murphy Participate in IEDC New York Business Development Trip

Muncie, IN - Roy Budd, Executive Director of Energize-ECI and Terry Murphy, Vice President of the Muncie/Delaware County Economic Development Alliance, participated in a 3-day New York business development trip organized by the Indiana Economic Development Corporation. Roy and Terry made scheduled presentations to various businesses in the New York City area, focusing on companies having an interest in expansion or relocation. Energize-ECI is a public/private partnership promoting economic development activities in the counties of Blackford, Delaware, Grant, Henry, Jay, Randolph, Rush and Wayne, plus the City of Anderson.

Media Archives

Delaware County, Monday, July 09, 2007

East central Indiana leadership forum to be held in Muncie, July 18th

Muncie, IN The Regional Leadership Forum will present the latest insights into how to develop competitive economic and community development strategies through collaboration, open dialogue, leveraging human capital and cultural assets, and fostering a shared vision for the East Central Indiana region across the public, private and nonprofit sectors. This year's Regional Leadership Forum has the overarching theme of helping regions connect to resources at the State level. The discussions and actions taken during the Regional Forum will act as catalysts to create a vision for the East Central Indiana's future economic development and quality of life.

The East Central Indiana Leadership Forum will be held July 18th, from 7:30 AM - 11:30 AM, at the Ball State University Alumni Center, 2800 W. Bethel Ave., Muncie. The Forum is organized by the Indiana Humanities Council and being hosted by Energize-ECI. Additional supporting sponsors include the National Endowment For the Humanities and the Indiana Office of Community & Rural Affairs. Presenting speakers include: a representative for the Indiana Economic Development Corporation giving a presentation on "Accelerating Growth" and Marty Morrow, Deputy Commissioner and Chief Technology Officer from Indiana's Department of Workforce Development will give a presentation on workforce initiatives. Following the presentations will be a facilitated, open discussion of community and economic development topics. The objective is to create commitment and encourage collaboration among local organizations to tackle the key challenges of the region.

For online registrations to participate in the July 18th Forum, please go to www.indianahumanities.org, or phone Andrew Lee at the Indiana Humanities Council - 317.638.1500. Breakfast will be served for those registering in advance to attend.

Energize-ECI is a public/private partnership advancing economic development activities for a nine-county area of East Central Indiana, including: Blackford, Delaware, Grant, Henry, Jay, Randolph, Rush and Wayne counties; plus the City of Anderson.

Media Archives

Delaware County, Friday, August 17, 2007

Energize-ECI Represents East Central Indiana During IEDC Business Development Trip to Chicago

Muncie, IN - E. Roy Budd, executive director of Energize-ECI; Tim Eckerle, executive director of Grant County Economic Growth Council; and Mark Wickersham, area businessman; were members of the official team representing East Central Indiana during a 3 day (August 14, 15, 16) sales trip to Chicago. The business development trip was organized by the Indiana Economic Development Corporation (IEDC). Four teams, each with four members, had pre-scheduled appointments with a diverse group of prospects, to learn more about their expansion needs and to present the advantages Indiana offers to businesses. The objective was to cultivate new opportunities for economic development throughout our state.

Roy Budd commented, "The IEDC is very organized and focused in their efforts to build Indiana's economic future. We are pleased to be an integral part of their efforts. We made many strong contacts, which we will continue to manage. We're competing with the world, but our nine county area has distinct business advantages for existing and expanding companies: a well-trained and educated workforce; an excellent transportation network; world-class universities; low utility costs; a temperate climate; a low cost of living and operation; and a high quality of life; plus short commute times, allowing for a better work/life balance for East Central Indiana workers. Our state has gained a reputation for having a pro-business environment. But we still battle the lingering perceptions that the Midwest is a rust-belt area full of empty manufacturing plants and nothing else. We are addressing those perceptions with our new website, which I encourage everyone to visit and learn more about East Central Indiana, one of America's best kept secrets."

Energize-ECI is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. Energize-ECI acts as a single point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals, site consultants and companies researching the area. Energize-ECI answers inquiries regarding sites, buildings and regional information, then directs leads to the appropriate local economic development groups. Energize-ECI provides support to: Blackford, Delaware, Grant, Henry, Jay, Randolph, Rush and Wayne counties, plus the City of Anderson. Funding for trade missions, exhibits, marketing, programs, services and materials is provided by public and private entities throughout East Central Indiana, by foundations and grants.

Details about Energize-ECI and information about East Central Indiana may be viewed at their new, comprehensive website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305, by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's 48-page REGIONAL-FOCUS magazine, which contains a great overview of East Central Indiana, may be read or downloaded by going to the website.

Media Archives

Delaware County, Friday, September 07, 2007

East Central Indiana to be Well Represented on 2007 State of Indiana Trade Mission to Japan

Muncie, IN – E. Roy Budd, executive director of Energize-ECI, announced that Wayne Seybold, Mayor of Marion, and Bruce W. Hosier, Mayor of Portland, would serve East Central Indiana as delegates on the State of Indiana's 2007 Trade Mission to Japan, September 7th - 14th. This year's investment mission is being led by Governor Mitch Daniels, assisted by the Indiana Economic Development Corporation and is being held in conjunction with the 2007 Midwest U.S. - Japan Association Conference - September 9th -11th in Tokyo. According to Roy Budd, "This trip represents the third time the State of Indiana has returned to Asia to call on current contacts and new business decision-makers. We are proud to have two mayors - Wayne Seybold from Marion and Bruce Hosier from Portland, representing the assets and advantages of East Central Indiana." In addition to participating in the Conference, members of the delegation have pre-scheduled appointments with companies doing business in Indiana, as well as those interested in investing in our state. The group will be presenting Indiana's economic advantages as they cultivate new investment opportunities. Mayor Hosier is Energize-ECI's official representative, with Mayor Seybold being member of the state delegation."

Roy Budd commented, "The IEDC is very focused in their efforts to continue to develop Indiana's economic growth. We are honored to be a part of their efforts. During previous missions, Energize-ECI representatives have cultivated many strong contacts, which we will continue to manage. In fact, our delegation will meet with several of these contacts on this trip. Although we're competing with the world, our nine county area has distinct business advantages for existing and expanding companies: a well-trained and educated workforce; an excellent transportation network; world-class universities; low utility costs; a temperate climate; a low cost of living and operation; and a high quality of life; plus short commute times, allowing for a better work/life balance for East Central Indiana workers. Indiana has gained a reputation for having a pro-business environment, but we continually battle the lingering perceptions that the Midwest is a decaying rust-belt. We help address those perceptions with our new website, www.energize-eci.org, which I encourage everyone to visit and learn more about one of America's best kept secrets."

Since 2005, the Indiana Economic Development Corporation (IEDC) has completed 28 competitive projects with Japanese businesses. Those 18 expansions and 10 new Indiana locations include \$1.3 billion in new capital investment and nearly 5,500 job commitments. In all more than 220 Japanese companies operate in Indiana. They've invested over \$9.3 billion in the state's economy and employ more than 42,000 Hoosiers. With the opening of the new Honda plant, Indiana has moved past Ohio and now ranks second to California for the amount of Japanese business investment in our state.

The Midwest U.S. - Japan Association conferences began forty years ago in Chicago, as a meeting between a farsighted group of interested businessmen from both sides of the Pacific. The purpose is to meet on an annual basis to discuss the growth and progress of economic relations of the American Midwest and Japan. Indianapolis hosted the 2006 Conference, in which Energize-ECI participated and helped sponsor.

In addition to Mayor Seybold and Mayor Hosier, other trade mission participants from East Central Indiana include: Terry Murphy - Muncie-Delaware County Economic Development Alliance; Robert Sparks - Anderson/Madison County Corporation for Economic Development; and Ayako Yamamoto-Girt - City of Anderson. The Indiana delegation is made up of 70 business, community and government leaders.

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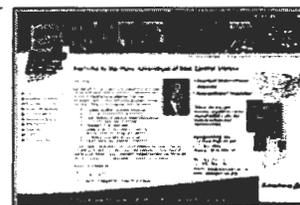
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Media Archives

Delaware County, Friday, September 07, 2007

Energize-ECI Launches New Global Website to Market During IEDC Business Development Trip to Chicago

"The more the business world knows about East Central Indiana, the more likely they will be to include our region on their lists of possible locations - as they search the world for expansion opportunities," advised Tom Farris, Muncie-based marketing consultant who directed the content for www.energize-eci.org, the new global website for Energize-ECI, the private/public partnership marketing the advantages of business expansion in a nine county area of East Central Indiana. Farris managed the creative and content aspect, while the web development team at C.S. Kern, Inc. engineered the technical and operational aspects for the newly launched site. "Since we are living in a global business environment - viewers may translate the information into six languages - German, French, Spanish, Korean, Japanese and Chinese - in addition to English," Farris added, "This shows the world that East Central Indiana is serious about welcoming new business opportunities to our region."



According to Roy Budd, Executive Director of Energize-ECI, "The regional website is a global portal for business development opportunities throughout E.C.I. - the website highlights the assets and attributes of our counties, towns and cities in the East Central Indiana area - the regional website will be used as a global marketing tool to enhance economic development and job creation opportunities throughout E.C.I." Areas participating in Energize-ECI include: Blackford, Delaware, Grant, Henry, Jay, Randolph, Rush and Wayne counties, plus the city of Anderson.

The site is comprehensive with its base of information, plus ability to link viewers to related sites to source more specific data and statistics. East Central Indiana has many competitive advantages in the eyes of site consultants:

- Central location to North America. Reach over 75% of the populations of U.S. and Canadian populations within a one-day truck drive
- High quality of life and work/life balance
- Available sites and buildings
- Workers of all skill sets
- Established transportation network
- Strong Indiana values and ethics
- Excellent business environment
- World class educational institutions
- Competitive operational and living costs

Viewers will learn that East Central Indiana has a population of 446,773; a resident labor force of 227,951; 210,508 total housing units, a K-12 education enrollment of 6,122; the median household income is \$37,405; the cost of living index is 92.1%; and a recent employment rate was 94.18%.

East Central Indiana has a nice blend of cities and towns. The fifteen largest communities in the region include:

	Community	Population	County
1.	Muncie	67,000	Delaware
2.	Anderson	57,942	Madison
3.	Richmond	39,124	Wayne
4.	Marion	30,644	Grant
5.	New Castle	19,500	Henry
6.	Hartford City	6,684	Blackford
7.	Portland	6,600	Jay
8.	Rushville	5,995	Rush
9.	Gas City	5,819	Grant
10.	Winchester	5,000	Randolph
11.	Yorktown	4,700	Delaware
12.	Upland	3,735	Grant
13.	Union City	3,600	Randolph
14.	Fairmount	2,814	Grant
15.	Dunkirk	2,700	Jay

www.energize-eci.org has a section that tells about Energize-ECI, its programs, services, directors, officers and partners, plus how they work together with the local economic development officials in the area to market East Central Indiana. Viewers can learn Indiana's national business rankings, such as - "Site Selection" Magazine (Spring 2006) rated Indiana the #1 State for Economic Development; names of the hundreds of companies who have made recent major investments throughout the region; and learn which area businesses make up the top 25 employers - here, you'll discover some surprises ...

Need a quick answer to a question about business sites or opportunities in ECI? Use the "Rapid Response" email form for a prompt reply. The current 48-page edition of the information-packed "RegionalFocus" magazine and the Energize-ECI newsletter may be read or downloaded from the site. Review state and ECI transportation maps; learn about state and local economic development incentives; read county summary information pages, then quick-link to each county's economic development website - with the ability to connect with additional local links. Available building, sites and industrial parks from each county can be viewed. Viewers interested in detailed statistics, state economic and business information, plus information about area colleges and universities, have quick-link access.

"As with most websites," Farris advised, "The Energize-ECI site is an evolutionary project. We will soon be adding updated photos to the site, additional facts and information, plus a special section listing area manufacturing skills training and educational opportunities is being developed. Most people visiting the site find something new each time they visit www.energize-eci.org. I encourage all area residents to visit the site to learn more about the benefits of living and working here. It will change many long-existing perceptions about East Central Indiana - we live in a great area with even greater potential."

Energize-ECI, Inc. is located in the Energize-ECI Engagement Center, 122 E. Main St., in downtown Muncie - a building housing offices for other organizations focusing on economic development, small business growth, workforce training and education. Energize-ECI may be reached by phone - 765.254.1420; fax - 765.254.1450; email - info@energize-eci.org; or by visiting www.energize-eci.org.

Media Archives

Delaware County, Friday, September 07, 2007

**Energize-ECI to Host Informational Breakfast Meeting About New Website for Area Job Training Opportunities
Friday, September 21st, from 7:00 AM – 9:30 AM in Muncie**

"Where can employers go to learn about available training programs?"

"Where can workers go to learn about area job training opportunities?"

"Where can training providers go to publicize their programs?"

"Where can employers go to post specific training needs?"

"Where can training providers go to test employer interest in programs?"

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, advised, "We have an idea and concept to help address the above questions – create a website exclusively for job training programs in East Central Indiana. Since helping area businesses grow and prosper is part of our mission, it was a natural for Energize-ECI to provide leadership on this important initiative. We are collaborating with the East Central Indiana Manufacturing Skills Center and Ready Indiana, along with regional education and training providers to build the website. The website will permit employers and employees to access complete information regarding the various training programs offered by various resources in the area. Interested parties can learn about programs of interest, then link to the provider's site for details and possible registration."

Budd added, "The new job-training website could also serve as an electronic clearinghouse where employers and training providers can exchange information about specific training needs and possible future offerings. The benefits of the site are obvious, plus the concept helps establish East Central Indiana as a leader in emphasizing the importance of training existing employees for increased productivity, performance, safety and job satisfaction."

Energize-ECI is inviting interested manufacturers, businesses, education and training providers and others from Blackford, Delaware, Grant, Henry, Jay, Madison, Randolph, Rush and Wayne counties to attend an informational breakfast meeting on Friday, September 21st, from 7:00 AM to 9:30 AM – at the Ball State University Alumni Center in Muncie. Breakfast will be served at 7:00 AM to those attending. The meeting will introduce the concept of the new regional job training web pages and explore the specific needs and usability requirements of such a site by those attending. Suggestions from a user's perspective is integral to the next step in the ECI job training site development. Persons interested in attending the breakfast and presentation should RSVP to Marlene at Energize-ECI by September 13th – by phone 765.254.1420 or by email to mpulley@energize-eci.org. There is no fee for attending the meeting, as it is being underwritten by Energize-ECI and other sponsors.

Organizations co-sponsoring the event include: Energize-ECI, East Central Indiana Manufacturing Skills Center, Ready Indiana, The Indiana Chamber of Commerce, Ball State University and the Verizon Foundation.

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Media Archives

Delaware County, Friday, September 07, 2007

Mid-Year Update - Delaware County Home Sales Projected to Be 3rd Best Sales Year Ever - Following Record Setting 2006

Muncie, IN - Jim Kouns, CRS, GRI, is a local Coldwell Banker Lunsford real estate broker who has monitored the statistics of the area real estate market for many years. He knows firsthand how Delaware County and East Central Indiana have bucked the wild swings and downturns suffered by other parts of the U.S. He likes to share his statistics to show the facts about the local market - and how they often differ from national headlines and area perceptions. "In spite of what many people are thinking, 2007 has been a relatively strong real estate market in Delaware County. We've sold a lot of homes, however we're comparing against 2006, a record year for Delaware County home sales, with 2004 being the 2nd best," Kouns advised. "So, if we hold true to current projections, 2007 will conclude as the 3rd greatest year for home sales."



Kouns' "2007 Mid-Year Update" provides a factual insight into Delaware County home sales. Comparing against the sales record-setting year of 2006:

Summary of 2006

- Delaware County did not experience the real estate declines reported in most media.
- Unit home sales and total dollars set new records.
- Inventory levels decreased significantly.
- The market was nearly balanced (inventory vs. sales) below \$250,000.
- Delaware County has competitive, affordable housing.
- Building permits fell over 30%

Summary of Mid-Year 2007 Update

- Sold units are down 7%, compared to a record year in 2006.
- Inventory is up (7.8 months), but LESS than 2006.
- Average sale price is down 6.8% from the 2006 record year.
- If projections hold true, 2007 will be the 3rd best ever
- There's still time in 2007.
- Great buying opportunities above \$300,000

Mid-Year 2007 Statistics

- Sold Homes units were down 7.4% (768 thru the end of July 2007, from 829 in 2006)
- The Home Inventory is up for the year (921 in August 2007, but down from 978 for the same period in 2006)
 - **The 2007 Average Sale Price is down 6.8% at mid-year**
 - 2007 Average Price is \$91,345 - 94% were \$200,000 or less
 - 2006 Average Price was \$98,345 - 92% were \$200,000 or less
- For 2007, Home Sales are up in the \$100,000 - \$150,000 category, but slightly down in other price ranges
- Interest Rates have increased slightly since the end of 2006
 - **15 Year Fixed Mortgage Rates**
 - 2006 - 5.875%
 - 2007 - 6.375%
 - Over \$300,000 Value - 23.2/Months (17/month excess)
 - **30 Year Fixed Mortgage Rates**
 - 2006 - 6.375%
 - 2007 - 6.625%

According to Jim Kouns, "There are many great home buying opportunities in Delaware County - especially in the \$300,000 and above price range. Overall, the market has a pretty solid footing. If 2007 finishes like the numbers are projecting, it will be the 3rd best home selling year in Delaware County history - and that's following the record-setting years of 2006 (#1) and 2004 (#2)." Mike Lunsford, CEO of Coldwell Banker Lunsford, added, "Delaware County continues to benefit from ongoing business growth and expansion resulting from intensified economic development efforts to meet the challenges of a changing manufacturing sector. More companies are taking a better look at our area because of the many competitive advantages offered by the region. Plus, Delaware County is an ideal location for retirement living, or to start a new business." Monte Needler, Coldwell Banker V.P. of Residential Sales, added, "This is a perfect time for a person to move to a home which better suits their current lifestyles, neighborhood, interests, schools, hobbies, family size and needs. Delaware County offers as diverse a selection of nice homes as anyplace - with excellent values."

Jim Kouns, CRS, GRI is available to present his "Mid Year Update" to area organizations. He may be contacted at (765) 741.5833, extension 116, or toll-free 1.800.392.3008. Coldwell Banker Lunsford serves the complete real estate needs of East Central Indiana from regional offices at 3601. W. Bethel Ave., Muncie, IN 47304. Information: phone - (765) 289.2228; toll-free - 1.888.602.2228; or website - www.cblunsford.com. Since 1906, the Coldwell Banker organization has been a premier provider of real estate services. The Coldwell Banker system has approximately 4,000 residential and commercial real estate offices and 127,700 sales associates in 30 countries and territories. Each office, such as Coldwell Banker Lunsford, is independently owned and operated.

Media Archives

Delaware County, Wednesday, September 12, 2007

Energize-ECI Receives a Grant from Ball Brothers Foundation to Develop Site Consultant Education Programs

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, announced the regional economic development partnership has received a \$50,000 grant from the Ball Brothers Foundation to develop programs to help educate site consultants about the business advantages offered by East Central Indiana. Budd commented, "A growing number of businesses throughout the world are utilizing the professional services of site consultants to direct them in researching possible communities for business expansion and investment. Energize-ECI realizes the value of these professionals and the importance of building relationships with them to gain opportunities to present the assets and advantages offered throughout East Central Indiana. As we compete against some very competitive communities from around the globe, we must work creatively to continually educate consultants and change their existing perceptions about the Midwest, Indiana and East Central Indiana. To better leverage our limited budget, we will continue to collaborate with the Indiana Economic Development Corporation (IEDC) and area economic development organizations to build these relationships and achieve our objectives."

Energize-ECI "Site Consultant Education Program" initiatives include: (1) Attending Site Professional Roundtable Conferences in the U.S.; (2) Developing a program to bring site consultants to Indiana (in collaboration with the IEDC); (3) Update and expand the existing website; and to develop marketing programs and materials to promote the website and drive more visitors to the site to learn more about the many advantages of doing business and living in E.C.I. " Budd added, "We appreciate Ball Brothers Foundation commitment to improving the quality of life for the region by helping us bring more businesses and jobs to the area - with new investment and the growth of existing businesses. The social challenges faced by our communities are lessened by the overall impact of economic growth. As a region undergoing a transition from traditional manufacturing jobs, it is important that we continue to work as a group to aggressively promote the area, while we continue to improve our cities and towns. We have a growing number of companies, organizations and people who are pulling together with a great vision of our future. We invite more people to become involved from our nine county area."

Energize-ECI is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. Energize-ECI acts as a single point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals, site consultants and companies researching the area. Energize-ECI answers inquiries regarding sites, buildings and regional information, then directs leads to the appropriate local economic development groups. Energize-ECI provides support to: Blackford, Delaware, Grant, Henry, Jay, Randolph, Rush and Wayne counties, plus the City of Anderson. Funding for trade missions, exhibits, marketing, programs, services and materials is provided by public and private entities throughout East Central Indiana, by foundations and grants.

Details about Energize-ECI and information about East Central Indiana may be viewed at their new, comprehensive website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305, by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's 48-page REGIONAL-FOCUS magazine, which contains a great overview of East Central Indiana, may be read or downloaded by going to the website.

Media Archives

Delaware County, Tuesday, October 09, 2007

Energize-ECI to Host Business Breakfast Presentation "Japan-China-U.S. Looking Ahead- East Asia's Political and Economic Future," October 19th at Ball State University

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that Energize-ECI is partnering with the National Association of Japan-America Societies and the Japan-America Society of Indiana to host a business breakfast presentation in Cardinal Hall of the Student Center at Ball State University (2000 University Avenue, Muncie) on Friday, October 19th 2007 - from 8:00 am to 10:00 am. Speakers include Masataka Okano, Counselor of Political Affairs, Embassy of Japan; Masayoshi Yamashita, Chief Corporate Representative, NTT; William Farrell, Chairman, Dynamic Strategies Asia; and Atsushi Yamakoshi, Director, Keidanren (Japan Business Federation), Washington, D.C.

The presentation topic "Japan-China-U.S. Looking Ahead: East Asia's Political and Economic Future" will address many important issues with an impact on the business world. Tensions in Korea and Burma, the rising influence of China, changing international trade patterns as well as domestic political dynamics in Japan have a profound impact on Japan's interaction in East Asia. With half the world's population, one-third of the global economy and growing economic and financial strength in the international system, Asia is key to a stable, prosperous world. The U.S.-Japan bilateral alliance has underpinned East Asia's security structure, benefiting Japan, the United States, and the region. However, what worked in the past may not serve us well in the future. This program will speak to the regional challenges and opportunities ahead.

Area business executives, elected officials and candidates, community representatives, and faculty members of educational institutions are encouraged to attend. Reservations to attend the business breakfast presentation must be made by Wednesday, October 17th by phone or email to Marlene Pulley, Energize-ECI, Inc. - phone, 765.254.1420; email mpulley@energize-eci.org. There is no cost for attending the breakfast presentation. Parking passes will be required for attendees parking on campus - and will be sent upon registration for the event.

According to Roy Budd, Executive Director of Energize-ECI, "More than 220 Japanese companies operate in Indiana. They've invested over \$9.3 billion in the state's economy and employ more than 42,000 Hoosiers. With the development of the new Honda plant, Indiana has moved past Ohio and now ranks second to California for the amount of Japanese business investment in the state. Energize-ECI appreciates the opportunity of hosting an international business presentation of this magnitude for East Central Indiana."

The National Association of Japan-American Societies (NAJAS), the Embassy of Japan in Washington, D.C. and Keidanren-USA (Japan Business Federation) are collaborating in presenting "Japan Caravans" to explain the Japanese economy and Japanese corporate practices to American audiences around the United States.

Energize-ECI, Inc. is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. Energize-ECI, Inc. acts as a single point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals, site consultants and companies researching the area. Energize-ECI, Inc. answers inquiries regarding sites, buildings and regional information, then directs leads to the appropriate local economic development groups. Energize-ECI, Inc. provides support to: Blackford, Delaware, Grant, Henry, Jay, Randolph, Rush and Wayne counties, plus the City of Anderson. Funding for trade missions, exhibits, marketing, programs, services and materials is provided by public and private entities throughout East Central Indiana, by foundations and grants.

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[Media Archives](#)

Delaware County, Tuesday, November 06, 2007

Coldwell Banker® Study Ranks Muncie, Indiana Home Prices Most Affordable In College Football Towns

Muncie, Ind. (Ball State) and Palo Alto, Calif. (Stanford) Rank as Most Affordable and Most Expensive College Football Towns; Mid-American and PAC-10 Conferences Follow Suit

Muncie, IN- College towns bring together academic minds, alumni, students and sports enthusiasts, especially in the fall when football fans flock to reconnect with the nostalgia of happy college years. The reasons they come – pageantry, culture, tradition and idyllic settings – are also the reason many want to stay and become homeowners in their college town. According to the third annual **Coldwell Banker®** College Home Price Comparison Index (HPCI), while Ohio State may be leading the nation in the football polls, it is the Ball State Cardinals and Stanford Cardinal and their athletic conferences that hold the distinction of being located in the nation's most affordable and expensive college towns, respectively.

The **Coldwell Banker** College HPCI finds that Muncie, Ind., home to Ball State University, ranks as the most affordable college town in the U.S., where a 2,220-foot, 4 bedroom 2 ½ bath home with a family room and two car garage, would average \$150,000. For the third straight year Palo Alto, Calif., home to Stanford University, is the nation's most expensive college town, where a similar home would cost \$1,677,000.

The **Coldwell Banker** College Market HPCI specifically examines the markets that are home to 119 Football Bowl Subdivision (I-A) schools. Additional information about the original HPCI study, which ranked more than 300 markets across the United States and Puerto Rico in affordability for the same 2,200 square-foot subject home, is available at www.coldwellbanker.com.

Mike Lunsford, CEO of Coldwell Banker Lunsford real estate firm in Muncie, IN commented, "Our #1 ranking is another good arrow in our quiver as we go hunting for industry and new business investment. Being located in the home of a top-ranked university is also an economic development asset. We have a lot of factors in our favor here in East Central Indiana."

"All Muncie residents, including Ball State employees, take pride in the city's distinction as the nation's most affordable college town," said Ball State University President Jo Ann M. Gora. "The university has a long tradition of working together with the city to promote economic and community development. These projects strengthen our economy, helping to make Muncie a wonderful place to live. I'm confident that those partnerships will continue in the future, hopefully keeping Muncie high on the most affordable list for many years to come."

E. Roy Budd, Executive of Energize-ECI, Inc., regional economic development partnership, Comments, "The moderate cost of housing in Muncie with the quality of life enjoyed by residing in a college town makes Muncie a very nice place in which to live. Muncie is in the midst of transition - moving away from a manufacturing economy to one of technology, science and service - and the affordable housing market will help facilitate this transition. I believe that if people knew more about the area, they would already be here."

"College towns remain a popular living destination - whether they are first time homeowners or alumni looking for great retirement spots," says Jim Gillespie, president and chief executive officer of Coldwell Banker Real Estate LLC. "School spirit draws many alumni back to their alma mater and for others, continuing their education, pursuing jobs, enjoying cultural activities and following college sports make these communities ideal homes."

Gillespie, a 1968 University of Illinois graduate and avid Illini fan, also points out that the survey can be a guide for parents interested in buying homes for their college-aged sons and daughters. "Real estate professionals have been doing this for years," Gillespie says. "Once their child is able to live off-campus, they do so in the family-owned home with classmates paying rent as roommates. Over time, the home appreciates in value and the family can keep it or sell it with the proceeds going toward the college payments."

Coldwell Banker Ties to College Football

Kevin Moen, a sales manager with Coldwell Banker Residential Brokerage in Rolling Hills Estates, Calif., scored one of the most dramatic touchdowns in college football history 25 years ago on Nov. 20, 1982. After Stanford took a 20-19 lead with a field goal, leaving four seconds on the clock, Moen, then a safety for the University of California, caught the ensuing kickoff and began a wild, lateral-filled scramble that culminated with Moen eventually getting the ball back to score the winning touchdown as time ran out. Moen covered the final 25 yards by navigating through members of the Stanford band, which came out onto the field to celebrate what they thought was a Cardinal win. Moen is best remembered for barreling over Stanford trombone player Gary Tyrrell in the end zone as he celebrated the miraculous play. Moen will be featured on the *Versus* network during a 25th anniversary show on November 24 at 6 p.m. (Eastern), a week prior to when Stanford and Cal renew their rivalry.

2007 Coldwell Banker College HPCI - Highlights & Interesting Facts

- More than \$1.6 million separates the Eastern Indiana town of Muncie (\$150,000) from the Silicon Valley community of Palo Alto (\$1,677,000).
- Coincidentally, both Muncie and Palo Alto have benefited from recently renovated or newly constructed football stadiums. Ball State's renovated Scheumann Stadium features Arby's Tailgate Town, which includes live bands, giveaways and special exhibits. One-year-old, state-of-the-art Stanford Stadium seats 50,000.
- Oklahoma State University and the University of Toledo entered the top 10 most affordable markets list. All 10 of the most expensive college markets repeat on the 2007 list.
- Three teams in the top 25 Bowl Championship Series (BCS) standings hail from towns in the **Coldwell Banker** College HPCI top 10 most expensive college markets list - Boston College, University of Southern California and University of Hawaii.
- The Mid-American Conference again ranks as the most affordable league with 2,200 square-foot, 4 bedroom, 2 ½ bath homes averaging \$230,272 in its 12 markets. The PAC-10 tips the scales as the most expensive conference overall for the third straight year, with an average home price of \$737,040.
- Columbus, Ohio, home to current BCS leader Ohio State, ranks 51st on the home price affordability list for studied homes with an average home price of \$238,170. Gainesville, Fla., home to the defending BCS champion University of Florida Gators, is rated 79th at \$305,750. (Detailed charts for each conference are included below).

The top 10 most affordable college markets for home prices in 2007 are:

Rank	School	Town, State	2007 Avg. Price
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1	Ball State University	Muncie, Ind.	\$150,000
2	Texas Christian University	Fort Worth, Texas	\$151,250
3	University of Tulsa	Tulsa, Okla.	\$153,750
4	Oklahoma State University	Stillwater, Okla.	\$162,000
5	Texas Tech University	Lubbock, Texas	\$163,250
6	University of Toledo	Toledo, Ohio	\$163,278
7	University of Louisiana Monroe	Monroe, La.	\$164,499
8	University of Houston	Houston, Texas	\$169,736
	Rice University	Houston, Texas	\$169,736
10	Utah State University	Logan, Utah	\$172,978

The top 10 most expensive college markets for home prices in 2007 are:

Rank	School	Town, State	2007 Avg. Price
1	Stanford University	Palo Alto, Calif.	\$1,677,000
2	Boston College	Chestnut Hill, Ma.	\$1,381,250
3	University of Southern California	Los Angeles, Calif.	\$1,306,333
	University of California, Los Angeles	Los Angeles, Calif.	\$1,306,333
5	University of California, Berkeley	Berkeley, Calif.	\$1,287,500
6	San Jose State University	San Jose, Calif.	\$1,145,000
7	University of Hawaii	Honolulu, Hawaii	\$843,750
8	Northwestern University	Evanston, Ill.	\$708,000
9	Florida International University	Miami, Fla.	\$638,333
	University of Miami	Miami, Fla.	\$638,333

The following chart ranks Football Bowl Subdivision (I-A) college football conferences by affordability:

Rank	School	2007 Avg. Price
1	Mid-American Conference	\$230,272
2	Conference USA	\$242,286
3	Southeastern Conference	\$246,123
4	Big 12 Conference	\$247,452
5	Sun Belt Conference	\$297,886
6	Big Ten Conference	\$300,749
7	Big East Conference	\$321,561
8	Mountain West Conference	\$324,189
9	Independents	\$344,916
10	Atlantic Coast Conference	\$424,784
11	Western Athletic Conference	\$441,263
12	Pac-10 Conference	\$737,040

The following charts rank Football Bowl Subdivision (I-A) college football conferences and independent schools. The most affordable conference is listed at the top and most expensive at the bottom. Each school in the conference is listed with the most affordable at top:

Mid American Conference (1)		Town, State	2007 Avg. Price
Ball State University	Muncie, Ind.	\$150,000	
University of Toledo	Toledo, Ohio	\$163,278	
University of Akron	Akron, Ohio	\$183,100	
Central Michigan University	Mt. Pleasant, Mich.	\$192,075	
Eastern Michigan University	Ypsilanti, Mich.	\$210,750	
Western Michigan University	Kalamazoo, Mich.	\$228,450	
Northern Illinois University	DeKalb, Ill.	\$233,000	
Ohio University	Athens, Ohio	\$234,600	
University at Buffalo	Buffalo, N.Y.	\$248,575	
Miami University	Oxford, Ohio	\$259,633	
Kent State University	Kent, Ohio	\$268,200	
Bowling Green State University	Bowling Green, Ohio	\$391,600	
Conference Average Price		\$230,272	

Conference USA (2)		Town, State	2007 Avg. Price
University of Tulsa	Tulsa, Okla.	\$153,750	
University of Houston	Houston, Texas	\$169,736	
Rice University	Houston, Texas	\$169,736	
Marshall University	Huntington, W. Va.	\$185,000	
University of Southern Mississippi	Hattiesburg, Miss.	\$186,800	
University of Memphis	Memphis, Tenn.	\$191,936	
University of Texas El Paso	El Paso, Texas	\$229,306	
East Carolina University	Greenville, N.C.	\$297,917	
Southern Methodist University	Dallas, Texas	\$302,198	
University of Alabama at Birmingham	Birmingham, Ala.	\$303,181	
Tulane University	New Orleans, La.	\$310,875	
University of Central Florida	Orlando, Fla.	\$407,000	
Conference Average Price		\$242,286	

Southeastern Conference (3)		Town, State	2007 Avg. Price
University of South Carolina	Columbia, S.C.	\$198,967	
University of Tennessee	Knoxville, Tenn.	\$202,450	
Mississippi State University	Starkville, Miss.	\$220,767	
University of Kentucky	Lexington, Ky.	\$234,500	
Vanderbilt University	Nashville, Tenn.	\$238,333	
University of Alabama	Tuscaloosa, Ala.	\$241,333	
University of Georgia	Athens, Ga.	\$248,633	

Louisiana State University	Baton Rouge, La.	\$250,444
University of Arkansas	Fayetteville, Ark.	\$252,950
University of Mississippi	Oxford, Miss.	\$276,750
Auburn University	Auburn, Ala.	\$282,600
University of Florida	Gainesville, Fla.	\$305,750
Conference Average Price		\$246,123

Big 12 Conference (4)	Town, State	2007 Avg. Price
Oklahoma State University	Stillwater, Okla.	\$162,000
Texas Tech University	Lubbock, Texas	\$163,250
Baylor University	Waco, Texas	\$180,188
University of Oklahoma	Norman, Okla.	\$180,887
Texas A&M University	College Station, Texas	\$209,044
Iowa State University	Ames, Iowa	\$209,967
University of Missouri	Columbia, Mo.	\$217,500
University of Kansas	Lawrence, Kan.	\$232,300
University of Texas	Austin, Texas	\$243,250
Kansas State University	Manhattan, Kan.	\$265,000
University of Nebraska	Lincoln, Neb.	\$292,233
University of Colorado	Boulder, Colo.	\$615,000
Conference Average Price		\$247,452

Sun Belt Conference (5)	Town, State	2007 Avg. Price
University of Louisiana at Monroe	Monroe, La.	\$164,499
University of North Texas	Denton, Texas	\$196,000
Arkansas State University	Jonesboro, Ark.	\$204,000
Troy University	Troy, Ala.	\$214,167
University of Louisiana at Lafayette	Lafayette, La.	\$232,467
Middle Tennessee State University	Murfreesboro, Tenn.	\$261,560
Florida Atlantic University	Boca Raton, Fla.	\$531,250
Florida International University	Miami, Fla.	\$638,333
Conference Average Price		\$297,886

Big Ten Conference (6)	Town, State	2007 Avg. Price
Purdue University	Lafayette, Ind.	\$184,333
University of Indiana	Bloomington, Ind.	\$198,000
University of Iowa	Iowa City, Iowa	\$212,845
University of Illinois	Champaign, Ill.	\$236,917
Michigan State University	East Lansing, Mich.	\$238,000
Ohio State University	Columbus, Ohio	\$238,170
University of Wisconsin	Madison, Wis.	\$220,950
University of Michigan	Ann Arbor, Mich.	\$303,750
Penn State University	State College, Pa.	\$307,500
University of Minnesota	Minneapolis, Minn.	\$415,767
Northwestern University	Evanston, Ill.	\$708,000
Conference Average Price		\$300,749

Big East Conference (7)	Town, State	2007 Avg. Price
Syracuse University	Syracuse, N.Y.	\$214,725
University of Louisville	Louisville, Ky.	\$238,000
University of Cincinnati	Cincinnati, Ohio	\$250,530
University of Pittsburgh	Pittsburgh, Pa.	\$263,964
West Virginia University	Morgantown, W.Va.	\$323,000
University of Connecticut	Storrs, Conn.	\$339,600
University of South Florida	Tampa, Fla.	\$350,000
Rutgers University	New Brunswick, N.J.	\$402,567
Conference Average Price		\$321,561

Mountain West Conference (8)	Town, State	2007 Avg. Price
Texas Christian University	Fort Worth, Texas	\$151,250
United States Air Force Academy	Colorado Springs, Colo.	\$197,500
Colorado State University	Fort Collins, Colo.	\$236,100
University of Wyoming	Laramie, Wyo.	\$289,000
University of New Mexico	Albuquerque, N.M.	\$317,319
University of Nevada, Las Vegas	Las Vegas, Nev.	\$362,188
Brigham Young University	Provo, Utah	\$363,975
University of Utah	Salt Lake City, Utah	\$408,125
San Diego State University	San Diego, Calif.	\$618,750
Conference Average Price		\$324,189

Independents (9)	Town, State	2007 Avg. Price
University of Notre Dame	South Bend, Ind.	\$180,500
United States Military Academy	West Point, N.Y.	\$404,833
Temple University	Philadelphia, Pa.	\$515,225
United States Naval Academy	Annapolis, Md.	\$600,750
Average Price		\$344,916

Atlantic Coast Conference (10)	Town, State	2007 Avg. Price
Clemson University	Clemson, S.C.	\$219,600
Wake Forest University	Winston-Salem, N.C.	\$228,900
Duke University	Durham, N.C.	\$229,900
North Carolina State University	Raleigh, N.C.	\$238,000

Virginia Tech University	Blacksburg, Va.	\$292,250
Georgia Tech University	Atlanta, Ga.	\$324,000
Florida State University	Tallahassee, Fla.	\$354,538
University of Virginia	Charlottesville, Va.	\$374,080
University of North Carolina	Chapel Hill, N.C.	\$387,808
University of Maryland	College Park, Md.	\$428,750
University of Miami	Miami, Fla.	\$638,333
Boston College	Boston, Mass.	\$1,381,250
Conference Average Price		\$424,784

Western Athletic Conference (11)	Town, State	2007 Avg. Price
Utah State University	Logan, Utah	\$172,978
New Mexico State University	Las Cruces, N.M.	\$220,000
Louisiana Tech University	Ruston, La.	\$221,712
Boise State University	Boise, Idaho	\$250,400
University of Idaho	Moscow, Idaho	\$298,000
Fresno State University	Fresno, Calif.	\$381,333
University of Nevada	Reno, Nev.	\$384,500
University of Hawaii	Honolulu, Hawaii	\$843,750
San Jose State University	San Jose, Calif.	\$1,145,000
Conference Average Price		\$441,263

PAC-10 Conference (12)	Town, State	2007 Price
Washington State University	Pullman, Wash.	\$285,539
University of Arizona	Tucson, Ariz.	\$286,667
Oregon State University	Corvallis, Ore.	\$333,000
University of Oregon	Eugene, Ore.	\$361,982
Arizona State University	Tempe, Ariz.	\$383,062
University of Washington	Seattle, Wash.	\$455,839
University of California, Berkeley	Berkeley, Calif.	\$1,287,500
University of California, Los Angeles	Los Angeles, Calif.	\$1,306,333
University of Southern California	Los Angeles, Calif.	\$1,306,333
Stanford University	Palo Alto, Calif.	\$1,677,000
Conference Average Price		\$737,040

Methodology – 2007 Coldwell Banker® College Market Home Price Comparison Index:

Coldwell Banker Real Estate LLC conducted its College Home Price Comparison Index study by compiling survey data from Coldwell Banker® offices throughout the United States. Companies within the Coldwell Banker system submitted data based on the average sales price of sold listings in 2007 or a comparative market analysis of homes previously sold. Because no Coldwell Banker offices serve Tuscaloosa, Ala.; Stillwater, Okla.; Lincoln, Neb.; Charlottesville, Va.; and Morgantown, W. Va., Bowling Green, Ohio; Athens, Ohio; Laramie, Wyo.; Troy, Ala.; and Ames, Iowa, the average prices reflected in the study were from local Multiple Listing Service data collected on Oct. 2, 2007. The criteria for the College HPCI1 subject home is: single-family dwelling, 2,200 square feet (approximately), four bedrooms, two and one-half baths, family room (or equivalent) and two-car garage in neighborhoods/zip codes within a market that is typical for corporate middle-management transferees.

About Coldwell Banker®

Since 1906, the Coldwell Banker® organization has been a premier full-service real estate provider. In 2007, *Franchise Times* magazine's prestigious Top 200 issue ranked the Coldwell Banker system number one in real estate for the eighth straight year and 12th among all franchisors. The Coldwell Banker System has approximately 3,800 residential real estate offices and more than 120,000 sales associates in 45 countries and territories. The Coldwell Banker System is a leader in the industry in residential and commercial real estate, and in niche markets such as resort, new home and luxury property through its Coldwell Banker Previews International® division. It is a pioneer in consumer services with its Coldwell Banker Concierge® Service Program and award-winning Web site, www.coldwellbanker.com. Coldwell Banker Mortgage is one of the largest telephone/web based lenders in the country. Coldwell Banker Real Estate LLC is a subsidiary of Realty Group Corporation, a global provider of real estate and relocations services. Coldwell Banker® is a registered trademark licensed to Coldwell Banker Real Estate LLC. Each office is independently owned and operated.

Media Archives

Delaware County, Thursday, February 14, 2008

Fayette County Economic Development Group Joins Energize-ECI, Inc. Regional Partnership

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that the Economic Development Group of Fayette County has joined the Energize-ECI regional economic development partnership. According to Budd, "Fayette County is part of Region 6 in workforce development and fits the footprint of Energize-ECI's economic development efforts. They have many of the same challenges facing other communities in East Central Indiana, but also enjoy many competitive advantages, including an ideal location - being close to Cincinnati, Dayton and Indianapolis - and an available, trained workforce. Doug Howard, Executive Director of Economic Development Group, the organization heading up economic development in Fayette County is experienced, has developed aggressive plans and strategies and provides great leadership. We look forward to having their support in teaming with us as we promote the ten counties of East Central Indiana."

Fayette County has a population of 25,588 (2000 U.S. Census) and includes a number of towns and cities, including: Bentonville, Connersville (county seat), Everton, Glenwood and Harrisburg. Connersville has a strong automotive heritage - between 1905 and 1937, 10 different makes of cars were built there, with the most famous names being Auburn and Cord. Fayette County's major employers include: Fayette County School Corporation; Fayette Memorial Hospital; Residential CRF; Stant Manufacturing; Wal-Mart; Dresser Industries; Indalex Aluminum Solutions; Grandview Pharmacy; Hassler Textile Services; Fayette Tool & Engineering; Mac Machine and Metal Works Inc.; Ready Machine Tool & Die Co.; and Ohio Valley Gas Company. Visteon, an automotive parts supplier, is closing their Connersville facility - which at its peak employed 3,200 people.

Doug Howard mentioned several of the economic development highlights from the past twelve-months, "Indalex Aluminum Solutions made a \$22 million investment, including a 100,000 SF expansion which will result in 64 new jobs. Connersville received a \$350,000 grant from Senator Richard Lugar for a feasibility study regarding the possible development of a multi-modal facility utilizing the airport and local rail lines. Connersville received a \$625,000 grant from the Lawrenceburg, Indiana Riverboat Fund to purchase a prime 54 acre industrial site which has become the first Shovel Ready Designated Site in SE Indiana. Also, Fayette County has completed an \$80,000 public funding drive to restore the historic ceiling mural in the courtroom of the 1849 Fayette County Courthouse. We are excited to be able to leverage our economic development resources with Energize-ECI, Inc. and to be able to partner with the 10 counties to bring additional investments and successes to the region. We want to build our present businesses, while attracting new investment." The website for the Fayette County Economic Development Group is www.edoconnersville.com. The site contains links to related Fayette County and Connersville resources and information.

Energize-ECI, Inc. is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. Energize-ECI, Inc. acts as a single point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals, site consultants and companies researching the area. Energize-ECI, Inc. answers inquiries regarding sites, buildings and regional information, then directs leads to the appropriate local economic development groups. Energize-ECI, Inc. provides support to: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, Rush and Wayne counties. Funding for trade missions, exhibits, marketing, programs, services and materials is provided by public and private entities throughout East Central Indiana, by foundations and grants.

Details about Energize-ECI, Inc. and information about East Central Indiana may be viewed at the comprehensive Energize-ECI, Inc. website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's 48-page REGIONAL-FOCUS magazine, which contains a great overview of East Central Indiana, may be read or downloaded by going to the website. Energize-ECI's January 2008 newsletter, REGIONAL-REPORT - which summarizes economic development activities during the past 6 months, may also be viewed at the website.

Media Archives

Delaware County, Thursday, February 14, 2008

Roy Budd Represents E.C.I. Region on Indiana Economic Development Corporation Sales Trip to Dallas, Texas

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., was a member of the official Indiana Economic Development Corporation team representing East Central Indiana during a 3 day (February 11th, 12th, 13th) sales trip to Dallas. The business development trip was organized by the Indiana Economic Development Corporation (IEDC). The participants had appointments with corporate prospects and professional site consultants - to learn more about their upcoming expansion plans, site searches and to present the many advantages Indiana offers to businesses. The objective was to develop contacts and cultivate new opportunities for economic development throughout our state, and more specifically within the ten county Energize-ECI, Inc. partnership area in East Central Indiana.

Roy Budd commented, "We are pleased to again be an integral part of the IEDC's aggressive economic development efforts in 2008. We made a number of good contacts in Dallas, which we will continue to cultivate, along with our area economic development directors. We're competing with the world in attracting economic development projects, but our ten county area has many distinct business advantages for existing and expanding companies: a trained and educated workforce; a well-developed transportation network; world-class universities; low utility costs; a temperate climate; a low cost of living and operation; and a high quality of life; plus short commute times, allowing for a better work/life balance for East Central Indiana workers and their families. Our state has earned an excellent, world-wide reputation for offering a pro-business environment, but we are still facing age-old "rust-belt" perceptions which continue to exist about the Midwest and Indiana. East Central Indiana is one of America's best kept secrets. These sales trips help us address these existing perceptions and to promote our region on a one-to-one basis."

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[Media Archives](#)

Blackford & Delaware County, Monday, March 03, 2008

Blackford County, Delaware County and Energize-ECI, Inc. Collaborate to Establish a Grant Writer & Administrator Position To Serve Local Government Entities

Muncie, IN- E. Roy Budd, Executive Director of Energize-ECI, Inc., John Brooke, President of the Delaware County Commissioners and Bob O'Rourke, President of the Blackford County Commissioners, and Dax Norton, Executive Director of Blackford County Economic Development Corp. announce a joint collaboration to establish a new, full-time position of grant writer and administrator to serve both counties. The new position will be responsible for researching, reviewing, applying and managing all aspects of securing grants and other potential revenue for governmental entities within Blackford and Delaware counties. A primary focus of the grants will be to advance economic development and improve the quality of life in the two counties. Now that the position has been established, applications will be received by Energize-ECI, Inc. to fill the job. They hope to have a person in place by May 1, 2008. A copy of the job description, duties, education and experience requirements is available from Energize-ECI, Inc. - phone 765.254.1420; fax: 765.254.1450; email info@energize-eci.org; or by contacting their office - P.O. Box 1912, Muncie, IN 47308-1912. All entities collaborating on this position strictly adhere to all state and federal standards for equal opportunity employment.

Regarding the new opportunity, E. Roy Budd commented, "This grant writer will position Energize-ECI in collaboration with Delaware and Blackford counties to compete for more federal, state and other external funding that is available for our region. We will explore this concept over the next year, and if successful, we may incorporate other counties within our region into the program in 2009." Dax Norton, Executive Director of Blackford County Economic Development Corporation, added, "This unique, cooperative program will allow Blackford and Delaware counties to more aggressively match-up local needs with funding sources from governmental sources and foundations. This will help support many important area projects which have gone undeveloped. The new position will complement the niche grant-writing work currently being done by city and county officials, plus that of economic development directors."

Bob O'Rourke, President of the Blackford County Commissioners, advised, "This new program will research grant opportunities for the cities of Montpelier and Hartford City, plus all of Blackford County." Accord to John Brooke, President of the Delaware County Commissioners, "In 2006, without a full-time grant writer, Delaware County only received about \$9.93 per capita in grant revenue, while some counties with full-time grant writers were receiving grant revenues in excess of \$89.00 per capita. This position is an opportunity for Delaware County to maximize its revenue and to continue to provide a high level of services and not increase taxes. As the statistics reveal, Delaware County has left a lot of grant money on the table over the years by not pursuing opportunities. We now have created a unique and historic collaboration to help the counties and communities improve, as well as providing the leadership necessary to advance the entire region"

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For information about Blackford County, visit their website www.blackfordcounty.com. Additional information about Delaware County can be found at www.muncie.com and www.co.delaware.in.us.

Media Archives

Delaware County, Wednesday, April 09, 2008

Energize-ECI Partners Represent East Central Indiana at

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., represented East Central Indiana at the Expansion Management Conference, "Roundtable in the Rockies," March 30th through April 2nd, in Vail, Colorado. Energize-ECI partners representing their counties and the region included: Bryan Coats, President/CEO of the New Castle/Henry County Economic Development Corporation; Dax Norton, Executive Director, Blackford County Economic Development Corporation; and Terry Murphy, Vice President, Muncie/Delaware County Economic Development Alliance. The conference featured eight international speakers addressing economic development and business expansion trends, challenges and opportunities. Participating in the conference were business executives, site selection professionals and economic development officials. Attending the conferences allows the East Central Indiana representatives to meet one-on-one with site selectors and business decision-makers with expansion and new-investment plans.

According to Roy Budd, "The primary objectives were to continue to build relationships with site selection decision-makers, to learn more about upcoming corporate expansion needs and to present the many important advantages East Central Indiana offers to businesses interested in expanding or relocating. During the one-on-one opportunities, dinners and free-time we were able to learn firsthand of the expanding company's needs, so we can better address the benefits of locating in East Central Indiana. It is through continuing such relationships that we may have the opportunity to turn an idea or a contact into the reality of a new or increased investment in the region. Our goal is to diversify our economic base, bringing in more businesses with higher paying jobs and to support the growth of businesses currently located here."

Terry Murphy added, "It is important to stay informed about economic development trends and use this opportunity to inform the site consultants of changes and opportunities that exist in Muncie-Delaware County. Developing ongoing relationships and acquainting site selectors with the location advantages and economic incentives available in the community can enhance our community's opportunities in a site selection search process."

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Media Archives

Blackford & Delaware County, Thursday, May 01, 2008

Holly A. Chaille Hired By Energize-ECI, Inc. to Serve as Resource Development Manager for Blackford & Delaware County Grant Work

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that Holly A. Chaille has been hired as Resource Development Manager. Ms. Chaille will research, review, write grant applications and manage all aspects of securing grants and new revenue opportunities for Blackford and Delaware counties. The new position is a collaboration between the counties, organized by John Brooke, President of the Delaware County Commissioners; Bob O'Rourke, President of the Blackford County Commissioners; Dax Norton, Executive Director of Blackford County Development Corporation; and Energize-ECI, Inc. A focus of the new grant development position will be to advance economic development, upgrading infrastructure and improve the quality of life in the two counties.

Ms. Chaille holds a B.S. in Psychology and a Masters in Educational Psychology from Ball State University, and is currently working on a Doctorate in Natural Resources and Environment Management. She has been a small business owner and has served as Watershed Coordinator for the White River Watershed Project. Recently, she was Project Leader for the Jake's Creek Water Conservation Project, a collaborative effort between Ball State University and the Muncie Sanitary District. She has experience in grant writing, donor development and project management.

Roy Budd commented, "Ms. Chaille brings to this new position a diverse background in project development and management, plus researching and accessing funding sources. We look forward to securing grants and new revenue streams to benefit the growth and development of Blackford and Delaware counties."

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Media Archives

Delaware County, Monday, May 05, 2008

Energize-ECI Participates in Indiana Economic Development Sales Trip to New York

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., represented East Central Indiana at the sales trip to New York City, coordinated by the Indiana Economic Development Corporation and led by Indiana Commerce Secretary Nate Feltman. The trip began on Wednesday, April 30th and concluded Friday, May 2nd. According to Mr. Budd, "The purpose of the trip was to make contacts for generating future business investment and job creation. We also had an opportunity to provide information about Indiana's inviting business climate and Incentive programs to more than twelve companies considering growth, relocating or investing in Indiana. We will continue to build relationships with these and other targeted prospects and keep them updated about the many business advantages offered throughout East Central Indiana."

Partners for the sales trip and related events included: Energize-ECI, Inc.; Indiana Municipal Power Agency; Jackson County Industrial Development Corp.; Lafayette-West Lafayette Economic Development Corp.; Northeast Indiana Regional Partnership; The Indy Partnership; Duke Energy; Vectren Corp.; Hamilton County Alliance; Hendricks County Economic Development Partnership; and the City of Noblesville.

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Media Archives

Delaware County, Friday, May 09, 2008

Energize-ECI, Inc. / Delaware-Blackford County Resource Development Manager, Holly A. Chaille, Attends National Brownfields Conference

Muncie, IN - Holly A. Chaille, Resource Development Manager for the Energize-ECI, Inc. / Delaware-Blackford County collaboration, was one of over 6,000 people attending the 12th Annual National Brownfields Conference "Roadmap to Revitalization", May 5-7, 2008 at Detroit's Cobo Center. The conference is the preeminent marketplace of ideas, technologies, and lessons learned for communities, states and tribal organizations working to clean their contaminated or underutilized lands. Professionals attending included: environmental and economic development officials; finance and insurance providers; risk managers; planners, attorneys, environmental and civil engineers, grant-writers and administrators; government officials; not-for-profits; consultants, academics and others. Addressing the nation's brownfields - abandoned or underutilized properties stigmatized by past commercial or industrial uses - is an ongoing challenge for communities in Blackford and Delaware counties. By focusing on redevelopment, properties are put back into productive use for communities while helping to keep undeveloped lands in a natural state.

The National Brownfields Conference's educational programs featured more than 150 sessions on green development, remediation, risk management, real estate, grant opportunities and much more. More than 250 exhibitors displayed the latest technologies and services. Mobile workshops and a walking tour of several Detroit areas provided a firsthand experience to view brownfield reclamation and redevelopment projects. A unique conference feature was the Brownfields Transaction Forum, which brought together property owners with developers, investors and financiers to talk about specific sites available for purchase, lease and new uses. Numerous roundtable sessions, networking events, special training sessions and film screenings were also available to conference participants. The National Brownfields Conference is managed by the International City/County Management Association, in partnership with the United States Environmental Protection Agency.

E. Roy Budd, Executive Director of Energize-ECI, Inc., commented, "There are many brownfield opportunities in Blackford and Delaware counties - we drive by some of them each day. The participation in this national conference by Holly Chaille, our new Energize-ECI, Inc. Resource Development Manager, will provide her and our collaboration with newly defined brownfield development strategies and priorities, plus an insight into potential funding sources. Recycling abandoned or underutilized industrial and commercial properties is integral to the revitalization of East Central Indiana. It's a major undertaking, and one that is long overdue."

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Media Archives

Delaware County, Wednesday, May 14, 2008

Energize-ECI Participates in Regional Economic Development Sales Trip to Cleveland

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., announced the regional economic development partnership, along with area economic development officials, planned and participated in a sales trip to Cleveland, Ohio - May 13 - 14. Participating in the trip were: Dax Norton, Executive Director of the Blackford County Economic Development Corporation; Valerie Shaffer, Economic Development Associate, Economic Development Corporation of Wayne County, Indiana; Terry Murphy, Vice President, Muncie/Delaware County Economic Development Alliance; Brad Buening, Executive Director, Rush County Economic & Community Development Corporation; Tim Eckerle, Executive Director, Grant County Economic Growth Council; Bryan Coats, President/CEO, New Castle/Henry County Economic Development Corporation; Rob Sparks, Executive Director, Anderson Corporation for Economic Development; Pete Bell, Economic Development Associate, Fayette County Economic Development; and E. Roy Budd.

According to Mr. Budd, "The purpose of the trip was to familiarize a number of site selection professionals based in Cleveland about the many business advantages of expansion and relocation opportunities in East Central Indiana. We had appointments scheduled with some of the leading site consultants, who research location possibilities for corporate executives. Because of the many outdated perceptions existing about the Midwest, Indiana and East Central Indiana, we find it effective to meet in person with the site selectors to point out the specific competitive advantages of our region. It is then important to keep building relationships with these professionals and to keep them updated about our ten county Energize-ECI, Inc. area. We treat all these meetings very seriously, as you never know when the next new business opportunity will occur. Having economic development representatives from nine of our ten counties was impressive to the consultants - and I'm sure our team learned much about what selection criteria businesses are using when reviewing site candidates. I can't stress enough how important relationship building is to the success of our ongoing efforts."

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Media Archives

Delaware County, Thursday, May 15, 2008

Energize-ECI Participates in Regional Economic Development Meeting with KPMG, LLC Consultants in Indianapolis

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., announced the regional economic development partnership, along with a number of area economic development officials, participated in a economic development luncheon meeting with Christine Bustamante and Julie Ashmore of the KPMG, LLC business consulting team, May 15th in Indianapolis. Participants from East Central Indiana included: Dax Norton, Executive Director of the Blackford County Economic Development Corporation; Valerie Shaffer, Economic Development Associate, Economic Development Corporation of Wayne County, Indiana; Terry Murphy, Vice President, Muncie/Delaware County Economic Development Alliance; Elizabeth Rowray, Vice President – Technology Advancement, Muncie/Delaware County Economic Development Alliance; Brad Buening, Executive Director, Rush County Economic & Community Development Corporation; Greg Beumer, Executive Director, Randolph County Community Economic Development Foundation; Bryan Coats, President/CEO, New Castle/Henry County Economic Development Corporation; Rob Sparks, Executive Director, Anderson Corporation for Economic Development; Mindy Kenworthy, Indiana Economic Development Corporation; and E. Roy Budd, Executive Director of Energize-ECI, Inc.

KPMG is a global network of professional firms providing audit, tax and business advisory services from offices in 145 countries. KPMG often advises firms regarding global expansion and relocation needs. According to Mr. Budd, "The purpose of the meeting was to introduce the site selection professionals at KPMG in Indianapolis to the many business advantages offered by expansion and relocation opportunities right here in East Central Indiana. KPMG works with a variety of international clients, many of whom are considering expansion opportunities. We wanted to let the Indianapolis KPMG consultants know about what East Central Indiana can offer their clients. We have distinct advantages not available in Indianapolis, or in many other areas of the world. We plan to keep in touch with our KPMG contacts in Indianapolis, plus develop relationships with other KPMG global offices."

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Media Archives

Delaware County, Wednesday, June 04, 2008

Roy Budd to Market Advantages of East Central Indiana During June Trip to Korea and China

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., will be represent the economic development interests of east Central Indiana as he accompanies an educational contingent visiting Korea and China for a three week tour in June. Mr. Budd will be accompanying his wife, Dr. Jo Ann M. Gora, President of Ball State University, along with Dr. Ken Holland, Dean of the B.S.U. Center for International Programs and Dr. S. Jae Park, Senior Advisor for International Education at B.S.U. The group has meetings scheduled with business, governmental and educational officials throughout their 21-day trip. Mr. Budd's participating in the trade and educational mission is being funded by Energize-ECI, Inc.

According to Roy Budd, "As the Ball State University contingent meets with educational and governmental leaders in Korea, China and Hong Kong, I have planned meetings with business executives, governmental economics and business officials and site selection professionals. My goal is to develop new contacts and renew friendships, while educating the decision-makers about the many advantages offered by East Central Indiana. We'd like to encourage more foreign business investment in our 10-county area, plus interest global businesses to conduct more business with East Central Indiana companies. The recent earthquakes in China have caused many changes in our itinerary and the rescheduling of meetings. We fly from Indianapolis to Chicago, then 13.5 hours in the air to Seoul, South Korea – where we will spend just over a week. In Korea, I will meet with Mr. Ina Lee, President of Kaesong Industry; Dr. Choue, Chungwon, President, World Taekwondo Federation; the President/CEO of LG Industries, the global appliance and electronics manufacturer, plus meet with other business officials. We then travel to Beijing, China for 3 days and to Shanghai for 2 days. In Beijing, I will meet with International Economics officials, State officers and business executives. Our next stop is Chengdu for 2 days, then Kunming for 3 days. The final stop is in Hong Kong for two days, before flying to Seoul and back to the United States. We are very excited by the business and educational potential for East Central Indiana offered by this opportunity. We have many great attributes to be proud of in our region and we will convey that message to our contacts overseas. Upon my return, I look forward to sharing a report about my meetings and what we learned."

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Details about Energize-ECI, Inc. and information about East Central Indiana may be viewed at the comprehensive Energize-ECI, Inc. website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's 48-page REGIONAL-FOCUS magazine, which contains a great overview of East Central Indiana – along with Energize-ECI's newsletters - may be read or downloaded by going to the website.

Media Archives

Delaware County, Tuesday, June 17, 2008

Energize-ECI Partners Represent East Central Indiana at 2008 BIO International Convention in San Diego

San Diego, CA – Valerie Shaffer – Manager of Business Attraction, Economic Development Corporation of Wayne County, IN; and Tracey van Niekerk – Life Sciences Coordinator, Economic Development Corporation of Wayne County, IN, are representing East Central Indiana at the 2008 BIO International Convention. The global event for biotechnology is being held June 17th through 20th, at the San Diego Convention Center in San Diego, CA.

BIO is the world's largest biotechnology organization, providing advocacy, business development and communications services for more than 1,150 members worldwide. Corporate members range from entrepreneurial companies in the process of developing a first product to Fortune 100 multinationals. BIO also represents state and regional biotech associations, academic centers and service providers to the industry. BIO's overarching goal is to advance the industry which the world is counting on for new solutions in health, agriculture, manufacturing and energy, plus advocating to support a climate of innovation and growth for biotechnology and life sciences.

Nearly one-third of this year's convention attendance is international, representing more than 70 countries. Besides the U.S., the five countries with the highest attendance at the 2008 BIO International Convention include Canada, the United Kingdom, Germany, France and Australia. This year's convention features 36 country and regional pavilions, which create a shared space for companies from each region to exhibit. First-time pavilions for 2008 include South Africa, Chile, Brazil, Dubai, Argentina and Portugal. The top international pavilions in terms of size include the United States, Canada, Germany, France, India, Japan, the United Kingdom, Scandinavia, Italy, Spain and Australia. Over 20,000 people are registered for the 2008 convention. Forty-eight states from the U.S. are represented. More than 2,300 companies have exhibits. The convention features many international speakers, workshops, discussion groups and educational and technical sessions.

E. Roy Budd, Executive Director of Energize-ECI, Inc., stated, "Bio International is the world's premier event for biotechnology and life sciences. It is a place where you can learn about companies interested in U.S. expansion or investment and can start building relationships with those influencing location decisions. Since we are targeting biotech and life science businesses as prospects to expand to East Central Indiana, I'm pleased that our region was well represented at this year's BIO convention. East Central Indiana has many distinct advantages which are of benefit to business operation and success. We need to continue to make a case for the positive assets of our region".

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Media Archives

Delaware County, Wednesday, June 18, 2008

Energize-ECI, Inc. Engages Professional Resources of the Site Location Partnership

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that the Muncie-based, regional economic development partnership is working with the Site Location Partnership, based in Dallas, Texas. Site Location Partnership specializes in corporate site location and economic development business attraction globally. The organization helps develop projects in the following industries: advanced manufacturing; aerospace; alternative energy; automotive; back office; bioscience; call centers; chemicals; corporate headquarters; distribution/logistics; electronics; food processing; general manufacturing; high-tech; metal; nanotechnology; packaging; pharmaceuticals; plastics; retail; software/IT; telecommunications; wood products and more. SLP works to identify corporations with expansion/relocation plans. Next, they assess needs and identify geographic areas with communities having resources matching the specific requirements of the companies, assisting management with final site decisions.

Justin Thompson, CEO of Site Location Partnership, stated, "We are excited to work with Energize-ECI, Inc. and assist in taking their economic development marketing efforts to the next level. The SLP team has 75 years of combined industry experience and has played significant roles in over 70 site location projects, resulting in over 5,700 jobs created and over \$723 million in investment. Energize-ECI will be represented by a Certified Economic Developer, Certified Global Business Professional, project manager, marketing division and client relations support."

SLP Vice President Mark Darce added, "We will be assisting Energize-ECI with web marketing and internet outreach through www.sitelocationpartnership.com, one of the fastest growing site location resources on the web. Site selection is rapidly utilizing new technology in marketing channels. Energize-ECI's Roy Budd is well-respected in this industry and is taking a momentous step in the right direction with web marketing. Most site selection searches are beginning with internet research, making it crucial for economic developers to maximize their exposure with a powerful web presence."

"The Energize-ECI ten county region offers attractive assets for growing companies, particularly manufacturing and distribution/logistics operations. We are very interested in representing Energize-ECI in a much more aggressive capacity in the future, with targeted industry business attraction and facilitating meetings for Roy and other consulting firms around the country," continued Darce.

According to Roy Budd, "We've engaged the expertise and experience of Site Location Partnership to leverage their world-wide contacts and relationships in promoting the many distinct advantages offered by the ten counties in East Central Indiana. Economic development is a highly competitive global business. We need additional teams of eyes and ears helping identify opportunities in the earliest stages, so we can focus on the expansion possibilities which best fit our available regional resources and expertise."

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[Media Archives](#)

Delaware County, Thursday, June 19, 2008

Energize-ECI Partners Represent East Central Indiana at Expansion Management Roundtable in Pinehurst, NC

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that Elizabeth Rowray, Vice President – Technology, Muncie/Delaware County Economic Development Alliance; Rob Sparks, Executive Director, Corporation for Economic Development, Anderson-Madison County; and Bryan Coats, President/CEO, New Castle/Henry County Economic Development Corporation; represented Energize-ECI, Inc. and East Central Indiana at the Expansion Management Roundtable Conference, June 16th through 19th, at Pinehurst, NC. The second of a series of three conferences scheduled in 2008 featured eight speakers addressing economic development and business expansion trends, challenges and opportunities. Participating in the conference were business executives, site selection professionals and a limited number of economic development officials from around the world, including the three representing Energize-ECI, Inc. Attending the conference allowed the East Central Indiana economic development officials to meet one-on-one with site selectors and business decision-makers with expansion and new business investment expansion plans.

According to Roy Budd, "The presentations at Expansion Management Roundtables are always very educational and provide an insight into the minds of consultants. The one-on-one sessions allow you to get to know the person, talk about your region or community and ask specific questions. It is important for East Central Indiana to have their economic development leaders attend these conferences."

Elizabeth Rowray, from Delaware County, stated, "Professional site location firms represent one-third of all site engagements, so the opportunity to meet one-on-one with site selectors at this conference is a tremendous opportunity to build relationships and thereby elevate our community and region on their radar."

Rob Sparks, from Madison County, added, "Once again, I found our regional approach made a very positive impression on the site selectors at the meeting. Most, if not all, will remember East Central Indiana as a progressive team of communities working together rebuilding our economy."

Bryan Coats, from Henry County, concluded, "This is the best use of our marketing dollars we can spend. It is an opportunity to sit down one-on-one for 15 minutes with nine consultants that assist companies with their relocation or expansion projects. We use our 15 minutes to inform the consultants about what sets our area apart from the rest, and what we are doing to improve the workforce and infrastructure. It is also a time to learn about economic trends and what specifically consultants and businesses are looking for in the perfect site. After the one-on-one meeting, the consultants take turns giving hour long presentations on various subjects pertaining to site selection."

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Media Archives

Delaware County, Wednesday, July 09, 2008

Roy Budd Advises that Trade Mission to Korea, China and Hong Kong was Insightful and Productive

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., represented the economic development interests of East Central Indiana as he accompanied an educational contingent visiting Korea and China during a three week tour in June. Mr. Budd accompanied his wife, Dr. Jo Ann M. Gora, President of Ball State University, Dr. Ken Holland, Dean of International Programs at B.S.U. and Dr. S. Jae Park, Senior Advisor for International Programs at B.S.U. The group held meetings with business and governmental officials, plus presidents and key administrators from eleven Asian universities throughout the 21-day trip. Mr. Budd's participation in the trade and educational mission was funded by Energize-ECI, Inc.

According to Roy Budd, "Korea is the world's 13th largest economy at over \$969 billion, showing an impressive 6% annual growth compared to U.S. growth of about 1.2%. In Seoul, I met with officials from Hyundai, LG Industries, Samsung and CJ Industries. I had an opportunity to witness firsthand, in downtown Seoul, a large organized protest of a free trade agreement with the U.S. – it seems they are concerned about fears that American beef could risk a Mad-Cow disease crisis." The following day, supporters of the free trade agreement with the U.S. were out in force, conducting their own pro U.S./Korea rally and march."

"The next stop was Korea's largest shipping port, Busan, also a vacation destination with beautiful beaches and ultra modern buildings and hotels. There I met with officials from the Busan Port Authority. Then we traveled to Daegu, Korea's second largest city where I met with the Mayor and Director of International Affairs and Trade Director, who happens to be a Ball State University alum and toured their large manufacturing center. We met with groups of enthusiastic Ball State alumni at each of our destinations. Ball State has a good number of alumni working at high levels in government, business and education. Our final stop in Korea was Incheon, where they've developed a new city and a business park from 1000 acres reclaimed from the sea. The business park features a free trade zone which will be tax free forever, and currently serves as home to over 250 worldwide companies, with more FORTUNE 500 firms locating there all the time. I met with officials of the business park. At one of the universities in Incheon, they are building 40 new buildings at the same time – quite an impressive undertaking. The people in Asia and the Pacific Rim value the importance of education in providing an opportunity to better one's life, a core principle which is often overlooked in the U.S."

"China is the world's 4th largest economy – \$3.4 trillion and continues to grow – currently at a 9% annual rate. The population is over 1.4 billion people – and they have strict laws limiting families to one child. China has more than 150 million manufacturing jobs. The national motto is for the people to "Increase Your individual Wealth!" The Chinese are extremely hard workers with a strong work ethic, and a growing middle-class. These folks are saving a good portion of their income, plus exerting a growing consumer buying power, which fuels demand for more products, petroleum, housing and more. In Beijing, I met with officials of the Chinese Chamber of Commerce, who are interested in developing business partnerships with us. Beijing features bold architecture, new buildings, airports, roads and new infrastructure, but suffers from an air pollution problem, which may be evident on the TV broadcasts of the Olympic Games this summer. China is the top emitter of greenhouse gases and pollutants – and it grows as their economy grows, compounding their pollution problems. Cars are rapidly growing in popularity, so to cushion their growing demand for petroleum (their cars burn unleaded gas); the Chinese have contracted with Kuwait to build 20 refineries in China in the next five years – I don't think the U.S. has allowed the building of any new refineries in the past 35 years."

"Our next stop was Shanghai, a growing city with beautiful futuristic architecture – the place where all the action is in China. The Pudong District was once a rice field, and now has a skyline to rival New York City. The city is encircled by 300 miles of elevated expressway. Again, we saw excellent roads and new infrastructure. They are using a new synthetic type of asphalt for road paving – a material impervious to potholes. They have the world's fastest train – over 200 mph – which runs from the suburban airport to Shanghai. We met with the Economic Development Director and the President of a large medical device manufacturer, who happened to be a Ball State University alumnae. We then traveled to Guangdong Province, an area which produces over 20% of China's Gross Domestic Product (GDP). The Pearl River Basin is known for global technology and software manufacturing. We met with many economic development officials there. One gentleman has a son now attending Ball State. Our final stop on the mainland was Kuming, a large inland manufacturing center."

"We then traveled to Hong Kong, the corporate, banking and economic center of Asia. It's very impressive – and the city smells of money. Beautiful architecture, expensive modern structures next to run down housing in some instances. Here I met with business officials, including the largest toy manufacturer in the world. To reduce the chance of problems occurring, such as the lead paint danger, the toy company is no longer sub-contracting to other suppliers, but controlling all production phases in house."

"We made great contacts with key economic development, business, governmental and educational leaders – and will continue to foster those relationships with involvement from our local area economic development officials. We have potential for business investment opportunities resulting seeds planted during our trip. Korea offers more manufacturing expansion possibilities in East Central Indiana than China, since China still has such a low cost of manufacturing. However, we are perfect for distribution centers and other opportunities. Although the Asian countries have outstanding K-12 educational systems – most elementary school children can speak English and perhaps a third or fourth language in addition to their native tongue, the U.S. is still looked to as the leader for post-secondary education. Many business leaders spoke of the importance of having their young people receive college educations in the U.S. An important part of this trip was to position Ball State University as a leader in partnering with Asian universities for 1-2-1 exchange programs. The student attends an Asian university for the 1st and 2nd years, while attending a U.S. university for years 3 & 4. It used to be a 2-2 program, with the final 2 years in the U.S., but too many Asian students wanted to remain in the U.S. – a form of Asian brain drain, so they changed to the 1-2-1 format."

"Korea and China are excellent markets for Indiana agricultural products – soybeans, corn, ducks and meats. Also, our central location and interstate highway access makes us a great site for locating logistics centers. Although China is controlled by a Communist government, it is very capitalistic – and seems to be growing more so, as more Chinese are building personal wealth resulting from their own hard work. China is investing much of the profits they make of trading with the U.S. into continually improving their infrastructure. The U.S. must seriously address our infrastructure concerns. Plus we need to restore our work ethic, personal self-reliance and also address improving our educational system. We are the leading economic power of the world, primarily because of our entrepreneurial spirit and capabilities. We have a real competitive strength in creating ideas, R&D, new products and developing technologies. We have to do all we can to retain dominance in these areas – as other parts of the world will always be able to manufacture items for less than we can produce them. We need to assess our strengths – locally, regionally and nationally – and capitalize on them, optimizing our talents, creativity, imaginations and resources. I have been to Japan five times, to Korea three times, and this was my first trip to China. With each trip, I'm left in awe about the dramatic changes I see, and the advances other counties are making in catching up to and perhaps surpassing the U.S."

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Contacts: Tom Farris - 765.284.5313 thomasifarris@comcast.net
Roy Budd - 765.254.1420 rbudd@energize-eci.org

Media Archives

Delaware County, Tuesday, August 26, 2008

Roy Budd Represents Energize-ECI on IEDC Business Development Sales Trip to Chicago

Contacts:

Tom Farris
765.284.5313
thomasifarris@comcast.net

Roy Budd
765.254.1420
rbudd@energize-eci.org

Roy Budd Represents Energize-ECI on IEDC Business Development Sales Trip to Chicago

Muncie, IN – E. Roy Budd, executive director of Energize-ECI, Inc., is a member of the official team representing Indiana during a 3 day (August 27, 28, 29) sales trip to Chicago. The business development trip was organized by the Indiana Economic Development Corporation (IEDC) and includes officials from IEDC and representatives from 18 Indiana partner economic development organizations and electric utilities. The sales team has appointments with executives from a diverse group of more than 40 companies that are considering growing, relocating or investing in Indiana. Team members will provide the prospects with information about Indiana's low-cost, pro-business environment, tax incentive programs and other business advantages offered by the various areas of Indiana. The goal of the meetings is to generate business development leads that will result in future business investment and job creation of Indiana. The IEDC will also play host to key prospects during a Chicago Cubs – Philadelphia Phillies baseball game.

Roy Budd commented, "Indiana is very pro-business and is attractive to companies wishing to expand. We are one of only a few states in the Midwest with a balanced budget. The word is out that Indiana is a great place for business expansion – and that builds a strong foundation for our case about the advantages of East Central Indiana. The IEDC is very organized and focused in their efforts to build Indiana's economic future. We are pleased to be an integral part of their efforts. We made many strong contacts, which we will continue to manage. We're competing with the world, but our ten county area has distinct business advantages for existing and expanding companies: a well-trained and educated workforce; an excellent transportation network; world-class universities; low utility costs; a temperate climate; a low cost of living and operation; and a high quality of life; easy access to nearby metropolitan centers; plus short commute times, allowing for a better work/life balance for East Central Indiana workers. Although our state has gained a reputation for having a pro-business environment, we still battle perceptions that the Midwest is a rust-belt area full of vacant manufacturing plants and not much else. We are addressing those antiquated perceptions with our sales trips, marketing programs, materials and website. I encourage everyone to visit our website www.energize-eci.org to learn more about our East Central Indiana, one of the world's best kept secrets."

Energize-ECI, Inc. also participated in IEDC sponsored business development trips to Dallas in February, New York in April, and will be on the trip in Atlanta in September.

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The regional economic development organization may be contacted at:

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email info@energize-eci.org.

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Prepared by Tom Farris / T.L. Farris & Associates P.O. Box 2542 / Muncie, IN 47307-0542 Phone: 765.284.5313 / Fax: 765.284.5314 Email: thomasifarris@comcast.net

Media Archives

Delaware County, Wednesday, August 27, 2008

Energize-ECI to Host "ED 101"**Energize-ECI to Host "ED 101" Introduction to Economic Development Class for Area Elected Officials, Board Members and Other Interested Participants**

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that the ten-county regional economic development partnership will host an "ED 101" class on Saturday, September 20th, from 8:15 Am until 2:30 PM in the Alumni Center at Ball State University.

The program will be presented by Ball State University's "Building Better Communities" program. "ED 101" is an educational program designed to familiarize local elected officials, economic development corporation board members, business executives, community leaders and others with certain knowledge, tools and a basic foundation of the theory and practice of community and regional economic development. The East Central Indiana Small Business Development Center is co-sponsor of the program.

This high-quality educational program under the direction of Dick Heupel, Senior Project Director for Building Better Communities, will introduce participants to the practice of economic development. The program will include informative presentations covering Indiana's economy, an overview of economic development concepts, and the roles of state agencies involved in community and economic development. Roy Budd commented, "Because of the impact that economic development has on the growth, well-being and transformation of our communities, I encourage all elected city and county officials and members of economic development boards in East Central Indiana to attend. Business executives are welcome to participate in the program, too. Attendees will gain a better working knowledge of the subject of economic development and how to address economic development related decisions in their respective communities."

"ED 101" PROGRAM AGENDA

8:15 AM	Continental Breakfast
9:00 AM	Welcome and Introductions – Roy Budd, Energize-ECI, Inc.
9:10 AM	Overview of the Indiana Office of Community and Rural Affairs – Michael A. Thissen, East Central Community Liaison, Indiana Office of Community and Rural Affairs
10:00 AM	Break
10:15 AM	Introduction to Economic Development – Dick Heupel, Senior Project Director, Building Better Communities, Ball State University
12:00 PM	Lunch / Networking
12:45 PM	Interactive Role play on Economic Development, or Professional Site Consultant Interview
2:00 PM	Overview of the Indiana Economic Development Corporation – Brook Steed, Northeast Region Director, IEDC
2:30 PM	Adjourn

The cost of the program is \$12.50 and includes a continental breakfast and lunch. Please make reservations to Energize-ECI, Inc. by September 15th. Email reservation intentions to

Marlene Pulley mpulley@energize-eci.org. Phone number is 765.254.1420. Mail payments for reservations to: Energize-ECI, Inc., P.O. Box 1912, Muncie, IN 47308.

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Prepared by Tom Farris / T.L. Farris & Associates
P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasfarris@comcast.net

Media Archives

Delaware County, Friday, September 05, 2008

AngelouEconomics Visits East Central Indiana

Contacts:

Tom Farris – 765.284.5313

thomaslfarris@comcast.net

Roy Budd – 765.254.1420

rbudd@energize-eci.org**AngelouEconomics Visits East Central Indiana to Perform On-Site Analysis and Evaluation of Potential Sites for Data Center Development**

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc.; announced that a team from AngelouEconomics in Austin, TX recently traveled to East Central Indiana to conduct on-site evaluations of potential sites for data center development, to study the communities in the region and to meet with local officials and utility providers in Anderson, Marion, Muncie and Richmond. This important economic development project was funded in part by a IEDC Regional Partnership Grant from the Indiana Economic Development Corporation and supported by regional funding sources including Duke Energy, Indiana Michigan Electric, Wabash Valley Power and local economic development organizations from East Central Indiana.

Roy Budd commented, "It is imperative for East Central Indiana to continue to diversify its economic base to one comprised of industries offering long-term stability, growth potential, and best fit the resources of the region. We have identified data centers as such a possibility – as data centers are utilized by most every business, are positioned for growth and offer higher paying, technology based jobs. AngelouEconomics are experts in technology based economic development and specialize in the site analysis, locating and development of data centers. East Central Indiana is a great fit with the general criteria for data center expansion, so we needed to take the next steps in identifying what sites within our ten-county region are best suited for data center development and which sites have the attributes to be marketable right now. As soon as AngelouEconomics completes their report to us, we will begin focusing on a campaign to promote our regional sites to the data center industry. We'll keep the region advised of our progress in this important endeavor."

"Data Centers are extremely capital intensive and provide high-wage, highly-skilled jobs. The Angelou study will allow us to better position Delaware County to attract this type of investment," said Terry Murphy, Vice President - Economic Development for the Muncie-Delaware County Economic Development Alliance.

Edward Merchant, President of the Grant County Economic Growth Council, advised "The Grant County Economic Growth Council sees this as another example of the power of collaboration. The Angelou project affords Grant County a rare opportunity to gain valuable insight into this unique industry."

Data centers store and serve vast amounts of data and information required to manage businesses. The data center facility houses a large number of computers and associated components, such as telecommunications and storage systems, enterprise software hosting and networking equipment. They generally include redundant (or backup) power sources, redundant data communications connections, environmental controls (air and humidity conditioning, fire suppression, etc.) and special security systems. Most medium to large-sized companies have, or use, some kind of data center – including "FORTUNE 500" corporations, healthcare, financial services, retail, telecom, and internet-based companies (search engines, e-retailing, web hosting and co-location providers). As the demand for the quick processing of information becomes even more important, there will be a growing emphasis on establishing free-standing data centers. Smaller businesses often contract their data management needs to specialty data centers.

Roy Budd summarized the overall positive outcomes associated with the data center site development project for East Central Indiana:

- Addresses regional need for high skill, high wage jobs
- Expands job creation opportunities for the region
- Develops human capital and helps retain talent
- Fosters entrepreneurialism in the region
- Targets data centers as a prime cluster opportunity
- Involves participants from all ten Energize-ECI counties
- Empowers regional leaders to address area challenges and develop opportunities in a pro-active way
- Involves a diverse collaboration of stakeholders
- Positions the region as a "hot spot" for technology industries
- Helps region have sites better prepared to meet data center needs and for other tech-based opportunities
- Sparks a spirit of collaboration in developing similar projects
- Provides a working model to others regarding collaborative efforts
- Offers potential to bring new capital investment to region

The economic development officials from all ten Energize-ECI, Inc. counties supplied descriptions of their available sites, along with information regarding utilities, workforce, incentives and other criteria. AngelouEconomics professionals then evaluated each site to determine its current potential as a site for a data center, plus advising what improvements would be needed by the non-qualifying sites. In early September, a team from AngelouEconomics traveled to East Central Indiana in conduct on-site inspections of the top four ranking sites with the greatest marketable potential for data center use. The sites are located in Madison, Grant, Wayne and Delaware counties. A summary report will be received in several weeks, advising Energize-ECI, Inc. which site(s) are most marketable, how they compare with U.S. benchmark sites and advise Energize-ECI, Inc. regarding developing strategies on connecting with companies with data center expansion plans.

AngelouEconomics is an expert in technology-based economic development planning, specializing in creating strategies for communities seeking high impact development. Since its founding in 1995, the firm has consulted with more than 100 companies and communities around the world, providing technology-based economic development strategic planning; real estate services; site analysis; industry cluster analysis and technology industry research; workforce assessments; entrepreneurial strategies and R&D assessments; economic impact studies; and site selection services. AE has quickly become the largest full-service independent economic development consulting firm in the United States.

Energize-ECI is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. Energize-ECI acts as a single point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals, site consultants and companies researching the area. Energize-ECI answers inquiries regarding sites, buildings and regional information, then directs leads to the appropriate local economic development groups. Energize-ECI, Inc. provides support to: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, Rush and Wayne counties. Funding for trade missions, exhibits, marketing, programs, services and materials is provided by public and private entities throughout East Central Indiana, by foundations and grants.

Details about Energize-ECI, Inc. and information about East Central Indiana may be viewed at their comprehensive website www.energize-eci.org. The site may be translated into six languages, in addition to English. The regional economic development organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305, by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's 48-page REGIONAL-FOCUS magazine, which contains a great overview of East Central Indiana, may be read or downloaded by going to the website. Energize-ECI, Inc. is a member of the Japan-America Society of Indiana.

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Prepared by Tom Farris / T.L. Farris & Associates
P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomaslfarris@comcast.net

Media Archives

Delaware County, Friday, September 19, 2008

Energize-ECI Mayor's Advisory Council to Hear Former Indianapolis Mayor Bart Peterson

Contacts:

Tom Farris - 765.284.5313 t
thomasfarris@comcast.net

Roy Budd - 765.254.1420
rbudd@energize-eci.org

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that Bart Peterson, former Mayor of Indianapolis (2000 - 2007), will be the guest speaker at the Energize-ECI Mayor's Advisory Council meeting, September 25th in Muncie. Peterson will speak about economic development from a Mayor's perspective. This spring, Peterson was a Fellow with the Institute of Politics at Harvard University. In March, he was selected as a Distinguished Urban Fellow for Living Cities, a national philanthropic organization that conducts research and advocates on behalf of cities to bring opportunities to urban neighborhoods and their residents. In June 2008, Peterson joined Strategic Capital Partners as Managing Director of Strategic Partners Urban Fund. He is also a Distinguished Visiting Professor of Public Policy at Ball State University. Peterson is a graduate of Purdue University and the University of Michigan Law School.

At the September Energize-ECI, Inc. Mayor's Advisory Council meeting, Roy Budd will present an update on recent Energize-ECI, Inc. activities, tradeshow and sales trips. Dr. Sally Jo Vasicko will present information about the Bowen Center for Public Affairs at Ball State University. The Energize-ECI, Inc. Mayor's Advisory Council is comprised of the Mayors representing the cities located in: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, Rush and Wayne counties. The group's mission is to work together to advance economic development growth in East Central Indiana.

According to Mr. Budd, "Bart Peterson has been one of the most successful mayors for a number of years. He understands economic development and its importance to a thriving community. He will provide valuable insight on how city officials can be more effective in advancing East Central Indiana communities. We welcome his experience, insight and counsel."

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Media Archives

Delaware County, Tuesday, October 14, 2008

Bill Bradley Represents ECI Region on Indiana Economic Development Corporation Sales Trip to Atlanta, Georgia

Bill Bradley Represents ECI Region on Indiana Economic Development Corporation Sales Trip to Atlanta, Georgia

Muncie, IN -

E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that Bill Bradley, Jr., Executive Director of the Jay County Development Corporation was a member of the official Indiana Economic Development Corporation team representing East Central Indiana during a 3 day (September 23 - 25) sales trip to Atlanta. The business development trip was organized by the Indiana Economic Development Corporation (IEDC). The participants had pre-scheduled appointments with a diverse group of prospects and site consultants in Atlanta, to learn more about their expansion needs and to present the advantages Indiana offers to businesses. The objective was to cultivate new opportunities for economic development throughout our state, and more specifically within East Central Indiana.

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Details about Energize-ECI, Inc. and information about East Central Indiana may be viewed at the new, comprehensive Energize-ECI, Inc. website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's 48-page REGIONAL-FOCUS magazine, which contains a great overview of East Central Indiana, may be read or downloaded by going to the website.

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Media Archives

Delaware County, Thursday, October 16, 2008

Brevini Company to Locate Corporate Headquarters and Manufacturing Facility in Park One Center Near I-69 in Delaware County

Brevini Company to Locate Corporate Headquarters and Manufacturing Facility in Park One Center Near I-69 in Delaware County

Muncie, IN - Brevini Company, an international manufacturing company based in Italy will re-locate their U.S. headquarters to the ParkOneCenter just east of the SR-332 and I-69 interchange. The company will also build their first U. S. manufacturing facility at the site. The investment will exceed \$60 million and create an estimated 455 new jobs averaging over \$46,000+ each.

The lead for the new project was facilitated by Energize-ECI, Inc., assisted by Greg Winkler of Lead Climber LLC. Terry Murphy, Vice President of Muncie/Delaware County Economic Development Alliance worked extensively with Brevini officials and representatives in finalizing their relocation and expansion plans.

According to Roy Budd, Executive Director of Energize-ECI, Inc., "A large part of their decision to locate in DelawareCounty was based on the quality of the people they have met and the combination of work ethic, skill and education demonstrated within the East Central Indiana community. The presence of BallStateUniversity, the quality of life it adds to the region and the University's offer to assist Brevini in coordinating training and educational needs was an integral factor. This is an excellent example of the confidentiality and teamwork required to bring such a quality international company to our region. Thanks to everyone involved - our people really made it happen. The entire East Central Indiana should be proud of this success, a validation of the global competitiveness of our region."

Dr. Jo Ann M. Gora, President of Ball State University hosted a group from Brevini, attending the announcement ceremonies at Park One. The group included: Mr. Brevini, CEO of Brevini Holdings; members of the Brevini executive management team; Dr. Jacopo Tozzi, Sal Spada, President of Brevini USA; and Oliver Viehweider, President of Brevini Wind Power.

Brevini is one of the global leaders in the production of planetary and helical gears, producing final drive components used in many industries: including manufacturing; agriculture; transport; and mining.

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[Media Archives](#)

Delaware County, Thursday, October 16, 2008

Angelou Economics Officials Present "Project Epsilon" Site Evaluation Findings and Recommendations for Potential Data Center Sites in East Central Indiana

Angelou Economics Officials Present "Project Epsilon" Site Evaluation Findings and Recommendations for Potential Data Center Sites in East Central Indiana

Muncie, IN – Danny Klingler, Steve Vierck and Jeremy Zaborowski, professional site consultants from AngelouEconomics in Austin, TX released their findings and recommendations at a public presentation, October 8th in the HorizonCenter in Muncie, summarizing the evaluations of area sites as to marketability for possible data center development. Economic development officials from the 10-county Energize-ECI area had an opportunity to submit profiles of local sites they thought might be appropriate for development of a data center.

In May, 2008, Energize-ECI, Inc. hired AngelouEconomics to conduct a comprehensive review of the region's strengths and assets for attracting data centers. Dubbed "Project Epsilon," the engagement included three components, each designed to utilize AngelouEconomics' site selection expertise to identify the region's potential to capture data center investment. This important economic development project was coordinated by Energize-ECI, Inc. and funded by an IEDC Regional Partnership Grant from the Indiana Economic Development Corporation and regional partners including: Duke Energy; Indiana Michigan Electric, Wabash Valley Power and local economic development corporations from East Central Indiana.

Data centers are mission critical facilities that house computer servers and equipment and serve as the backbone of companies' IT operations. Due to changes in federal regulations, advances in technology, and the rapid rise of the internet, companies have begun aggressively building stand-alone data centers to prevent critical IT functions, leading to an explosion of data center construction across the country. Many of these facilities have chosen to locate outside major metropolitan areas in small cities and rural communities in order to take advantage of access to cheap electricity used to power their "server farms." Consequently, many smaller communities are seeing an influx of data centers bringing high-paying technology jobs, large capital investments, and a "Fortune 500" presence to town.

"Project Epsilon" Evaluation Process

Phase I - Competitive Assessment Initially, AngelouEconomics examined the East Central Indiana region as a whole, comparing its performance in key areas of importance to data centers with the performance of other regions that have demonstrated success in recruiting these facilities. Extensive regional data was collected and analyzed in areas such as power costs, workforce, natural disaster risk, taxes, fiber availability, and incentives. The analysis revealed ECI's overall regional strengths, capacity to satisfy key data center criteria, and ability to compete with other regions for data center investment.

Phase II - Reverse Site Selection In Phase II, AngelouEconomics submitted an RFI requesting information on specific sites in the ECI region with potential to serve data centers. In response, Energize-ECI, Inc. and its member communities submitted extensive information on 15 sites. AngelouEconomics reviewed the submitted sites and narrowed them down to 4 finalists sites with the greatest potential to satisfy the needs of data centers.

Phase III - Site Feasibility Analysis Finally, AngelouEconomics traveled to ECI to conduct site visits to the 4 finalist sites, visiting each site individually and meeting with appropriate representatives of government, utilities, and economic development. Detailed information was gathered on the specific strengths and weaknesses of each site, allowing for a final determination of site competitiveness and approval for data centers.

Conclusions and Recommendations The Data Center Assessment for the Energize-ECI, Inc. 10-county economic development partnership for East Central Indiana led to the following conclusions:

- AngelouEconomics views the ECI region as a strong, competitive region for data centers, and recommends that the regional attraction efforts focus on data centers as a target industry
- The Orchard Park West site in Anderson is highly recommended for data centers
- The Industria Centre site in Muncie; the Trout Farm site in Marion; and the Midwest Industrial Park site in Richmond are conditionally recommended for data centers

Danny Klingler, AngelouEconomics Project Manager and Director of "Project Epsilon" advised, "The East Central Indiana region is strategically located and very well positioned to capture the benefits of these high-tech, capital intensive data center facilities."

E. Roy Budd, Executive Director of Energize-ECI, Inc., added, "This project with AngelouEconomics gives East Central Indiana an opportunity to compete for data centers and technology industry projects on a national and international scale.. This is confirmed by the fact that AngelouEconomics is a proven leader in the site selection business and they have positioned our region in a favorable way to compete for data center projects."

AngelouEconomics is a respected global expert in technology-based economic development planning, specializing in creating strategies for communities seeking high impact development. Since its founding in 1995, the firm has consulted with more than 100 companies and communities around the world, providing technology-based economic development strategic planning; real estate services; site analysis; industry cluster analysis and technology industry research; workforce assessments; entrepreneurial strategies and R&D assessments; economic impact studies; and site selection services. AE has quickly become the largest full-service independent economic development consulting firm in the United States.

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Media Archives

Delaware County, Thursday, October 16, 2008

Energize-ECI Partners Represent East Central Indiana at the "2008 Roundtable in the High Desert" Expansion Management Conference in Tucson, AZ**Energize-ECI Partners Represent East Central Indiana at the "2008 Round table in the High Desert" Expansion Management Conference in Tucson, AZ**

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., advised that Tim Eckerle, Executive Director - Grant County Economic Growth Council; Bryan Coats, President/CEO - New Castle/Henry County Economic Development Corporation; and Terry Murphy, Vice President - Muncie/Delaware County Economic Development Alliance; represented East Central Indiana and Energize-ECI, Inc. at the Expansion Management Conference, "Roundtable in the High Desert," October 13th through 16th, in the Westin La Paloma in Tucson, AZ. The fall 2008 conference featured eight international speakers addressing economic development and business expansion trends, challenges and opportunities. Participating in the conference were business executives, site selection professionals and economic development officials. Attending the conferences allows the East Central Indiana representatives to meet one-on-one with site selectors and business decision-makers with expansion and new-investment plans.

Regarding the Expansion Management Roundtable Conference, Bryan Coats, President/CEO - New Castle/Henry County Economic Development Corporation, commented, "At the Conference, I've had several meetings with consultants looking at the Midwest for various projects - from wind energy to logistics and distribution. East Central Indiana is well represented at this Roundtable."

"The Roundtable provides a cost effective way to market our community to the top consultants in the nation," said Terry Murphy, Vice President - Muncie/Delaware County Economic Development Alliance. "In addition, we listen to excellent presentations on key economic development issues."

Tim Eckerle, Executive Director - Grant County Economic Growth Council added, "The Expansion Management Roundtable is a unique opportunity to work with some of the top site consultants about cutting edge techniques and the great challenge of job creation in trying economic times."

The Expansion Management Roundtable Conference series is organized by EXPANSION MANAGEMENT magazine. The magazine and conferences facilitate and bring together the information needs of site selection executives and expansion-minded businesses with the marketing ambitions of economic development organizations. EXPANSION MANAGEMENT reaches over 45,000 executive decision makers, over half who are the CEO's, Chairmen, Owners or Presidents of companies with 50 to 500 employees. These companies are actively looking for the best locations to establish future manufacturing plants, distribution centers, corporate or regional headquarters, call centers, data centers or other business facilities.

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Media Archives

Delaware County, Monday, October 20, 2008

City of Muncie Joins Blackford County and Delaware County Resource & Grant Development Partnership Administered by Energize-ECI, Inc.

City of Muncie Joins Blackford County and Delaware County Resource & Grant Development Partnership Administered by Energize-ECI, Inc.

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that the City of Muncie has joined the Resource and Grant Development Partnership formed earlier this year by Blackford County and Delaware County, and administered by Energize-ECI, Inc. Holly Chaille, grant writer, researches and reviews opportunities for grants and funding, writes grant applications for securing grants and new revenue opportunities for Blackford County, Delaware County, the City of Muncie and the communities within the two counties. A primary focus of the grant development partnership will be to advance economic development, upgrade infrastructure and improve the quality of life for the participating entities. The Resource and Grant Development Partnership is housed in the Energize-ECI, Inc. Engagement Center at 122 E. Main Street, Muncie.

"The City of Muncie is very fortunate to have the opportunity to join Delaware County and Blackford County in the Resource and Grant Development Partnership administered by Energize-ECI, Inc.," stated Mayor Sharon McShurley, Mayor of Muncie. "In the statewide shift to regional economic development, we are fortunate to have the resources of Roy Budd and his staff. Adding a grant writing component makes perfect sense and cooperative initiatives result in cost savings for the City of Muncie and Delaware and Blackford counties. I thank Roy Budd and Commissioners Bennington, Brooke and Bledsoe for their cooperative spirit."

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Media Archives

Delaware County, Friday, October 24, 2008

Jeff Howe of Old National Bank Named Vice-Chair of Energize-ECI, Inc. Board of Directors

Jeff Howe of Old National Bank Named Vice-Chair of Energize-ECI, Inc. Board of Directors

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., and Doug Bakken, Board Chair of Energize-ECI, Inc., announced that Jeff Howe has been elected Vice-Chair of the Energize-ECI, Inc. Board of Directors for the 10-county regional economic development partnership. The Board is composed of 37 members representing all of the Energize-ECI, Inc. region. Mr. Howe currently serves as Northeast Region President of Old National Bank. The Northeast region includes the Indiana communities of Anderson, Muncie, Marion, Portland, Richmond, Winchester, Losantville, Farmland, and Union City, Ohio. Howe holds a degree in Business Administration from the Miller College of Business at Ball State University. In addition to his banking career, Howe has served in leadership positions on local and regional economic development boards as well as regional, state and national workforce development boards. He recently served as Chairman of the National Association of Workforce Boards.

"We are delighted to have Jeff Howe serve as Vice-Chair of the Energize-ECI, Inc. Board of Directors," commented Roy Budd. "He has substantial financial banking experience and works for one of the premier banks in the State of Indiana. Jeff will add value to the strategic plan and vision of Energize-ECI, Inc."

Doug Bakken, Chair of the Energize-ECI, Inc. Board of Directors, added, "Jeff brings to Energize-ECI, Inc. his deep and abiding affection for East Central Indiana, his extensive banking experiences in Indiana, and his outstanding track record in serving on national, regional and local workforce organizations."

"Our past is not our future," stated Jeff Howe, Vice-Chair of Energize-ECI, Inc. "I'm eager to see and be a part of East Central Indiana's endeavor toward reaching its potential, which I believe is limitless."

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Media Archives

East Central Indiana, Friday, October 31, 2008

Latest Edition of Energize-ECI's "RegionalReport" Newsletter Highlights Region's Economic Development New Investment and Growth Success Stories

Latest Edition of Energize-ECI's "RegionalReport" Newsletter Highlights Region's Economic Development New Investment and Growth Success Stories

Blackford County

- o Blackford County Economic Development Corp. launched new website www.blackfordcoedc.org.

Delaware County

- o Miasa Automotive, LLC announced \$8.4 million expansion to their 54,000 SF facility in Yorktown, creating more than 55 new jobs by 2012.
- o Indiana Finance Company relocated its corporate headquarters to the Heartland Business Center in Daleville. The \$1.3 million investment will double employment to 90 by 2010.
- o Muncie and Delaware County officials completed a successful marketing and recruitment trip to Japan.
- o Muncie ranked as one of the leading life sciences employment regions in the nation.
- o LifeTouch will add about 7,700 SF to their facility and increase employment by 200 people.
- o Monogram Foods expanding Al Pete Meats with \$2.85 million investment and 95 to 115 new jobs over the next three years.

Fayette County

- o Indalex Aluminum Solutions made a \$22 million investment, adding 100,000 SF and 64 new jobs.
- o Connersville received a \$350,000 grant to study a multi-modal logistics facility utilizing the local airport and rail lines.
- o Connersville received a \$652,000 grant to purchase and develop "Shovel Ready" industrial site.
- o Fayette County completed a \$80,000 public funding drive to restore historic courthouse ceiling.

Grant County

- o GM's Marion Stamping Plant achieved landfill-free status.
- o Grant County Economic Growth Council received a \$100,000 USDA Rural Business Enterprise Grant.
- o Taylor University engineering programs achieved accreditation.
- o Wayne Seybold, Mayor of Marion, along with city and county officials made trip to Russia.
- o Renaissance Place announced a new multi-family development near I-69 and SR-18.
- o Indiana Corrugated relocated corporate headquarters to Marion and expanded facility.
- o Franklin Electric opened a new U.S. training center in Gas City.
- o Marion General Hospital received Magnet Status for nursing.
- o Ivy Tech Community College opened a new \$21 million Marion campus.
- o Marion General Hospital named a Thompson Healthcare "Top 100 Hospital."
- o Taylor University dedicated a new prayer chapel.
- o Indiana Wesleyan University broke ground for new \$22 million chapel and auditorium.

Henry County

- o KVK U.S. Technologies located its first U.S. plastic molding plant in New Castle.
- o The New Castle/Henry County Industrial Park has been certified "Shovel Ready."

Jay County

- o Tyson Foods announced \$4 million addition resulting in 13 new jobs.
- o Bell Aquaculture is building its 27,000 SF corporate headquarters and processing facility in Redkey.
- o Jay County Development Corporation launches comprehensive new website www.jaycountydevelopment.org.
- o AEP continues wind power generation testing in Jay County.
- o Redkey receives an OCRA grant to replace the town water tower.
- o Dunkirk receives an OCRA grant to build a new fire-EMS facility.

Madison County

- o Nestle building \$200 million, 200 SF addition, to create up to 140 new jobs.
- o City of Anderson opened a sub-center of the East Central Indiana Small Business Center in the City Hall Building.
- o The Anderson Business Incubator added two new clients: College Displays; and GraphX. The Anderson Business Incubator has now achieved full occupancy.
- o Unified Group Services announced a 9,000 SF addition, adding 15 new jobs.
- o Comfort Motion Technologies, LLC received a \$1.085 million Indiana 21st Century Research and Technology Fund grant to further develop its vehicle seat multi-position software.
- o Northstar Aerospace Inc. announced plans to hire 10 additional machinists.
- o The Corporation for Economic Development has relocated to the Flagship Enterprise Center.

Randolph County

- o Cardinal Ethanol, LLC will begin production at its \$158 million facility in November.
- o Productive Concepts, Inc. launched its hybrid school bus conversion program.
- o Tomasco Indiana LLC has completed its \$20 million expansion, adding 125 jobs.

- o AEP and Horizon Wind are collecting test data from their wind towers.
- o Randolph Eastern School Corporation plans to install a 600-KW wind turbine at Union City Community High School.
- o Ag Growth has installed equipment in the former Union City Body Company building to begin manufacturing grain storage and handling equipment this fall.

Rush County

- o Trane, Inc. is investing over \$7.4 million to upgrade its Rushville facilities, creating as many as 25 new jobs.
- o Rush County is working on the development of an agricultural park project which would generate green power.
- o Field work is being completed on over 225 acres at Rush County's "Shovel Ready Site."

Wayne County

- o TBK America purchased a 130,000 SF building in the Midwest Industrial Park for the manufacture of automotive oil and water pumps.
- o The renovation of the Crane Inc./Oberle & Associates building is utilizing green design and technology.
- o Really Cool Foods new 70,000 SF plant in Cambridge City is being constructed utilizing green design and technology.
- o Bev's Threads and Etc. has constructed a new 64,000 SF building in the Midwest Industrial Park.
- o Wayne County government and economic development officials visited Japan.
- o Hagerstown received a grant from the Economic Development Corporation of Wayne County to pursue a unique industrial park concept.
- o The Economic Development Corporation of Wayne County visited most of the manufacturing and distribution companies in Wayne County to learn about their challenges and how the EDC could be of assistance.

To read the latest edition of the Energize-ECI, Inc. "RegionalReport" newsletter, go to their website www.energize-eci.org, or contact the economic development partnership to receive a copy.

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Prepared by Tom Farris / T.L. Farris & Associates P.O. Box 2542 / Muncie, IN 47307-0542 Phone: 765.284.5313 / Fax: 765.284.5314 Email: thomasfarris@comcast.net

Media Archives

East Central Indiana, Monday, January 19, 2009

Tom Farris Completes Intensive, Week-Long Economic Development Academy Sponsored by Ball State's Building Better Communities

Muncie, IN - Tom Farris, Muncie-based business consultant and project coordinator for Energize-ECI, Inc. was one of 82 participants from two states completing the 25th

Annual Indiana Economic Development Academy held January 12-16, 2009 at the Horizon Convention Center in Muncie, Indiana. The Academy, accredited by the International Economic Development Council, offered economic developers, community leaders, government officials and business owners and executives the opportunity to gain an in-depth working knowledge of the many components of economic development.

A diverse and experienced faculty of professionals, practitioners and academicians from throughout the U.S. taught 40-hours of interactive core curriculum classes on the following topics: analyzing and profiling a local economy; managing economic development organizations; perspectives on local economies; business retention; strategic planning; marketing/business attraction; economic development finance; small business and entrepreneurship development; rural and small town development; community and neighborhood development; real estate development and reuse; workforce development; site selection and business location; and professional development. Working lunches brought in key officials from the State of Indiana as speakers. Dr. Jo Ann Gora, President of Ball State University, talked with the group on Thursday evening about Ball State's extensive resources available in the areas of building better communities and economic development.

Farris commented, "This was an excellent and intensive program. I know that the course has better prepared me to assist the communities and businesses of Indiana and Energize-ECI, Inc. to assess needs and identify opportunities, develop strategies and position communities and businesses to lead economic recovery in challenging times. It reinforced the prime importance of focusing on business retention and assisting established businesses grow, helping them return to their entrepreneurial roots and better identifying their unique advantages. All participants had many opportunities, both formal and informal, to discuss local concerns and problems, offer ideas and share resources for building better businesses and communities with the faculty and other participants. I highly recommend the course to community leaders, business executives and elected officials - it's an ideal way to learn how to effectively advance a business, community, county or region. Economic development is truly everyone's responsibility, and the first step is to learn more about the subject. I'm grateful to Vectren for providing the scholarship which permitted me to participate in the Academy."

The next Indiana Economic Development Academy sponsored by Building Better Communities at Ball State University is scheduled for January of 2010. For more information regarding the course, visit www.bsu.edu/cecd or contact Rose Wright at (765) 285-1628.

Prepared by Tom Farris / T.L. Farris & Associates
P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasifarris@comcast.net

Media Archives

East Central Indiana, Wednesday, January 21, 2009

East Central Indiana Economic Development Officials Attend ProMat Trade Exposition in Chicago

Contacts:

Tom Farris - 765.284.5313 thomasifarris@comcast.net

Roy Budd - 765.254.1420 rbudd@energize-eci.org

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., and Terry Murphy, Vice President - Muncie-Delaware County Economic Development Alliance; represented East Central Indiana at the 2009 ProMat trade exposition at McCormick Place in Chicago. ProMat is sponsored by the Material Handling Industry of America and featured displays by more than 700 international business exhibitors covering over 224,000 SF. ProMat exhibitors represented all segments of the material handling and logistics industry, from traditional manual equipment to computerized, automated systems. Because of its location and access to interstates, East Central Indiana has been identified as an ideal location for warehouse, distribution and logistics centers; and for businesses who's products are sold by the companies operating these centers; and by businesses supplying equipment to logistics centers.

According to Budd, "The trip was productive as it provided an excellent opportunity to develop new prospects, as well as to keep in touch with key companies looking at East Central Indiana for possible expansions or new facilities investments. Our central location and low cost of operations provides ECI with strong competitive advantages."

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P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasifarris@comcast.net

Media Archives

Muncie, IN, Friday, February 20, 2009

Bradley Bookout Hired By Energize-ECI, Inc. to Serve as Resource Development Manager for Blackford County, Delaware County and City of Muncie Grant Work

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that Bradley T. Bookout has been hired as Resource Development Manager. Mr. Bookout will research, investigate, write grant applications and manage all aspects of securing grants and new revenue opportunities for Blackford and Delaware counties, plus the City of Muncie. The position is the result of a collaboration between the two counties, the City of Muncie and Energize-ECI, Inc. A focus of the Resource Development Manager position will be advancing economic development, creating additional higher-paying jobs, upgrading infrastructure and improving the quality of life in Blackford and Delaware counties.

Brad Bookout is a resident of Yorktown, IN, where he resides with his wife and three sons. He is a 1991 graduate of Yorktown High School. In 1994, he studied Modern Political Philosophy and International Relations at The John F. Kennedy School of Government at Harvard. Brad is a 1995 graduate of Ball State University, with a major in Political Science and minor in Criminal Justice, and is also a 1995 graduate of the Bowen Institute at Ball State University. Brad has taken additional classes at BSU in Urban Planning, and is a 2002 graduate of the National Association Homebuilders University of Housing, Washington, DC, and a 2004 graduate of the Association's Master Homebuilder program.

Mr. Bookout currently serves as Vice President of the Delaware County Council – as an at-large member, having formerly served as President of the Council for the past two years. He has been active with the Muncie Homebuilders Association and Muncie/Delaware County Chamber of Commerce, where he currently serves on the Image Committee. Brad currently serves as the County Council's appointment to the Delaware County Redevelopment Commission. He is also a limited partner in Bookout Builders, LP and Bookout Development, LP.

Roy Budd commented, "We are delighted to have Brad Bookout join the Energize-ECI team as Resource Development Manager. He brings the right skill sets to this position along with a thorough working knowledge of East Central Indiana – its assets and needs."

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Details about Energize-ECI, Inc. and information about East Central Indiana and recent area business news may be viewed at the comprehensive Energize-ECI, Inc. website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's 48-page **REGIONAL-FOCUS** magazine, which contains a great overview of East Central Indiana – along with Energize-ECI's newsletters - may be read or downloaded by going to the website.

Media Archives

East Central Indiana, Thursday, March 19, 2009

Energize-ECI, Inc. The Regional Economic Development Partnership for East Central Indiana is Collaborating with Area Counties to Lead an

Energize-ECI, Inc.

The Regional Economic Development Partnership for East Central Indiana is Collaborating with Area Counties to Lead an Economic Transformation...

By Roy Budd, Executive Director of Energize-ECI, Inc.

The economic development needs for our region are real... Unemployment numbers keep growing and business layoffs and closures continue. We exceed state and national unemployment statistics, and fall below state and national averages for per capita and household incomes. East Central Indiana must be innovative and aggressive as we diversify our economic base to include industries offering new investment, long-term stability, growth potential, and which best utilize the resources of the region. Energize-ECI, Inc. is a 10-county regional economic development partnership positioned to help lead a regional economic transformation. The counties of East Central Indiana have united to bring about this important and much needed transformation which will reach far beyond more jobs. The time is now – and we in economic development need your involvement and support...

The role of economic development is crucial to enhancing the quality of life for area residents. An attractive quality of life requires a vibrant business community producing family-supporting jobs for the population of the region and contributing equitably to the tax base supporting critical services. According to the Merriam Webster Dictionary, energize is defined as "to give energy to; activate or invigorate." This is the type of action Energize-ECI, Inc. is achieving throughout East Central Indiana. Energize-ECI, Inc. is a public/private partnership founded in 2005 to provide pro-active services and programs facilitating collaborations to seek out and recruit new business investment throughout East Central Indiana – from the retention and growth of current businesses to the generation of new business growth through relocations, expansions and start-ups.

Local economic development organizations are integral to the business growth of their respective counties. Energize-ECI, Inc. amplifies the efforts of local economic development offices within our region. Energize-ECI, Inc. brings forth new innovative ideas to promote the region through collaborations and private-public efforts. Energize-ECI, Inc. works closely with the economical development directors and government officials of the member counties, plus the Indiana Economic Development Corporation and related organizations. Energize-ECI, Inc. markets the assets of East Central Indiana globally by:

1. Creating and implementing comprehensive regional marketing plans
2. Collaborating with the Indiana Economic Development Corporation and other state, regional and local agencies
3. Serving as the initial contact point to promote the advantages of Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, Rush and Wayne counties
4. Providing innovative global marketing to capture domestic and international investment opportunities through website www.energize-eci.org, publications, communications, business development trips, trade shows, targeted business prospecting, and relationship building with prospects and site selection professionals
5. Responding to information requests from executives around the world
6. Operating the Energize-ECI Engagement Center in Muncie, IN – a collaboration of organizations working together to advance area economic development, workforce development, education and training and small business development,
7. Acting as a catalyst, facilitator and leader for a team approach to regional economic development

The ten counties of East Central Indiana offer many important advantages to start-up businesses and companies wanting to expand or relocate. Here are some of our leading competitive advantages:

1. Central location in America - 75% of the populations of the U.S. and Canada can be reached within a 1-day truck drive
2. Excellent interstate and highway network
3. Low cost of land, buildings and available sites
4. Affordability and value – low cost of living and operation
5. Available, low cost energy resources
6. World class universities and colleges
7. Available, trained, quality workforce
8. Traditional Midwest values and work ethic
9. Temperate, four-season climate
10. Easy access to major Midwestern cities
11. Economic and cultural diversity
12. Aggressive economic development incentives
13. Clean, safe and friendly – great place to raise families
14. State offers a high-ranking business environment
15. Low taxes
16. Public-private collaborations
17. Wonderful quality of life – personalized choices
18. Short commute times benefit work/life balance
19. Vibrant community spirit
20. Close to Indianapolis, Fort Wayne, Dayton, Chicago & Cincinnati
21. Nearby recreational opportunities, lakes and rivers

East Central Indiana is positioned to capitalize on the upcoming economic upturn. Based on our regional assets, the following industry sectors are being targeted for regional growth and expansion: technology, advanced manufacturing, green industries, agribusiness / food processing, life sciences, biotechnology, education, retail, energy, financial services, logistics / distribution, service / professional, medical, new media and research.

Energize-ECI, Inc. has identified the following 2009 goals for the East Central Indiana region:

1. Support job creation (retention, expansion and recruitment).
2. Expand the number of business visits. Bring additional qualified prospects and site consultants to the region for a first-hand look at our sites and resources
3. Update website – create a separate section for site consultant use
4. Continue aggressive marketing and prospect development
5. Continue to attend national conferences and sales trips
6. Develop an EB-5 Immigrant Investor Visa Regional Center to encourage

foreign investment in the ECI region

7. Continue to educate elected officials about importance of economic development
8. Advocate for continuing workforce and infrastructure development
9. Take advantage of our location and proximity to interstates and highways
10. Increase media relation efforts summarizing regional success stories

For more information about Energize-ECI, Inc. and the entire 10 county East Central Indiana region, visit www.energize-eci.org.

Article written by:

Roy Budd, Executive Director, Energize-ECI, Inc.
122 E. Main Street
P.O. Box 1912
Muncie, IN 47308-1912
Phone: 765.254.1420
Fax: 765.254.1450
Email: rbudd@energize-eci.org

Media Archives

Muncie, IN, Monday, April 06, 2009

Energize-ECI Partners Represent East Central Indiana at "Roundtable in the Rockies" Expansion Management Conference in Vail, Colorado

Muncie, IN – Representing East Central Indiana at the Expansion Management Conference, "Roundtable in the Rockies," March 30th through April 2nd, in Vail, Colorado were Rob Cleveland - Executive Director, Blackford County Economic Development Corporation; Terry Murphy - Vice President, Muncie-Delaware County Economic Development Alliance; and Roy Budd - Executive Director of Energize-ECI, Inc., Muncie.

The conference featured eight international speakers who addressed economic development and business expansion trends, plus the challenges and opportunities presented by the global economic downturn. Participating in the conference were business executives, site selection professionals and a limited number economic development officials. Attending the conferences allowed the three East Central Indiana representatives to meet one-on-one with site selectors, program presenters and business decision-makers contemplating expansion, relocation, consolidation and new-investment plans.

According to Roy Budd, "Our primary objectives were to continue to build relationships with site selection decision-makers, to learn more about upcoming corporate expansion needs and how they are being affected by economic conditions, and to present the many important advantages East Central Indiana offers to businesses interested in expanding or relocating. During the one-on-one opportunities, dinners and free-time we were able to learn firsthand of the expanding company's needs, so we can better address the benefits of locating in East Central Indiana. It is through building these relationships that we may have the opportunity to turn an idea or a contact into the reality of a new or increased investment in the region. Our goal is to diversify the economic base of the region, bringing in more businesses with higher paying jobs and to support the growth of businesses currently located here."

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P.O. Box 2542 / Muncie, IN 47307-0542
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Email: thomasifarris@comcast.net

Media Archives

East Central Indiana, Friday, April 10, 2009

"The Employee Free Choice Act / Card Check" My View**"The Employee Free Choice Act / Card Check" My View**
By E. Roy Budd

Congress is now considering the passage of the "Employee Free Choice Act" (S.1041) - also referred to as "Card Check." Since both of my parents were union members, I think I understand something about unions - why they were formed, their benefits, their weaknesses, and the reasons for their current decline in membership numbers. However, the proposed "Employee Free Choice Act / Card Check" is not truly "Free Choice," nor do I think it is beneficial or fair to the more than 100 million American workers, nor is it fair to business owners. In today's economic downturn, it would severely damage the global cost competitiveness of American businesses of all types and sizes at a time when their existence is most vulnerable. I encourage you to carefully study this legislation before it is passed and make your own decision - don't let the "Employee Free Choice Act" title mislead you.

The "Employee Free Choice Act / Card Check" allows unions to establish representation through a card check process instead of the secret ballot system used by unions for generations and by Americans for over 200 years. Card check is a procedure where an employer must recognize a union once that union produces evidence that a majority (just over 50%) of the employees have signed authorization cards. Once a majority has signed, the union is certified - no election is required. The union has to only present their side of the story.

Here's an example of how the procedure works. To keep things simple, we'll assume that the employer, ABC Company, has 100 employees. A union interested in unionizing the workforce can go around to employees to get them to sign union cards. They may tell employees that signing the card is only showing interest in the union organizational process. They do not have to tell the employer or all of the employees that they are trying to win certification. Under card check, if the union gets 50% plus one of the employees to sign a union card they are certified - and that's only 51 employees. In this case 49 employees may have had no opportunity to exercise their own rights to hear both sides, discuss and vote on unionization. Following certification, the union will offer a contract to the employer. If the employer does not agree with the union on the contract within 90 days, it automatically goes to an unsupervised mediation process utilizing a third party, where the contract may be forced on the business. The "Employee Free Choice Act / Card Check" does not offer free choice - we have that now under the secret ballot, which the act will eliminate.

With so much at stake for the unions, the possibilities of employee intimidation come to mind. With the card check system, the union organizers know exactly which employees support them and which don't - perhaps subjecting them to a misrepresentation of facts, psychological manipulation or the possibility of harassment. Personally, I'd much rather vote my free will in the secrecy of the current ballot box than having to tell a group of union organizers what my position is on unionizing where I work. I've been using the secret ballot box for local, state and national elections since being old enough to vote. Since the unions don't have to inform the employers of the card check program, what rumors could be spread about a business or employees to coerce card check signings?

We know that union membership has been decreasing for decades - today about 12% of American workers are unionized - with union growth occurring in the governmental sector. Many laws exist to protect workers - safety, age, labor, discrimination, working conditions, labor and more - an original purpose of the unions. Since Indiana is not a "Right to Work" state, when a business becomes unionized, all employees will be required to join the union and pay 1-2% of their wages as union dues - whether or not they support the union. In America, employees dissatisfied with their jobs, wages, benefits, hours, conditions or advancement opportunities have the free-will to find a better job. If additional training or education is required for a new position, these opportunities are readily available. These are choices available to us living in a democracy.

Only a secret ballot system protects employees from both unions and employers and potential abuses. The current secret ballot system that is overseen by the National Labor Relations Board (NLRB) would be eliminated by this act, perhaps opening the door for corrupt practices and intimidation. The proposed act undermines the democratic rights of all American employees and the rights, fairness and protection of the secret ballot to determine if the employees truly desire in voting for or against union representation.

Why are many in Congress supporting this bill? The unions and their political action committees poured hundreds of millions of dollars into the campaigns electing President Obama. Quick passage of this act is a mistake.

Publicly signed union cards do not reveal an employee's choice of free will. The process allows unscrupulous union organizers to threaten workers who may refuse to sign the card. Even when organizers obey the law, card-check allows union organizers to manipulate workers psychologically - by presenting only one side of the story and rushing them to make a quick "on-the-spot" decision to join the union with little time for thought. Since the organizers know the names and addresses of the holdouts, they may return to harass the employees to change their minds and sign the union card. The "Employee Free Choice Act / Card Check" (S.1041) does not offer free choice to all the nation's employees - and does not truly represent if the workers want to join a union. The government should not take the rights of over 100 million American workers to vote in privacy with a secret ballot when deciding to unionize.

If the "Card Check" bill (S.1041) is passed it would:

- Force millions of additional American workers to pay union dues under the threat of losing their jobs
- Reduce the number of jobs in this country by encouraging employers to outsource jobs
- Negatively place the American workforce in an unfavorable global position
- Eliminate the rights to a secret ballot of more than 100 million workers

What can you do? Please contact our Indiana Senators and Representatives today to voice your position. Vote NO on the "Employee Free Choice Act / Card Check" - (S.1041).

Senator Richard G. Lugar
306 Hart Senate Office Building
Washington, DC 20510
Phone: 1-202-224-4814
Fax: 1-202-228-0360
Indianapolis Phone: 317-226-5555

Senator Evan Bayh
Russell Senate Office Building
Building 40, Suite 2
Washington, DC 20510
Phone: 1-202-224-5623
Fax: 1-202-228-1377

Congressman Daniel Burton (House District 5)
2308 Rayburn House Office Building
Washington, DC 20515
Phone: 1-202-225-2276
Fax: 1-202-225-0016
(District 5 includes Grant County)

Congressman Mike Pence (House District #6)
1605 Longworth House Office Building
Washington, DC 20515
Phone: 1-202-225-3021
Fax: 1-202-225-3382
District 6 includes Blackford, Delaware, Fayette, Henry, Jay, Madison,
Randolph, Rush and Wayne counties)

Letter written by:

E. Roy Budd
122 East Main St.
P.O. Box 1912
Muncie, IN 47308-1912

Phone: 765.254.1420
Fax: 765.254.1450
Email: rbudd@energize-eci.org

Media Archives

Delaware County, Thursday, May 14, 2009

Energize-ECI Regional Update - 1st Quarter 2009**Energize-ECI, Inc. The Regional Economic Development Partnership for East Central Indiana is Collaborating with ECI Area Counties to Lead an Economic Transformation...**

The economic development needs for our region are real...

Unemployment numbers keep growing and business layoffs and closures continue. We exceed state and national unemployment statistics, while falling below state and national averages for per capita and household incomes. East Central Indiana must continue to be innovative and aggressive as we diversify our economic base to include industries offering new investment, long-term stability, growth potential, and which best utilize the resources of the region. Energize-ECI, Inc. is a 10-county regional economic development partnership positioned to help lead a regional economic transformation. The counties of East Central Indiana have united to bring about this important and much needed transformation which will reach far beyond more jobs. The time is now -- and we in economic development need your involvement and support...

The role of economic development is crucial to enhancing the quality of life for area residents. An attractive quality of life requires a vibrant business community producing family-supporting jobs for the population of the region and contributing equitably to the tax base supporting critical services. According to the Merriam Webster Dictionary, energize is defined as "to give energy to; activate or invigorate." This is the type of action Energize-ECI, Inc. is achieving throughout East Central Indiana. Energize-ECI, Inc. is a public/private partnership founded in 2005 to provide pro-active services and programs facilitating collaborations to seek out and recruit new business investment throughout East Central Indiana - from the retention and growth of current businesses to the generation of new business growth through relocations, expansions and start-ups.

Local economic development organizations are integral to the business growth of their respective counties. Energize-ECI, Inc. amplifies the efforts of local economic development offices within our region. Energize-ECI, Inc. brings forth new innovative ideas to promote the region through collaborations and private-public efforts. Energize-ECI, Inc. works closely with the economical development directors and government officials of the member counties, plus the Indiana Economic Development Corporation and related organizations. Energize-ECI, Inc. markets the assets of East Central Indiana globally by:

1. Creating and implementing comprehensive regional marketing plans
2. Collaborating with the Indiana Economic Development Corporation and other state, regional and local agencies
3. Serving as the regional contact point to promote the advantages of Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, Rush and Wayne counties
4. Providing innovative global marketing to capture domestic and international investment opportunities through website www.energize-eci.org, publications, communications, business development trips, trade shows, targeted business prospecting, and relationship building with prospects and site selection professionals
5. Responding to information requests from executives around the world
6. Operating the Energize-ECI Engagement Center in Muncie, IN -- a collaboration of organizations working together to advance area economic development, workforce development, education and training and small business development,
7. Acting as a catalyst, facilitator and leader for a team approach to regional economic development

The ten counties of East Central Indiana offer many important advantages to start-up businesses and companies wanting to expand or relocate. Here are some of our leading competitive advantages:

1. Central location in America -- 75% of the populations of the U.S. and Canada can be reached within a 1-day truck drive
2. Excellent interstate and highway network
3. Low cost of land, buildings and available sites
4. Affordability and value -- low cost of living and operation
5. Available, low cost energy resources
6. World class universities and colleges
7. Available, trained, quality workforce
8. Traditional Midwest values and work ethic
9. Temperate, four-season climate
10. Easy access to major Midwestern cities
11. Economic and cultural diversity
12. Aggressive economic development incentives
13. Clean, safe and friendly -- great place to raise families
14. State offers a high-ranking business environment
15. Low taxes
16. Public-private collaborations
17. Wonderful quality of life -- personalized choices
18. Short commute times benefit work/life balance
19. Vibrant community spirit
20. Close to Indianapolis, Fort Wayne, Dayton, Chicago & Cincinnati
21. Nearby recreational opportunities, lakes and rivers

East Central Indiana is positioned to capitalize on the upcoming economic upturn. Based on our regional assets, the following industry sectors are being targeted for regional growth and expansion: technology, advanced manufacturing, green industries, agribusiness / food processing, life sciences, bio-technology, education, retail, logistics / distribution, service / professional, medical, energy, financial services, new media and research.

Energize-ECI, Inc. has identified the following 2009 goals for the East Central Indiana region:

1. Support job creation (retention, expansion and recruitment).
2. Expand the number of business visits. Bring additional qualified prospects and site consultants to the region for a first-hand look at our sites and resources
3. Update website -- create a separate section for site consultant use
4. Continue aggressive marketing and prospect development
5. Continue to attend national conferences and sales trips
6. Develop an EB-5 Immigrant Investor Visa Regional Center to encourage foreign investment in the ECI region
7. Continue to educate elected officials about importance of economic development
8. Advocate for continuing workforce and infrastructure development
9. Take advantage of our location and proximity to interstates and highways
10. Increase media relation efforts summarizing regional success stories

For more information about Energize-ECI, Inc. and the entire 10 county East Central Indiana region, visit www.energize-eci.org.

Article written by:

Roy Budd, Executive Director, Energize-ECI, Inc.
122 E. Main Street
P.O. Box 1912 Muncie, IN 47308-1912
Phone: 765.254.1420

Fax: 765.254.1450
Email: rbudd@energize-eci.org



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Media Archives

Muncie, Friday, June 05, 2009

Energize-ECI Participates in Indiana Economic Development Sales Trip to New York

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., represented East Central Indiana on a new business recruitment sales trip to New York City, coordinated by the Indiana Economic Development Corporation and led by Indiana Commerce Secretary Mitch Roob. The Indiana delegation was in New York from Tuesday, June 2nd through Thursday, June 4th. According to Mr. Budd, "The purpose of the trip was to make new contacts for generating business investment and job creation for Indiana and East Central Indiana. We had an opportunity to provide information about Indiana's inviting business climate and incentive programs to twenty-one companies considering growth, consolidation, relocating or investing in Indiana. We will continue to build relationships with these and other targeted prospects from previous trips and keep them updated about the many business advantages offered throughout East Central Indiana. We appreciate the efforts of the Indiana Economic Development Corporation in organizing this trip and scheduling our appointments with interested business leaders. The State of Indiana is well-positioned for business growth and expansion."

Energize-ECI, Inc. is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. Energize-ECI, Inc. acts as the initial point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals, site consultants and companies researching the area. Energize-ECI, Inc. researches and answers inquiries regarding sites, buildings and regional information, then directs leads to the appropriate local economic development groups. Energize-ECI, Inc. provides support to: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, Rush and Wayne counties. Funding for trade missions, exhibits, marketing, programs, services and materials is provided by public and private entities throughout East Central Indiana, by foundations and grants.

Details about Energize-ECI, Inc. and information about East Central Indiana may be viewed at the comprehensive Energize-ECI, Inc. website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420, fax (765) 254.1450 and by email info@energize-eci.org. The Spring 2009 edition of Energize-ECI's 12-page Regional-Report newsletter, which contains a great overview of recent economic development activity in East Central Indiana may be read or downloaded by going to the organization's website.

Media Archives

Muncie, IN, Friday, June 26, 2009

Energize-ECI Participates in Regional Economic Development Sales Trip to Cleveland

Energize-ECI Participates in Regional Economic Development Sales Trip to Cleveland

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., announced the regional economic development partnership, along with area economic development officials, planned and participated in a sales trip to Cleveland, Ohio – June 25 -26. Local area economic development officials from the Energize-ECI, Inc. region participating in the trip included: Rob Cleveland, Executive Director of the Blackford County Economic Development Corporation; Brad Buening, Executive Director, Rush County Economic & Community Development Corporation; Tim Eckerle, Executive Director, Grant County Economic Growth Council; Bill Bradley, Executive Director, Jay County Development Corporation; Jake Mummert, representing the Anderson Corporation for Economic Development; and E. Roy Budd, of Energize-ECI, Inc.

According to Mr. Budd, "The purpose of this business development trip was to familiarize leading site selection professionals based in Cleveland about the many business advantages of expansion and relocation opportunities in East Central Indiana. It follows our successful Energize-ECI sales trip to Cleveland last year. We had appointments scheduled with members of five leading site consultant firms, businesses who research new location possibilities for corporations. We find it effective to meet in person with the site selectors to point out the specific competitive advantages of our region as they relate to the company's specific projects. Having economic development representatives from six of our ten counties participating in the meetings was very impressive to the consultants. They appreciated experiencing our regional collaboration and visiting with our very knowledgeable local economic development officials. Our team learned much about what selection criteria businesses are currently considering when reviewing site candidates as businesses contemplate consolidation and expansion plans as the economic environment begins to improve for some industry sectors."

About Energize-ECI, Inc.

Energize-ECI, Inc. is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. Energize-ECI, Inc. acts as a single point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals, site consultants and companies researching the area. Energize-ECI, Inc. answers inquiries regarding sites, buildings and regional information, then directs leads to the appropriate local economic development groups. Energize-ECI, Inc. provides support to: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, Rush and Wayne counties. Funding for trade missions, exhibits, marketing, programs, services and materials is provided by public and private entities throughout East Central Indiana, by foundations and grants.

Details about Energize-ECI, Inc. and information about East Central Indiana may be viewed at the comprehensive Energize-ECI, Inc. website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's latest newsletter (Spring '09) summarizing recent economic development successes may be read or downloaded by going to the website.

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Prepared by Tom Farris / T.L. Farris & Associates
P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasfarris@comcast.net

Media Archives

Muncie, IN, Wednesday, August 12, 2009

Energize-ECI Participates in Indiana Economic Development Corporation Sales Trip to Chicago

Energize-ECI Participates in Indiana Economic Development Corporation Sales Trip to Chicago

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., represented East Central Indiana on a sales trip to Chicago, coordinated by the Indiana Economic Development Corporation and led by Indiana Commerce Secretary Mitch Roob. The trip began on Monday, August 10th and concluded Wednesday, August 12th. According to Mr. Budd, "We had an opportunity to provide information about Indiana's inviting business climate and incentive programs to more than thirty site consultants, firms and companies in Chicago that are considering growing, relocating or investing in Indiana. We will continue to build relationships with these contacts and other targeted prospects to keep them updated about the many business advantages offered throughout East Central Indiana and specific site and building opportunities. The goal of the trip was to generate leads - now and in the future - that will result in future business investment and job creation in East Central Indiana."

The Chicago business development trip was the third such trip for the IEDC this year. The IEDC traveled to Dallas in February, New York City in June, and plans to conduct a trip to Atlanta in September. Participating partners for the Chicago sales trip included: Energize-ECI, Inc.; Indiana Municipal Power Agency; Dearborn County Economic Development Initiative; Greater Lafayette Commerce; Hoosier Energy; NIPSCO; Northeast Indiana Regional Partnership; The Indy Partnership; Duke Energy; Hamilton County Alliance; North Central Indiana Economic Development Partnership; Montgomery County and Indiana Michigan Power. In addition to participating in IEDC sponsored business development trips, Energize-ECI arranges for their own regional trips to cities throughout the U.S., developing business investment leads for the 9-county region.

Energize-ECI, Inc. is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. Energize-ECI, Inc. acts as the initial point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals, site consultants and companies researching the area. Energize-ECI, Inc. answers inquiries regarding sites, buildings and regional information, then directs leads to the appropriate local economic development groups. Energize-ECI, Inc. provides support to: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties.

Details about Energize-ECI, Inc. and information about East Central Indiana and member counties may be viewed at www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's newsletters, summarizing economic development activities throughout the region, may be read or downloaded by going to the website.

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Prepared by Tom Farris / T.L. Farris & Associates
P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasifarris@comcast.net

Media Archives

Muncie, IN, Thursday, August 20, 2009

Energize-ECI Partners Participate in Regional Economic Development Sales Trip to Georgia and South Carolina

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., announced the regional economic development partnership, along with four area economic development officials, planned and participated in a sales trip to Atlanta, Georgia and Greenville, South Carolina - August 17 - 18. Participating in the business development trip were: Rob Cleveland, Executive Director of the Blackford County Economic Development Corporation; Terry Murphy, Vice President, Muncie-Delaware County Economic Development Alliance; Bill Bradley, Executive Director, Jay County Development Corporation; Tim Eckerle, Executive Director, Grant County Economic Growth Council; and E. Roy Budd.

About the trip, Terry Murphy commented, "Regional marketing trips are an important component of our county's overall marketing efforts and this trip has allowed us to meet with eight key site location specialists and acquaint them with information and opportunities in East central Indiana."

Roy Budd added, "We had appointments with site selection firms in Atlanta and Greenville which represent businesses with expansion/consolidation plans and a specific interest in Indiana. The purpose of the trip was to familiarize these business executives and site selection professionals about the many business advantages of expansion, relocation and consolidation opportunities in East Central Indiana. It was a follow-up trip to revisit site consultants we had met on previous trips as well as to introduce the region to several new contacts. It is very important to keep building these relationships and to keep our contacts updated about current opportunities in our nine county Energize-ECI, Inc. area. When dealing with corporate expansion and consolidation plans, you never know when the next new business opportunity will occur. Having Rob, Terry, Bill and Tim representing East Central Indiana was impressive to the contacts. I'm sure our Energize-ECI team learned much about what specific selection criteria businesses these executives are using when reviewing site possibilities - especially when facing economic uncertainties. We will learn from this trip and continue to keep in touch with these professionals, encouraging investment in East Central Indiana."

Energize-ECI, Inc. is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. Energize-ECI, Inc. acts as the initial point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals, site consultants and companies researching the area. Energize-ECI, Inc. answers inquiries regarding sites, buildings and regional information, directing leads to the appropriate local economic development groups within the region. Energize-ECI, Inc. provides support to: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties.

Details about Energize-ECI, Inc. and information about East Central Indiana may be viewed at the comprehensive Energize-ECI, Inc. website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's newsletters, highlighting regional economic development activities may be read or downloaded by going to the website.

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Prepared by Tom Farris / T.L. Farris & Associates
P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasifarris@comcast.net

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Media Archives

Muncie, IN, Monday, August 31, 2009

Roy Budd of E-ECI to Represent East Central Indiana during Governor's Trade Mission to China and Japan

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., will represent the economic development interests of East Central Indiana as a member of a delegation of Hoosier business leaders and elected officials on the first economic development mission to China by an Indiana Governor in more than a decade. Mr. Budd, Governor Daniels and the delegation will also make economic development stops in Japan and attend the Japan-U.S. Midwest Conference. This trip will mark Mr. Budd's third trip to China and second trip to Japan in the past five years.

The delegation will depart Indiana on September 5th and return on September 16th. Mr. Budd and the delegation will travel to China from September 6th through September 11th, participating in meetings scheduled in Shanghai and Zhejiang, Indiana's Chinese sister-state. They will travel to Japan September 11th through 16th, visiting Tochigi Prefecture, Indiana's Japanese sister-state, and attend the Japan-U.S. Midwest Conference in Tokyo. Meetings have been scheduled with government and business leaders in both China and Japan and the Governor will host three business receptions for potential investors.

More than 42,000 Hoosiers are employed by the more than 200 Japanese companies in the state with investments of more than \$9.8 billion. A number of these companies are located in East Central Indiana. Governor Daniels hopes to see modest Chinese investment in the state parallel the growth of Japanese investment in the future. Budd commented, "East Central Indiana has welcomed a number of international companies to our region because of our resources and many competitive advantages – and we plan to encourage more businesses to invest in our region. It is important to continue building these relationships and I commend the Governor for initiating such an important trip, benefiting the residents of Indiana. We will also have an opportunity to visit several Hoosier companies with plants in China. As an active member of the Japan America Society of Indiana, I look forward to meeting with friends, colleagues and prospects at the Society's conference in Tokyo."

The cost of the state delegation, represented by Governor Daniels and Mitch Roob – Indiana's Secretary of Commerce – is being covered entirely through private donations to the Indiana Economic Development Foundation and uses no tax dollars. Mr. Budd's trip was paid for by Energize-ECI, Inc. and by the Energize-ECI LEDO'S Council, a group represented by the local economic development officials of the nine member counties of Energize-ECI.

Energize-ECI, Inc. is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. Energize-ECI, Inc. acts as the primary point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals, site consultants and companies researching the area. Energize-ECI, Inc. answers inquiries regarding sites, buildings and regional information, directing leads to the appropriate local economic development groups. Energize-ECI, Inc. provides support to: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties. Funding for trade missions, exhibits, marketing, programs, services and materials is provided by public and private entities throughout East Central Indiana, by foundations and grants.

Details about Energize-ECI, Inc. and information about East Central Indiana may be viewed at the comprehensive Energize-ECI, Inc. website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's newsletters, summarizing the economic development successes of East Central Indiana, may be read or downloaded by going to the website.

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Prepared by Tom Farris / T.L. Farris & Associates
P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasifarris@comcast.net

Media Archives

Muncie, IN, Tuesday, September 08, 2009

Energize-ECI Grant Work Results in \$2.3 Million Rail Spur Development Grant for Park One Site

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., and Brad Bookout, Energize-ECI Resource Development Manager, announced they have been notified that \$2.3 million in federal funds have been allocated to complete a rail spur at Park One Industrial Park adjacent to I-69 at SR-332. The spur will be an extension from a nearby rail line and be used by Brevini USA, Brevini Wind and VAT Energies to ship completed green energy components. Save-A-Lot also operates a large grocery store product distribution center at Park One. Initial work on the grant application began over two years ago, with the efforts completed by a team led by Brad Bookout of Energize-ECI and Terry Murphy, Vice president of the Muncie-Delaware County Economic Development Alliance, with assistance from the Delaware County Commissioners and others. The County Commissioners had previously earmarked \$1.9 million in local funds to help develop the spur, an incentive used to add economic development value to the industrial park and to encourage Brevini USA to locate in Delaware County. Funding for the project was awarded by the Economic Development Administration of the U.S. Department of Commerce, and is part of the American Reinvestment and recovery Act of 2009.

Roy Budd commented, "I'd like to thank all of those who were involved in the rail spur grant application process for the past 20 months. The Park One rail spur will serve to attract additional investment and jobs to Delaware County and will benefit East Central Indiana. The rail spur was the priority project for Delaware County to be completed from the 2009 Comprehensive Economic Development Strategy Report (CEDS)."

The Energize-ECI Resource Development Group is a grant resource entity managed by Energize-ECI, Inc. - and was initially formed by a partnership between Blackford County, the cities of Montpelier and Hartford City, plus Delaware County.

Details about Energize-ECI, Inc. and information about East Central Indiana and recent area business news may be viewed at the comprehensive Energize-ECI, Inc. website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's regional business newsletters may be read or downloaded by going to the website.

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Prepared by Tom Farris / T.L. Farris & Associates
P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasfarris@comcast.net

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Media Archives

Muncie, IN, Tuesday, September 22, 2009

Brad Buening Represents ECI Region on Indiana Economic Development Corporation Sales Trip to Atlanta, Georgia

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that Brad Buening, Executive Director of the Rush County Economic & Community Development Corporation represented East Central Indiana as a member of the official Indiana Economic Development Corporation team during a 3 day (September 16-18) sales trip to Atlanta. The business development trip was organized by the Indiana Economic Development Corporation (IEDC). The participants had pre-scheduled appointments with a diverse group of prospects and site consultants in Atlanta, to learn more about their expansion needs and to present the advantages Indiana offers to businesses. The objective was to cultivate new opportunities for economic development throughout our state, and more specifically within East Central Indiana. This follows an August business development trip to Atlanta and Greenville organized by Energize-ECI, on which five Energize-ECI member economic development officials met with site selection decision makers.

Mr. Budd commented, "Atlanta is home to many leading site selection consultancies, so it is important to continue to develop relationships with new and old contacts – with the goal of getting them enthused about the advantages offered by East Central Indiana. Brad Buening has a strong background in economic development and did a great job in representing the region."

Energize-ECI, Inc. is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. Energize-ECI, Inc. acts as the primary point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals, site consultants and companies researching the area. Energize-ECI, Inc. answers inquiries regarding sites, buildings and regional information, directing the leads to appropriate local economic development groups. Energize-ECI, Inc. provides support to: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties. Funding for trade missions, exhibits, marketing, programs, services and materials is provided by public and private entities throughout East Central Indiana, by foundations and grants.

Details about Energize-ECI, Inc. and information about East Central Indiana may be viewed at the Energize-ECI, Inc. website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's Regional-Report newsletters, which contain updates summarizing regional economic development, may be read or downloaded by going to the website.

-30-

Prepared by Tom Farris / T.L. Farris & Associates
P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasifarris@comcast.net

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Media Archives

Muncie, IN, Friday, October 16, 2009

Energize ECI Brownfield Assessment Coalition

Energize ECI Brownfield Assessment Coalition FACT SHEET

The purpose of this fact sheet is to give community stakeholders who are involved in the Energize ECI (EECI) Indiana Brownfield Assessment Coalition a general understanding of the project. The U.S. Environmental Protection Agency (EPA) requires that coalition partners be well-informed on the projects with which they are involved—and the EPA may contact coalition partners to “quiz” them on their project, so it is imperative that your organization knows some of the more important details of this undertaking. Here are some of the basics:

The Brownfield Assessment Grant Program

The EPA recently announced a funding opportunity for units of government and nonprofits to inventory and assess brownfield sites in their communities. The total amount of funding available for assessment activities is \$37.3 million. Eligible applicants may apply on their own for up to \$400,000 or as part of a larger coalition for up to \$1 million. Grant funds may be used for inventory, assessment, and cleanup planning for brownfield sites. EPA has set a deadline of October 16, 2009, for applications to be submitted. Awards are expected to be announced in May 2010, and project activities could begin after funds are released in October 2010.

Coalition Partners

EECI will serve as the applicant for this grant and the coalition will include the counties of Delaware, Grant, Blackford, and Jay. EECI will approach each county's health department, local economic development organizations, and Purdue Cooperative Extension Service, as well as various other environmentally- and economic development-focused organizations to be partners in this endeavor.

Brownfield Basics

A brownfield is “real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.” (“Small Business Liability Relief and Brownfields Revitalization Act”, PL 107-118, 11 January 2002.) In layman's terms, a brownfield is a property that is difficult to develop because it is contaminated or believed to be contaminated.

Project Activities

The scope of work for this project encompasses four tasks:

- 1) Community outreach – educating the community about brownfields in general and the brownfield assessment coalition specifically
- 2) Inventory and prioritization – collecting information on existing brownfields throughout the coalition area and prioritizing them based on project readiness, economic impact, and other factors
- 3) Site assessments – performing 40 Phase I and 25 Phase II environmental site assessments on the highest priority brownfields to determine the existence and extent of any contamination
- 4) Cleanup planning – creating Remedial Action Plans and/or Human Health and Ecological Risk Assessments, as necessary, to guide the cleanup and/or redevelopment process

Brownfield Liability Issues

A political subdivision or unit of federal or state government is not liable to the state for costs or damages associated with hazardous substances on, in or at a property acquired involuntarily (such as bankruptcy, tax delinquency, receivership, abandonment). In addition, the “All Appropriate Inquiry” Rule is utilized by the state and federal Brownfields programs to evaluate a property's environmental conditions and assess potential liability for any contamination. This process ensures future prospective purchasers eligibility for an exemption from liability. Furthermore, parties who by law or public policy should not be held liable for a site's contamination can request Comfort Letters or Site Status letters from the State to minimize liability and facilitate redevelopment.

Brownfield sites that are owned by the party responsible for the contamination can be eligible for assessment under this program, as long as the owner gives EECI permission to access the site. However, contaminated sites owned by the responsible party are not eligible for remediation funding from the EPA or the State Brownfield Program.

Media Archives

Muncie, IN , Tuesday, October 27, 2009

SBDC and Energize-ECI Collaborate with USDA on ECI Rural Revolving Loan Fund Program to Serve Area

Muncie, IN – Ted Baker, Regional Director of the Indiana Small Business Development Center (SBDC), E. Roy Budd, Executive Director of Energize-ECI, Inc. (E-ECI), and Philip Lehmkuhler, State Director of the United States Department of Agriculture (USDA) Rural Development in Indiana, announced that the organizations have collaborated to make available a new Rural Revolving Loan Fund (RRLF) program to qualifying businesses in East Central Indiana. The announcement took place October 26th at the Energize-ECI Engagement Center in Muncie, where Mr. Lehmkuhler presented Mr. Baker and Mr. Budd a check for \$50,000 to initially fund the ECI Rural Revolving Loan Fund. The presentation was attended by officials from the USDA, SBDC, E-ECI and the nine counties served by the ECI RRLF. The ECI RRLF program is funded by the USDA and is being administered by the regional Small Business Development Center. A Rural Revolving Loan Fund is a pool of public and private sector funds that recycle money as loans are repaid. Objectives of RRLF's are to: (1) provide a dependable financing source for long-term economic development; (2) fill a credit gap for start-ups, expansions and retentions; (3) spur economic growth by making loans as affordable as possible; and (4) customize loans to the financial needs of each individual business.

The ECI Rural Revolving Loan Fund loans are administered by the East Central regional SBDC office with Mike Schmaltz of Star Financial Bank acting as financial advisor. The SBDC directs the prospective client through the application process. Qualifying applicants are then reviewed by the SBDC RRLF Board, which consists of a member from each of the nine counties in the region. Interest rates charged on RRLF loans are considerably less than conventional commercial loan market rates. To be eligible to apply for a loan, qualifying rural businesses must be located in Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties. Applicants must be registered as a SBDC client, have a completed business plan and have received a recent loan "turn-down" letter from a bank. Businesses interested in learning more about the program should contact Ted Baker, Regional SBDC Director or Vickie Bevans, SBDC Project Coordinator for the East Central Small Business Development Center, located in the Energize-ECI Engagement Center, 122 E. Main St., Muncie. Phone 866.576.7232 (toll-free), 765.282.9950 or email eastcentral@isbdc.org.

USDA Development State Director Phil Lehmkuhler said, "With the establishment of a revolving loan fund, Energize East Central Indiana will be able to assist numerous rural small businesses who, in the past, have had very few options for alternatives to traditional bank financing. The revolving loan fund will assist rural small businesses in Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties."

This latest grant is one of several recently awarded in Indiana by USDA Rural Development. "These grants are in keeping with the mission of USDA Rural Development which is to provide equity and technical assistance to finance and foster growth in homeownership, business development, and critical community and technology infrastructure," added Lehmkuhler. "USDA Rural Development is committed to improving the quality of life in rural Indiana. When rural Indiana makes progress, all of Indiana benefits."

"The East Central Indiana Small Business Development Center is very pleased to have this opportunity available as we assist businesses in the rural areas of our region," advised Ted Baker, SBDC Regional Director. "We look forward to bringing qualified candidates to the ECI Revolving Loan Fund Board for the possibility of receiving funds for their businesses. Thank you Energize-ECI for your vision and leadership in this cause."

According to Roy Budd, Executive Director of Energize-ECI, Inc., "The opportunity to help existing rural small businesses fits our mission of regional economic development, so when Vickie Bevans of the SBDC brought the USDA program to our attention and needed an organization to obtain the RRLF grant, I asked Brad Bookout, Energize-ECI Resource Development Manager, to get involved. Brad applied for the grant with the assistance of the SBDC office, making available the initial \$50,000 to begin the fund. Energize-ECI's involvement is only from the grant writing perspective and serving as the holder of funds. The Small Business Development Center has the contract to actually manage all aspects of the RRLF loan program here in East Central Indiana."

About the Indiana Small Business Development Corporation

The Small Business Development Center (SBDC) network has been serving small businesses and entrepreneurs since 1985, providing expert training, counsel and networking to Indiana business owner's and people wanting to start a business. Now being hosted by Ivy Tech Community College, SBDC consulting services are offered free of charge to start-ups, new businesses, existing businesses and people with an idea for a business. From business feasibility studies, business plan development, strategic planning and how to secure financing, the SBDC has a host of professional services personalized for specific needs. The East Central SBDC region has offices in Muncie and Richmond, serving eleven area counties. The SBDC phone numbers are (toll-free) 866.596.7232 and 765.282.9950, or email eastcentral@isbdc.org.

About Energize-ECI, Inc.

Established in 2005, Energize-ECI, Inc. develops a mission of globally marketing the 9-county East Central Indiana region and teaming with local economic development organizations (LEDOs) in Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties to bring new jobs and commercial investment to the area.

For more information about Energize-ECI, Inc. visit their website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's Regional Report newsletters and news releases, summarizing recent economic development highlights in East Central Indiana, are available on the website.

Photo of Check Presentation Included with Release as an Attachment

IDENTIFICATION OF PEOPLE IN "\$50,000 USDA ECI RURAL REVOLVING LOAN FUND CHECK PRESENTATION PHOTO: (From left to right) Curtis Johnson, USDA Muncie Area Specialist; Roy Budd, Executive Director of Energize-ECI, Inc.; Anthony Kirkland, Muncie Area Director of the USDA; and Ted Baker, Regional Director of the Indiana Small Business Development Center.

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Prepared by Tom Farris
P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasifarris@comcast.net

Media Archives

Muncie, IN, Wednesday, November 11, 2009

Muncie Ranked #2 in Nation by Coldwell Banker's Annual College Town Home Price Affordability Index

Muncie Ranked #2 in Nation by Coldwell Banker's Annual College Town Home Price Affordability Index

Muncie, IN - For the second year in a row, Muncie, Indiana (home of Ball State University) ranked 2nd in the nation in Coldwell Banker's "Annual College Town Home Price Affordability Index." Every fall, college football fans feel nostalgic for the tradition, lifestyle and spirit of their college towns as they cheer on their favorite teams. This year's Coldwell Banker College Home Price Affordability Index comparison reveals that these school-centric areas also sport very affordable homes, in addition to the culture and economic stability associated with institutions of higher education - making them great areas in which to purchase real estate.

The 2009 Annual College Town Home Price Affordability Index released by Coldwell Banker Real Estate LLC provides an apples-to-apples comparison of similarly sized 2,200 SF, four-bedroom, two-and-one-a-half bathroom rooms in college markets home to the 120 Football Bowl Subdivision Schools. This year, Akron, Ohio (University of Akron) is ranked as the most affordable college town, where a typical four-bedroom home costs \$121,885. Muncie, Indiana (Ball State University) took the No. 2 spot for the second consecutive year at \$144,996. Ranked No. 3 was Ann Arbor, Michigan (University of Michigan) with a home price average of \$148,000.

Other Indiana Division I-A Football School college towns were ranked as follows:

9th	Bloomington	Indiana University	\$164,433
23rd	South Bend	University of Notre Dame	\$183,938
29th	West Lafayette	Purdue University	\$189,000

The top three "most expensive" college towns for the typical 2,200 SF four-bedroom home are Palo Alto, California (Stanford University) at \$1,489,726; Los Angeles, California (UCLA and USC) at \$1,347,125; and Boston/Chestnut Hill, Massachusetts (Boston College) at \$1,337,578. The top ranked "most affordable" conference in the College Town Home Price Affordability Index is the Mid American Conference with an average price of \$182,322. Ball State is a member of the MAC Conference. The most expensive conference according to Index is the PAC-10 with a \$747,180 average. The PAC-10 features a number of west coast schools as members.

Overall, the 2009 College Town Home Price Affordability Index revealed that real estate buyers can find a typical four-bedroom home (as described) for less than \$250,000 in 62 percent of the college markets surveyed. Further research indicates that the charm and affordability of college towns is appealing to more than just students, with college towns typically high ranked in polls focusing on community growth and quality of living. College towns are also favorites of retirees, because of the cultural, educational and recreational advantages of the communities. Muncie's affordability ranking proves that the area is a great place for people wanting to live in Florida or Arizona in the winter season to have a second home.

"College markets, such as Muncie, have long-been one of the real estate industry's best-kept secrets," said Mike Lunsford, President and CEO of Coldwell Banker Lunsford Real Estate, based in Muncie. "Real estate professionals have been investing in college towns for years, often purchasing homes for their student-aged children to live in while attending school. College communities are also favored by empty-nesters and families attracted to the quality health care systems, culture attractions and overall quality of life that college towns like Muncie offer."

Coldwell Banker Lunsford serves the complete real estate needs of East Central Indiana from regional offices at 3601 W. Bethel Ave., Muncie, IN 47304. Information: phone - (765) 289.2228; toll-free - 1.888.602.2228; or website - www.cblunsford.com. Since 1906, the Coldwell Banker organization has been a premier provider of real estate services. The Coldwell Banker system has approximately 4,000 residential and commercial real estate offices and 127,700 sales associates in 30 countries and territories. Each office, such as Coldwell Banker Lunsford, is independently owned and operated.

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Prepared by Tom Farris / T.L. Farris & Associates
P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasfarris@comcast.net

Media Archives

Muncie, IN, Wednesday, November 11, 2009

Energize-ECI Regional Planning District Elected to Membership in the Indiana Association of Regional Councils (IARC)

Energize-ECI Regional Planning District Elected to Membership in the Indiana Association of Regional Councils (IARC)

Muncie, IN - E. Roy Budd, Executive Director of the Energize-ECI Regional Planning District announced that the organization has been elected to membership in the Indiana Association of Regional Councils (IARC). IARC is a statewide association of 14 organizations that provide comprehensive, regional planning services which are coordinated with local governments in Indiana. Most of the IARC members were formed under Indiana Statute I.C. 36-7-7 more than 25 years ago, are funded by member county dues, multiple grant sources and fee-based services, and have governing boards comprised primarily of local elected officials.

Mr. Budd commented, "Membership in IARC provides us with an excellent opportunity to learn more about grant possibilities and to build relationships with peer organizations throughout the state. Indiana is known for its top-notch regional planning agencies. Collaborations and information-sharing benefits everyone involved. We've already put information and ideas gained from IARC meetings into action for our four-county district serving Blackford, Delaware, Grant and Jay counties."

Established in 1997, IARC provides a statewide forum for directors, staff and board members of member regional planning organizations in Indiana to network and share ideas that promote economic and community development, transportation planning, smart growth and a multitude of other issues on a regional basis statewide. IARC supports regional development efforts that prioritize and categorize local community and economic development needs and projects based on urgency, feasibility and determined regional priority.

Current member organizations of IARC include:

- Eastern Indiana Development District
- Economic Development Coalition of Southwest Indiana
- Energize-ECI Regional Planning District
- Indiana 15 Regional Planning Commission
- Kankakee-Iroquois Regional Planning Commission
- Madison County Council of Governments
- Michiana Area Council of Governments
- Northeastern Indiana Regional Coordinating Council
- Northwestern Indiana Regional Planning Commission
- Region III-A Economic Development District & Regional Planning Commission
- River Hills Economic Development District & Regional Planning Commission
- Southeastern Indiana Regional Planning Commission
- Southern Indiana Development Commission
- West Central Indiana Economic Development District

About Energize-ECI Regional Planning District

Founded in 2009, the Energize-ECI Regional Planning District is a state designated (Indiana Statute I.C. 36-7-7), multi-county economic development and planning district serving the economic development, infrastructure and planning needs of Blackford, Delaware, Grant and Jay counties in East Central Indiana. These counties were not affiliated with a designated regional district until the formation of the Energize-ECI Regional Planning District. The organization's scope of work is established by the State of Indiana, the U.S. Economic Development Administration of the Department of Commerce and focuses on the needs of the participating counties. In 2009, the Energize-ECI Regional Planning District has been involved in over \$9 million of funding - and successfully secured \$4,051,825.00 worth of local, state and federal funding, year to date.

About Energize-ECI, Inc.

Established in 2005, Energize-ECI, Inc. develops a mission of globally marketing the 9-county East Central Indiana region and teaming with local economic development organizations (LEDOs) in Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties to bring new jobs and commercial investment to the area.

For more information about Energize-ECI, Inc. visit their website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's Regional Report newsletters and news releases, summarizing recent economic development highlights in East Central Indiana, are available on the website.

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Prepared by Tom Farris
Energize-ECI Regional Planning District
P.O. Box 1912 / Muncie, IN 47308-1912
Phone: 765.254.0116 / Fax: 765.254.1450
Email: thomasfarris@comcast.net

Media Archives

Muncie, IN , Wednesday, November 18, 2009

Energize-ECI, Inc. Regional Economic Development Officials Market ECI on Sales Trip to Dallas

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc. announced the regional economic development partnership, along with EECI member area economic development officials, planned and participated in a business development sales trip to Dallas, Texas, November 11th - 12th. Participating in the trip were: Terry Murphy, Vice President - Muncie-Delaware County Economic Development Alliance; Bill Bradley, Executive Director - Jay County Development Corporation; Angie Lindahl, Project Manager - Grant County Economic Growth Council; Josh MacInnes, representing the Corporation for Economic Development - Anderson/Madison County; and Roy Budd. According to Mr. Budd, "The purpose of the Dallas trip was to familiarize a new group of site selection consultants about the many competitive advantages offered to new business investment, expansion and consolidation in East Central Indiana. We want to be top-of-mind when business investment projects are given the green light to active status. Right now, the economy has forced many business projects to be put on hold. I think we proved our case that East Central Indiana has much to offer for new business investment - and is worthy of serious consideration."

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Prepared by Tom Farris
Energize-ECI, Inc.
P.O. Box 1912 / Muncie, IN 47308-1912
Phone: 765.254.0116 / Fax: 765.254.1450
Email: thomasfarris@comcast.net

Energize-ECI Partners Supporting Regional Economic Development in 2010

- Ameriana Bank and Trust
- Avis Corporation
- Ball Brothers Foundation
- Ball State University
- Cardinal Health System, Inc.
- Community Foundation of Muncie/Delaware County
- DeFur Voran, LLC
- Eastern Indiana Regional Workforce Board
- First Merchants Bank
- First Merchants Corporation
- First Merchants Trust Company
- Garmong Construction Services
- George and Frances Ball Foundation
- Hannum, Wagle & Cline Engineering
- Ice Miller
- Indiana Michigan Power / AEP
- Indiana Wesleyan University
- Ivy Tech Community College
- Muncie Power Products
- Mutual Bank
- Star Financial Bank
- Taylor University
- Vectren
- Weaver Popcorn

Indiana is Top Ranked for Business

- **Indiana ranks first** in the Midwest for business tax competitiveness in the Tax Foundation's 2010 Business Tax Climate Index.
- **Indiana ranks first** in the Midwest as a "Best State to do Business." (March 2009, Chief Executive)
- **Indiana ranks first** in the Midwest for "Low Cost of Doing Business." (August 2008, Milken Institute)
- **Indiana ranks first** in the Midwest "In Terms of Economic Outlook." (March 2009, American Legislative Exchange Council)
- **Indiana ranks first** in the Industrial Midwest for "Cost of Doing Business and Business Friendliness." (July 2009, CNBC)
- **"In 2008 Indiana ranked as the fastest-growing state for wind energy installations.** Today, Indiana continues to be the state where wind power is growing at the fastest rate." - Kathy Belyeu, Manager of Industry Information Services, American Wind Energy Association.

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Energize-ECI, Inc.
P.O. Box 1912
Muncie, IN 47308-1912



"If You Knew More About Us, You'd Already Be Here"

THE PARTNERSHIP FOR EAST CENTRAL INDIANA



FOUNDED IN 2005



Fisher Building, Muncie - Home to Energize-ECI, Inc.

Energize-ECI, Inc.
Regional Economic Development

345 S. High St., 2nd Floor
P.O. Box 1912
Muncie, IN 47308-1912
Phone: 765.254.1420
Fax: 765.254.1450
Email: info@energize-eci.org
Website: www.energize-eci.org



Energize-ECI Includes:

- Blackford County
- Delaware County
- Fayette County
- Grant County
- Henry County

Regional Report

Regional Magazine of The Partnership for East Central Indiana



The front of the new 130,000 SF Brevini Wind headquarters and manufacturing plant in Park One near I-69.

Brevini Wind, LLC Celebrates Topping Off Ceremony of Facility

Delaware County - December 1, 2009, about 6 months after the ground-breaking, Brevini Wind, LLC celebrated the topping off ceremony for their 130,000 SF manufacturing facility located in the Park One Business Park at the intersection of SR-332 and I-69 in western Delaware County. The new facility should be completed in March and shortly after, production will begin to manufacture gear boxes for electricity-producing wind turbines. Brevini Wind invested over \$60 million in the project and hopes to employ a workforce of 455 to produce 1,000 turbine gearboxes annually. A rail spur to Park One, to serve Brevini and other businesses, is being completed.

Renato Brevini, Brevini Group President and CEO stated, "A win for Brevini is a win for Muncie." Jacopo Tozzi, CEO of Brevini Wind advised that the Italian-based company opened its first manufacturing facility in Delaware County because of low taxes, available skilled labor, and superior logistics. Terry Murphy, Vice President of the Muncie-Delaware County Economic Development Alliance commented, "Having Brevini USA, Brevini Wind, VAT Energies, VAT Services and other green technology and alternative energy companies come to Delaware County helps position the area as a leader in green industries, plus a perfect environment for international businesses."

"Indiana has quickly become a hub for investment from global, clean-tech firms ranging from electric vehicle makers to lithium-ion battery producers, wind turbine component manufacturers and many others. Our low-cost business environment

(continued on page 3)





Energize-ECI, Inc.
Executive Director's
Perspective

2010 E-ECI SALES TRIPS, TRADE SHOWS, MEETINGS and CONFERENCES CALENDAR

Feb.	3	E-ECI LEDO* Group Board Meeting IEDC Sales Trip - Dallas, TX
March	3	E-ECI LEDO* Group Board Meeting E-ECI Regional Sales Trip - Chicago, IL
	29-1	Expansion Management Roundtable Conference - Colorado
April		E-ECI Board Meeting
	7	E-ECI LEDO* Group Board Meeting
May		IEDC State Sales Trip - Chicago, IL
	5	E-ECI LEDO* Group Board Meeting
	3-6	BIO International Convention - Chicago, IL
	10-26	Trip to Turkey
	23-26	Windpower 2010 Conference & Exhibition - Dallas, TX
June	2	E-ECI LEDO* Group Board Meeting
	14-17	Expansion Management Roundtable Conference - South Carolina E-ECI Regional Sales Trip - Cleveland, OH
July		IEDC State Sales Trip - New York
		E-ECI Board Meeting
	7	E-ECI LEDO* Group Board Meeting
Aug.		E-ECI Regional Sales Trip- Greenville, SC/ Atlanta, GA
	2-4	IEDC State Sales Trip - Chicago, IL
	4	E-ECI LEDO* Group Board Meeting
Sept.	1	E-ECI LEDO* Group Board Meeting
	8-10	IEDC State Sales Trip - Atlanta, GA
	12-14	Midwest US Japan Conference - Detroit, MI
Oct.		E-ECI Board Meeting
	6	E-ECI LEDO* Group Board Meeting
	11-14	Expansion Management Roundtable Conference - Arizona
Nov.		E-ECI Regional Sales Trip - Dallas, TX
	3	E-ECI LEDO* Group Board Meeting
Dec.	1	E-ECI LEDO* Group Board Meeting *LEDO - Local Economic Development Officers

Other Trade Shows and Trips for 2010

		WINDIANA Conference State of Indiana Japan Trip
Feb.	9-11	Plastics/Plastec West - Anaheim
	23-25	Renewable Energy/ World Conference & Expo Austin, TX
Apr.	26-29	Logistics/Distribution - Cleveland, OH
Sept.	13-18	Manufacturing Technology Show - Chicago
Oct.	31-3	Packaging Expo & Process Expo -Chicago, IL



Formation of a New Multi-County Planning District

In October, E. Roy Budd, Executive Director of Energize-ECI, Inc., along with the County Commissioners from Blackford, Delaware, Grant and Jay counties, and Governor Mitch Daniels announced the formation of a new multi-county planning district, a valuable resource for assisting local governments and communities. The district is an operating division of Energize-ECI, Inc., the 9-county regional economic development partnership, and is known as the Energize-ECI Regional Planning District. The organization's scope of work is established by the State of Indiana, the U.S. Economic Development Administration, focusing on local needs of the participating counties. "The creation of this new planning district is a tremendous resource for the four counties," said David Terrell, Executive Director of the Office of Community and Rural Affairs (OCRA). "Taking a regional approach connects communities with new opportunities for successful local economic planning and development."

The formation of the new Economic Development and Planning District was the Number One Initiative of Action Strategy One of the Comprehensive Economic Development Strategy (CEDS Report) of the four counties, revised April 3, 2009. The multi-county planning district has applied to the EDA of the U.S. Department of Commerce for a \$50,000 multi-county planning grant and will initiate the process of achieving EDA Regional District certification in 2010. E. Roy Budd is the Executive Director of the District. Brad Bookout serves as Resource Development Manager and Tom Farris is Project Coordinator.

The primary responsibility of the district is to develop and manage the CEDS Report for the four counties, an organized, grass-roots-developed plan, identifying the needs and priorities of the counties which impact economic development and growth. Using the plan as a road-map, needs can be turned into grant opportunities to benefit the counties and their communities. As the organization develops, additional services may be provided with other revenue streams possibly being captured.

Benefits gained by membership in the multi-county planning district include:

- Eligibility to apply for EDA regional planning grants

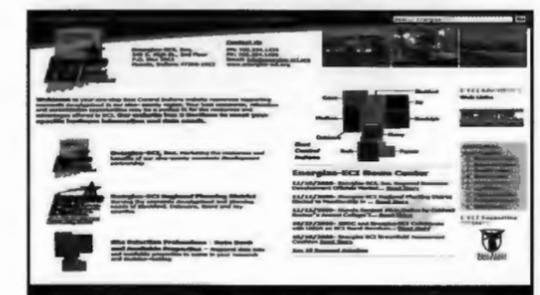
- Continual identification and review of local needs of communities, counties and region
- Focuses on accomplishing local, area and regional priorities
- Addresses common problems and sharing technical staff
- Encourages grassroots community involvement and input
- Community, county and regional vision development and advocacy
- Leverages the power and resources of a regional collaboration
- Direct access to state and federal grant and loan programs
- Priority grant development status received by a multi-county planning district
- Improves the quality of life for residents throughout the District
- Support growth of existing businesses and new investment
- Determine infrastructure needs
- Provide valuable resources to community, economic developers, government officials and residents

Energize-ECI Members Participated in Many U.S. & Global Sales Trips in 2009

Energize-ECI, Inc. members participated in many business development sales trips during 2009. Members conducted their own group E-ECI trips to Chicago, Cleveland, Atlanta, Greenville and Dallas. E-ECI representatives attended Indiana Economic Development Corporation trips to Dallas, New York City, Chicago and Atlanta, plus the state trade mission to Japan, Korea and China. Members also represented the region at Expansion Management Round Table conferences in Colorado, South Carolina and Arizona.

Visit Our Newly Updated Website!

www.energize-eci.org



Greetings and Happy 2010:

The recession storm has left its path with significant job loss for East Central Indiana. Now that the recession is over, there will be a calm but weak jobless recovery for the first two quarters of 2010 for East Central Indiana and the whole State for that matter. This sounds like a pessimistic way to approach 2010, a year which promises recovery. But think again, not only does subdued growth for the region and the state seem the most likely path next year; it is enormously better than the alternative - heading back into recession.

Now, in 2010, is the time for Energize-ECI to stay the course and continue an aggressive marketing campaign to continue to foster business investment in the Region. Our scheduled sales trips with the State and the Region are in place to market the assets of the Region to business investors and site consultants across the globe. We are starting a target industry study with Ginovus, an economic consulting firm from Indianapolis, to help us focus the region's assets with selected industry clusters. We are also aggressively pursuing foreign investment by applying to establish an EB-5 Visa Regional Investment Center (the first such center in the State). This center will encourage foreign investment of at least \$1 million per entity and create a minimum of ten jobs.

In 2010, the challenge will be to refocus on the long-term for East Central Indiana. To prepare for the long-term (next five years), Energize-ECI is implementing a new strategic plan focusing on leveraging regional assets and partnerships for a select group of industry clusters. We appreciate our partners continued support and investment in our regional organization. Working together, we can focus on the future of the region and make 2010 a foundation year for regional growth and job creation.

Sincerely,

E. Roy Budd

E. Roy Budd
Executive Director
Email: info@energize-eci.org

Rush County News

www.rushecdc.org

- **Omnicity Corporation officials say it will create 100 jobs by 2012 as part of an expansion project in Rushville.** The rural wireless broadband provider plans to invest \$2.5 million toward a wireless infrastructure and a new corporate office to house its call center, collections and distribution operations in the North Rushville Industrial Park. In 2009, Omnicity expanded its rural wireless coverage into a number of northern and northeast Indiana counties, with continuing growth plans in the works for 2010.
- **Jordan Manufacturing Company is planning to bring 70 manufacturing jobs to Rush County.** The operation will produce parts that are currently made in China.

Largest Communities in East Central Indiana

(Source – Stats Indiana – 2008)

Rank	Community	Population	County
1.	Muncie*	64,975	Delaware
2.	Anderson*	57,282	Madison
3.	Marion*	30,212	Grant
4.	New Castle*	18,339	Henry
5.	Connersville*	13,931	Fayette
6.	Elwood	9,027	Madison
7.	Yorktown	8,523	Delaware
8.	Hartford City*	6,302	Blackford
9.	Portland*	6,158	Jay
10.	Rushville*	6,068	Rush
11.	Alexandria	5,854	Madison
12.	Gas City	5,683	Grant
13.	Winchester*	4,601	Randolph
14.	Pendleton	4,207	Madison
15.	Fortville	3,732	Madison
16.	Upland	3,642	Grant
17.	Union City	3,324	Randolph
18.	Dunkirk	2,950	Jay
19.	Fairmount	2,734	Grant
20.	Middletown	2,354	Henry
21.	Albany	2,311	Delaware
22.	Knightstown	2,015	Henry
23.	Edgewood	1,867	Madison
24.	Frankton	1,860	Madison
25.	Lapel	1,845	Madison

* County Seat

Employees Achieve Work-Life Balance in East Central Indiana

Since ECI workers don't have to deal with long commutes (Indiana has the 2nd shortest commuting times in the nation), they have more time to spend with their families, hobbies, community involvement and other interests. Work-life balance is achieved when workers feel equally satisfied about their occupations and personal lives. East Central Indiana provides an opportunity for residents to control more of their time.

ECI is a region of choices. Live your dream – in the country, on a golf course, in a city or town, downtown, in the suburbs – you have plenty of choices in our region to fit your lifestyle. The cost of doing business and living in ECI is stable and about 90% of the national average – benefiting you, your employees and your business. Live your best life in East Central Indiana.

Our world-class colleges and universities: Anderson University, Ball State University, Indiana Wesleyan University, Ivy Tech Community College and Taylor University provide a focus on education. They are great assets to the region with their diverse cultural and recreational opportunities. The internationalization of our universities supports the growing globalization of our business community.

East Central Indiana is an ideal place to raise a family – friendly, clean, safe and full of activities. Our residents are known for their Midwestern values, integrity and work ethic. Plus, we are only minutes away from larger cities such as Indianapolis, Fort Wayne, Dayton, and hours away from Chicago, Cincinnati, St. Louis, Columbus and Detroit.

Core Industries of East Central Indiana

The area is known for its industrial innovation and is diversifying its economic base to reflect the technology resources of the region. We may be a perfect fit for your business. East Central Indiana core industries include:

Advanced Manufacturing	Agribusiness
Alternative Energies	Automotive/Transportation
Education	Food Processing/Culinary
Glass Containers	Green Industries
Healthcare Services	Life Sciences
Logistics/Distribution	New Media
Retail	Software/Technology

(Brevini Story continued from page 1)

and qualified workforce has put Indiana on the map as a destination of choice for the next generation of auto and wind energy supply chain companies. We will continue to work aggressively to generate new jobs for Indiana workers in this growing sector." – said Mitch Roob, Indiana Secretary of Commerce and Chief Executive Officer of the Indiana Economic Development Corporation.

ECI Regional Reports

Blackford County News

www.blackfordcoedc.org

- **The Blackford Industrial Park** site has been designated by the IEDC as "Shovel Ready." The 37 acre industrial site is one of 55 "Shovel Ready" sites in Indiana. "With more and more companies looking for sites where they can have a shovel in the ground as quickly as possible, our "Shovel Ready" program gives Indiana an advantage when it comes to competing with other states for new investments and new jobs," said Mitch Roob, CEO of the Indiana Economic Development Corporation.
- **Hartford City received a \$600,000 Community Fund grant** for a sewer rehabilitation Project. The Indiana Office of Community and Rural Affairs (OCRA) administers the grant, which was funded through the federal Community Development Block Grant program. Hartford City will separate sewer and stormwater lines in the north and central parts of the city, which will eliminate two combined sewer overflows. In past rain events, numerous homes have dealt with sewage back-ups and flooded basements.

Delaware County News

www.muncie.com

- **Ball State University began construction of the nation's largest geothermal heating and cooling system.** The \$65 million system will service more than 40 university buildings, realizing significant annual energy savings and cutting carbon emissions by approximately 80,000 tons per year.
- **Ball State University Institute for Mobile Media Research** has reached a collaboration agreement with LaViaz Mobile for the creation, testing, and practical application of mobile media for consumers, businesses and academia.
- **Monogram Comfort Foods is investing \$3.4 million** in expanding its corndog and fritter manufacturing

capacity, resulting in 50 new jobs. "Monogram could not be happier about being part of Delaware County," said Steve Hofford, Monogram Comfort Foods Vice President and General Manager. "The tremendous labor force and the central location of Muncie makes this facility a great addition to our perishable plants in the U.S. The level of dedication of the people in Muncie and Delaware County will help us grow exponentially in the coming months and years."

- **The Muncie-Delaware County Chamber of Commerce and Economic Development Alliance** announced the hiring of Jay Julian as President and CEO. Julian is a veteran of economic development positions in East Central Indiana.
- Joann McKinney has been appointed President and CEO of the **Horizon Convention Center** in Muncie. The Horizon Convention Center is host to local, regional, state, national and international events which have significant economic impact on Muncie and Delaware County.
- **Sierra Resources has invested \$10 million** in Delaware County to develop natural gas wells in Trenton Field, the area that produced East Central Indiana's historic gas boom from 1886 to 1910.
- **VAT-Getriebetechnik, a German-based international manufacturer** of vertical vane wind turbines and renewable energy powered lighting systems has located its U.S. and first North American manufacturing and service facility in Park One Business Park in Delaware County. VAT Energies, LLC and VAT Service, LLC plan to create from 105 - 120 new jobs by 2011 and make a \$3.3 million capital investment. It is the second international company to establish USA headquarters in Delaware County in the past two years.
- **Saint-Gobain Containers, Inc.**, headquartered in Muncie, has been honored by the U.S. Environmental Protection Agency (EPA) with the 2009 ENERGY

(Delaware County continued to page 5)



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Meet the Director

Terry Murphy, CEcD
Vice President

**Muncie-Delaware County
Economic Development
Alliance**

tmurphy@muncie.com



Terry Murphy, with more than 25 years experience in the field of economic development, came to the Muncie-Delaware County Economic Development Alliance in 1991. He has been involved in all areas of economic development, including: business marketing and recruitment, business retention and expansion, shell building and incubator program development, downtown development, international business development, technology development, infrastructure development, and fund raising.

The Muncie-Delaware County Economic Development Alliance is one of the twenty-five "Accredited Economic Development Organizations (AEDO)" in the United States by the International Economic Development Council (IDEC). There are approximately 15,000 economic development organizations in the United States. AEDO members are recognized as organizations of excellence in the field of economic development.

During the first three years of the five-year Vision 2011 program, Murphy and the EDA office have been instrumental in the recruitment and expansion of companies that are projected to create over 2,133 new or retained jobs in the community with \$74.8 million in annual payroll when all jobs are in place, and with a projected capital investment of over \$204 million dollars.

- VAT Energy / VAT Services \$3.3 million capital investment 105-120 jobs (Second USA headquarters office location in two years by an international company)
- Bell Aquaculture \$92 million 75 jobs
- Mursix / Twoson Tool \$12 million 150- 250 new jobs
- Monogram Foods \$3.4 million 50 jobs
- Munciana Volleyball Inc. \$2.2 million 7 jobs

- Other assistance projects included: Ken-Don, Indiana Ticket/Muncie Novelty, Muncie Mold & Engineering, Hometown Ice

Prior to coming to Muncie, Murphy worked as the Director of Economic Development at the Mo-Kan (Missouri-Kansas) Regional Council and Economic Development District.

Murphy's education and professional certificates include: a Bachelor of Science Degree in Business Administration from Missouri Western State University; Graduation from the Economic Development Institute at the University of Oklahoma; Designation as a "Certified Economic Developer" (CEcD) from the International Economic Development Council; Designation as "Economic Development Finance Professional (ADFP)" from the National Development Council; and Graduation from the Institute for Organizational Management (Chamber Institute) at the University of Delaware.

Murphy also serves on several committees and organizations, including:

- Board of Directors President of the East Central Indiana Economic Development Council
- Board of Directors and Officer of the Indiana New Market Tax Credit Advisory Services
- Board of Directors of the Muncie Sports Commission
- Indiana Life Science Economic Development Board
- Board of Directors of Energize-ECI (Regional Economic Development Organization)
- Board of Directors of the Yorktown Redevelopment Commission
- Purdue University Industrial Advisory Board

In 2006 Murphy was named "Person of the Year" in Muncie-Delaware County by the Muncie Star-Press. In 2008 Murphy received an "Honorary Secretary of Commerce" award in recognition of his outstanding contribution in the field of economic development. He currently resides in Yorktown, IN. Murphy has three daughters: Jennifer, Melissa and Sarah.

Murphy's goals for 2010 in Delaware Co. include:

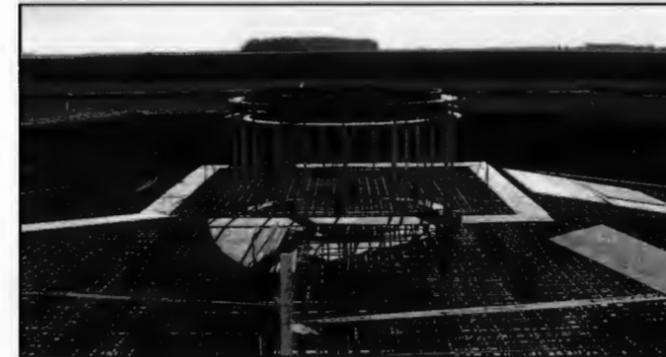
- (1) Continue to work toward the nine goals outlined in the Vision 2011 document
- (2) Continue an aggressive outreach effort in marketing to new businesses
- (3) Continue our strong focus on assistance to existing business
- (4) Seek a "site-ready designation" for a targeted industry
- (5) Finish update of new muncie.com website
- (6) Possibly expand overseas initiatives into Europe and/or Korea

- Nestle's expanded Anderson facility currently employs over 500, with a capital investment greater than \$600 million.
- Affiliated Computer Services, a call center, added 200 jobs bringing their total employee count to 700.
- Alliance One call center added 70 jobs bringing their employee count to 125.
- Hickory Furniture Design has relocated their company to the former C.J. Boots Casket Company building after a fire destroyed their old facility in Lapel. They added 10 new jobs with the move.

Randolph County News

www.randolph-county.org

- Wind turbine construction is underway in Union City. Excavation and concrete work have been completed on the Union City Community Wind Turbine Project, a partnership between the Randolph Eastern School Corporation and Union City. The project involves erecting two IMW 300+ foot wind turbines. Barring weather setbacks, the turbines should be operational in early 2010.



Wind Turbine being constructed in Union City.

- The former Champion Home Builders facility in Ridgeville, which had been vacant for six years, is now back in use. The Randolph Economic Development Corporation took ownership and negotiated with an expanding Randolph County business to purchase the property. Stone Station Elevator specializing in grain hauling and storage, purchased the facility in December and began operations. The 16 acre property has two buildings totaling over 106,000 SF under roof.



Ridgeville Stone Station Elevator.

- Downtown revitalization is a priority in Randolph County's three Indiana Main Street Communities. Each of the communities has recently utilized grants



Reconstruction of Pizza King in Winchester.

from the Indiana Office of Community & Rural Affairs (OCRA) for facade renovation projects. Rehabilitation of key buildings is underway in Farmland, with completion expected by mid-2010. The City of Winchester has completed an architectural study of key buildings and will be applying for a construction grant in the spring of 2010. Union City has completed an architectural study and was recently awarded a \$500,000 Downtown Enhancement Grant, just like Farmland.



The Chocolate Moose in Farmland undergoing revitalization.

- The Chocolate Moose, a cornerstone business in historic downtown Farmland, recently reopened under new management. The new owners transformed the restaurant into a retro 1950's soda shop. Complete with mid-century memorabilia. The improvements to the facility are ongoing. The Chocolate Moose building, the centerpiece of downtown Farmland, is an essential element of the OCRA funded revitalization project.

Mission of Energize-ECI, Inc.

Established in 2005, Energize-ECI, Inc. globally markets the nine-county East Central Indiana region; teams with local economic development officials to bring new jobs and commercial investment to the area; encourages public/private collaborations to enhance economic development; and engages area leaders to advance the quality of place throughout ECI.



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(Madison County News continued from page 11)

- **The City of Anderson** has started working on a \$6.5 million wastewater improvement project required to comply with the federal Clean Water Act. The project is being funded through the federal stimulus package and the Indiana State Revolving Fund.
- **Bright Automotive Inc. has launched an eSolutions initiative in conjunction with a \$1.4 million contract with the U.S. Army** for a demonstration project on low-cost, plug-in hybrid electric options for non-tactical military vehicles.
- **Remy International Inc. announced a contract to supply its new "off the shelf" HVH250 electric motor to EBO Group subsidiary eZhybrid Drives, Inc.** The customer will use the new motor to help enable the addition of electric power to hydraulic drives on construction and mining equipment.
- **Anderson City and economic development officials** made a two-week economic development trip to China and Korea, meeting with over 80 companies, many involved in alternative energy industries. Anderson hopes to capitalize on the electrical engineering expertise within the community.



Rendering of the Flagship Enterprise Center's 2nd Accelerator Building, ground breaking slated for Spring 2010. Current Accelerator has been at full capacity for 2 years.

- **The Flagship Enterprise Center will construct a \$4 million facility for light manufacturing and prototyping,** designed to house up to eight new businesses. The 80,000 SF building will have 12 docks and 2 drive-in bays. It will be LEEDS certified, using geothermal heating and cooling units, passive solar panels and green construction practices. The

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site of the building will be near I-69 at Exit 22.

- **C.J. Boots Casket Co. moved into a 43,000 SF building in downtown Anderson.** The space, at 516 Meridian St., more than doubled their previous facility and will allow the company to expand production of their lines of "green," oversized and entry-level hardwood caskets. The move permitted C.J. Boots Casket Co. to add 10 new employees. The company has manufactured about 20,000 caskets in ten years of operation, shipping caskets to fourteen states.



Bill Nagengast is lit up with different LED lights that are part of Continental's Lighting 101 exhibit to assist new customers in their lighting needs.

- **Continental Design & Engineering Inc., builds new niche in LED lighting.** The Anderson-based company was a major supplier of headlights and taillights for General Motors. With the decline in the automotive industry, the company has used their lighting expertise to adapt to changing markets. Continental designers and engineers are developing a variety of lighting products for a diverse group of industries. The company currently employs about 125 people.
- **Myers Autoworld opens a new Ford dealership in Anderson.** Co-owners Mary Jamerson and Pam Hockerman have opened a new Ford dealership, Ford Autoworld, at 2721 Broadway, near the Myers Autoworld General Motors dealership. The new location offers all Ford cars and trucks, both new and used – and has created over 30 new jobs in management, service, parts and sales. Ms. Jamerson, president and CEO of Myers Autoworld and Ford Autoworld received the Anderson/Madison County Chamber of Commerce's 2009 Entrepreneur Award. She began her automotive industry career in 1978 and was promoted to president, CEO and co-owner in 1990.

(Madison County News continues on page 13)

Meet the Director

Kevin Law
Executive Director

Randolph Economic Development Corporation

kevin@randolph-county.com



Kevin is a native of Randolph County, Indiana. He graduated cum laude from Ball State University with a Bachelors Degree in Urban Planning and Development and is currently enrolled in classes at the University of Oklahoma Economic Development Institute. Law held various positions at the Randolph EDC before taking over the directorship in late 2008. In addition to managing EDC, Law also serves on several of the boards, which range from the local chamber of commerce to regional non-profits. He and his wife, Jordan, reside in Winchester, enjoy boating, and are active members of the Lynn Friends Church.

Major Accomplishments in Randolph County in 2009 include:

- REDC completed sale of the largest vacant manufacturing space in Randolph County to a local business. The buildings, over 100,000 sq. ft. in total, were sold to Stone Station Elevator to accommodate the company's expansion needs.
- The Randolph County Area Plan Commission developed an ordinance that will guide wind farm development in Randolph County. The ordinance is expected to be adopted by 2010.
- The Randolph Eastern School Corporation and the City of Union City partnered to launch a landmark wind project involving two 1MW wind turbines. The turbines are scheduled to be operational in early 2010.
- The proposed wind farm projects by Horizon and AEP are still in the data collection phase, but details on project feasibility are expected to be revealed in early 2010.
- The Chocolate Moose, a restaurant in Farmland re-opened with a new motif - 1950's-style soda shop. The restaurant is also an integral part of the downtown facade renovation project that is underway.
- Farmland, Union City, and Winchester all received grants from the Indiana Office of Community and Rural Development for facade renovation projects.

Kevin's major ED Goals for 2010 include:

- (1) Revamp the Randolph EDC website to appeal to our target industries and improve site navigation.

- (2) Establish wind farm development timeline with current wind prospects.
- (3) Launch new Business Retention and Expansion Program.

(Delaware County continued from page 3)

STAR Partner of the Year Award. The honor recognizes companies that practice outstanding energy management to reduce greenhouse gas emissions. Saint-Gobain, the first glass manufacturer to receive the award, was honored for its commitment to save energy across its entire operation, including a recently announced goal of using at least 50 percent recycled glass to make new glass jars and bottles by 2013.

- **Garmong Construction Services completed an 81,000 SF shell building** on Muncie's southwest side.

The building can be expanded to 240,000 SF, and will be used by the Muncie-Delaware County Economic Development Alliance to attract companies looking for ready to customize space.

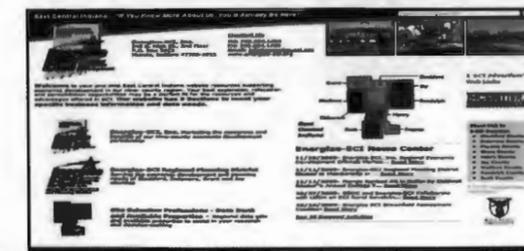


- **The Muncie plant of Magna E-Car Systems, part of Magna International** received \$40 million in federal stimulus funds to be shared with the company's Holly, MI plant. The funds will be used to boost the development of electric cars.

- William Marstellar, Youngstown, OH businessman, purchased the closed BorgWarner Automotive facility and renamed the property **Muncie International Commerce Park**. The plant features 1.2 million square feet of office, production and laboratory space and is nearly 1/2 mile long. The space may be easily divided to suit a number of companies.

- **AT&T** announced the expansion of its high-speed mobile broadband network to the Muncie and Anderson areas, along with other sections of Delaware and Madison counties.

(Delaware County continued on page 6)



Visit our updated website: www.energize-eci.org

(Delaware County continued from page 5)

- Delaware and Madison counties join the **Central Indiana Regional Transportation Authority**. CIRTA is working with the private and public sectors to make regional mass transit a reality for Central Indiana.
- **Ball State University** has raised about 90 percent of its \$200 million target for its **Bold Capital Campaign**. The four-year campaign is in its second year.
- **Ivy Tech Community College** plans to invest **\$6 to \$7 million** into the development of a downtown Muncie campus, bringing about 2,600 students, faculty and staff into the inner city. Janice Fisher and the late John Fisher gifted the Fisher Building, the three-story former headquarters of Ball Corporation to Ivy Tech, while the Muncie Redevelopment Commission donated the former Star-Press



Fisher Building - Gift to Ivy Tech from John & Janice Fisher.

property to the College. Ivy Tech then acquired additional properties adjacent to the Star-Press site. Ivy Tech has also leased space in the Patterson Building for Culinary Arts classes, a practice kitchen and cooking work stations for about 150 students. Ivy Tech is also leasing space in the building for classes for an additional 750 students this semester.

- **Bell Aquaculture, LLC** moves forward with plans for a **\$92 million expansion** at its fish farm site in Albany. A new Tax Incremental Financing district (TIF) was established to benefit economic growth in the area. The company raises and processes yellow perch. The expansion may result in 75 new jobs.
- **Ball State University** was named as one of **Indiana's healthiest employers in 2009**. BSU was honored by Healthiest Employers, a national organization, for its comprehensive wellness programming and success in fostering a healthier workforce.
- **Ball State University's undergraduate entrepreneurship program** is ranked among the top 25 in the nation for a third consecutive year in a joint survey by Entrepreneur Magazine and the Princeton Review. Since it was founded more than 25 years ago, the BSU Entrepreneurship Program

has consistently ranked among the nation's elite, including being listed in the top 10 by U.S. News & World Report since 1999.

- **Delaware County** received **\$2.3 million in federal funds to complete a rail spur** to the Park One Business Park on SR-332 and I-69. The rail spur will assist Brevini USA and Brevini Wind in shipping of the large gear units manufactured for wind turbines, plus benefit other current and future businesses in the park.
- **Fisher Meats, which has operated in Portland since 1945, has opened a location in Muncie**. It is the second specialty meat operation to open in Muncie in the past year. **Lahody's Meats** opened in the spring of 2009.
- **Ball State University emerging media expertise** has allowed the University to join Harvard and MIT in creating new software applications for Google's cell phone operating system.
- **Muncie hosted the 2009 Governor's Arts Awards at the Cornerstone Center for the Arts**. It was held in conjunction with a three-day celebration of arts work shops, exhibitions and performances.
- **The first wind and solar powered street lights** have been installed in the Park One Business Park. The lights are a product by Delaware County based VAT Energies, LLC. Park One received 23 of the lights, with 27 units being placed at other locations.



New wind and solar powered lights installed at Park One.

- **Burriss School** in Muncie will use the new Your Instant Info (YII) systems to communicate with students, staff and families. The YII system provides communications through email, text messaging and other technologies. YII is based in the Innovation Connector in Muncie.
- **Ball State University's Center for Business and Economic Research (CBER)** won three national Awards of Excellence presented by the Association for University Business and Economic Research.

(Delaware County continued on page 8)

Madison County News

www.cedanderson.com

- **Community Networks** has relocated from the **Anderson Business Center to new offices at the Flagship Enterprise Center**. Community Networks specializes in digital signage for advertising venues. The move was necessary to provide additional space for the growing business.



Photo of the Bright IDEA vehicle from Bright Automotive Website.

- **Electric vehicle producer Bright Automotive Inc.** has applied for **\$35 million in federal government stimulus fund grants to help the Anderson based company accelerate production of its plug-in electric vehicle (PHEV) called the IDEA**. Bright Automotive CEO John Waters said the funding would help the country reach President Obama's goal of putting one million PHEVs on the road by 2015. Bright officials are also marketing the IDEA vehicle around the world. The company still plans to have the vehicle ready for mass production by the fourth quarter of 2012.
- **Truck Emission Control Technologies Inc.**, a developer and manufacturer of diesel emission control products will establish its new headquarters and manufacturing operations in Anderson's Flagship Enterprise Center with the help of a \$2 million grant from the state's 21st Century Research and Technology Fund. TECT's emission control technology is designed to collect diesel soot particles in the sub-micron and nano-size range at a higher efficiency than standard OEM filters.
- **The Madison County Community Health Center** will add a \$6 million, 20,300 square foot addition to its building on Ohio Avenue in Anderson. Upon completion, the center will include 25 exam rooms, 12 dental stations, 2 optical exam stations and 6 social services stations and other specialized areas.
- **The Falls School of Business at Anderson University** unveiled a new website - www.anderson.edu/falls. The easy to navigate site provides information on a variety of areas such as the undergraduate, MBA and DBA programs along with new areas for current and prospective students, admissions, parents and alumni. Anderson Univer-

sity is a private Christian university of 2,800 students.

- **The Anderson University School of Nursing** has partnered with Saint John's Health System and Saint Vincent Health to create the Saint John's Center for Clinical Excellence. The center will be utilized by Saint John's Community Hospital Anderson and Saint Vincent Mercy Hospital in Elwood for nursing education, training and testing. AU officials state the new nursing education facility will have the "next generation" in patient simulators to assist in training nursing students.
- **Pendleton based Remy International Inc.** has launched its first "off the shelf" electric motor, the **HVH 250, for hybrid and electric vehicles**. The new product could bring additional production work to Remy's Indiana plants. Officials believe the new motor could generate \$500 million worth of business within five years.
- **Soveryn Inc.**, a software developer providing e-commerce software solutions, custom made web applications and viral marketing tools, has relocated to the **Flagship Enterprise Center**. The company was founded in 2005 and has built up a clientele of retailers from across the country by offering software solutions that provide innovative e-commerce opportunities.



New Ivy Tech campus will be off of Interstate 69 at Exit #26.

- **Ivy Tech Community College** plans to build a new campus along I-69 in Anderson, between 60th street and the interstate, west of Exit 26. The \$20 million facility will be constructed on 40 acres of farmland, which is being purchased by the city and donated to Ivy Tech. Work on the 85,000 SF facility could begin this spring. The new facility is needed to accommodate the double-digit growth in student enrollment.

(Madison County News continues on page 12)

(Henry County News continued from page 9)

- **Grede Foundries, Inc.** announced an increase in employment due to a rebound in the auto industry. The company also expects to increase its Henry County workforce as it phases out operations in South Carolina, Michigan and Kansas. Grede employs nearly 300 workers in New Castle.



Midwest Logistics trucking company plant south of New Castle.

- **Midwest Logistics, an Ohio-based trucking company,** is building a facility in the New Castle - Henry County Industrial Park - visible from SR-3. Midwest Logistics will transport automotive parts between New Castle's TS Tech and the Honda plant in Greensburg. The facility is being constructed by Runnebohm Construction Co. and scheduled to be completed this February. Midwest Logistics is slated to bring up to 40 new, \$45,000-a-year jobs to the area.
- **Mr. Fuel has announced plans to develop a travel plaza** on 9.5 acres at the I-70 and SR-3 interchange. Besides a fuel/convenience store, the development may include a fast-food restaurant, a full-menu restaurant, and a hotel, bringing approximately 300 jobs to the interchange. Groundbreaking for the project is scheduled for later this Spring.



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Jay County News

www.jaycountydevelopment.org

- **Portland based Sertech Heating and Air Conditioning Inc. was awarded a \$77,000 grant** from the U.S. Department of Agriculture to further develop its proprietary technology which traps and stores solar energy for discretionary use of fuel. Under development for five years, Sertech's "Solar Energy Storage Vessel" is similar in size to a residential water heater and contains a proprietary blend of environmentally friendly chemicals that effectively store the sun's heat. Sertech is using the grant to fund a feasibility study with Ball State University.
- **Jay Products has requested a five-year tax abatement on \$1.3 million worth of equipment** being moved to Portland from Michigan. The move is expected to create 27 new jobs with salaries totaling over \$779,000.
- **Jay County is gearing up for the 2010 Census** with an extensive marketing outreach program to seek the participation of everyone in Jay County.
- **Geesaman Industries, a Wisconsin based metal polishing company,** is planning to create between 50 and 100 jobs in occupying two vacant buildings in Portland. A federal grant is being requested to assist with purchasing equipment and a building for the operation.
- **Jay County Community Visioning Process** was undertaken in the spring of 2009 and will conclude with a final report in the spring of 2010 will be a road map for the future growth and development of Jay County. This process was undertaken with the guidance of the Portland Foundation, the United Way of Jay County, the Jay County Chamber of Commerce and the Jay County Development Corporation.
- **The City of Dunkirk** has received a grant of \$642,500 for the purpose of replacing ten water lines and a new water treatment plant. This grant was received from the Office of Community and Rural Affairs (OCRA) and is being complimented by a \$1.5 million State Revolving Fund (SRF) loan to the community.
- **The Town of Redkey** has a new water tower along with a water treatment plant and five new water lines. Be watchful for next Christmas, as the new Redkey Christmas lights will be adorning the water tower along US 67 between Portland and Muncie.
- **The Town of Pennville** welcomes a new publisher to its midst - **The Dog Reporter**. It publishes widely in dog show circles and is published with the assistance of Ric Routledge, who has free-lanced East Central Indiana publications.

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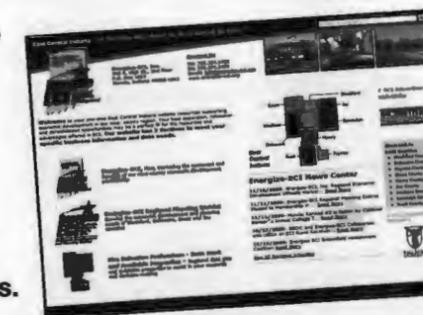
Michelle Boyd - Indianapolis, IN
Top Notch

Bob Hawk - Noblesville, IN
Weaver Popcorn Company, Inc.

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Energize-ECI, Inc. 2010 Memberships

- German American Chamber of Commerce
- Japan America Society of Indiana
- Indiana Chamber of Commerce
- Indiana Economic Development Association (IEDA)
- Indiana Economic Development Corporation (IEDC)
- Site Selector Database
- World Economic Development Alliance (WEDA)
- Regional Workforce Board (associate)
- Hartford City Chamber of Commerce
- Muncie-Delaware County Chamber of Commerce
- Yorktown Chamber of Commerce
- Fayette County Chamber of Commerce
- Marion-Grant County Chamber of Commerce
- Gas City Chamber of Commerce
- New Castle-Henry County Chamber of Commerce
- Jay County Chamber of Commerce
- Chamber of Commerce for Anderson & Madison County
- Winchester Chamber of Commerce
- Union City Chamber of Commerce
- Rush County Chamber of Commerce

(Delaware County continued from page 6)

- **Indiana Ticket Co., Inc. / Muncie Novelty** announced an expansion of its production facilities north of Muncie, including a \$775,000 investment in new production equipment.
- Officials from the Muncie-Delaware County Economic Development Alliance and local government traveled to Washington, DC to advocate for the survival of **Sallie Mae**, the student loan company which employs over 750 in Muncie.
- **Entrepreneurship students at Ball State University will partner with the U.S. Navy** to find commercial opportunities for government patents and intellectual property.
- **Munciana Volleyball Inc. completed a \$2.2 million volleyball training and recreation facility in Yorktown**, resulting in 7 new jobs. The facility is connected to the new Yorktown YMCA. Funding assistance was provided by The Revolving Loan Fund.
- **Ball State University** reports an overall increase in enrollment, plus increases in the numbers of international and honors students. There are 17,627 undergraduate and graduate students on campus. BSU exceeded last year's retention rate of 78 percent.
- **2009 Activity Highlights of the Muncie-Delaware County, Indiana Economic Development Alliance Included:**
 - **Achieved the 2,000 job creation/retention goal of Vision 2011** in the first three years of the five year program – despite the worst economy in our lifetime.
 - **Organized two "Supplier Conferences"** that Attracted over 900 people –designed to promote opportunities to existing businesses from new companies we helped attract to the area.
 - **Logged over 25,000 miles in marketing trips to Japan (2x), Colorado, California, Nevada, Arizona, North Carolina, South Carolina, Georgia, Texas and Illinois.**
 - As a result of the trip to Japan, we were able to **match a Japanese company with two existing local companies** (a manufacturer and service business). The companies have since won contracts with the Japanese company.
 - **Assisted with the \$2.3 million Park One EDA rail spur grant.**
 - **Assisted new and expanding businesses to obtain nearly \$1 million in tax credits and new job training grants.**
 - **Received a record number of prospect visits – 25 in 2009.**

- In addition to the prospects mentioned above, we assisted **Ken-Don Corp., Indiana Ticket Co., Inc., Muncie Novelty, Muncie Mold & Engineering and Hometown Ice** with projects.
- **A total of 436 jobs projected to be created and/or retained, \$14.5 million in annual payroll when all jobs are in place, and \$104.8 million in new capital investment.**

- **Twoson Tool, a division of Mursix Corp., is expanding in Delaware County.** The company is investing more than \$12 million to purchase the TK Constructors building in the Park One Business Park and build an additional 100,000 SF of manufacturing space. The expansion will result in the addition of 150-200 new jobs.



Rendering of Twoson Tool/Mursix expansion project in Park One.

Fayette County News

www.edgconnersville.com

- **US Internet, a Minnesota-based technology company**, has opened a facility in Connersville – which could result in about 85 new jobs in Fayette County. US internet is using the Connersville site as a customer service location for its Wi-Fi unit. US Internet will also locate the sales, tech support and customer service positions for a recently acquired Canadian phone company to Connersville.



Carbon Motors new production facility in Connersville.

- **The Carbon Motors project is moving forward in Connersville.** In October, the company officially accepted an incentive package from the state to locate its headquarters and production facility in

(Fayette County continues on page 9)

(Fayette County continued from page 8)

Connersville. Carbon Motors could create as many as 1,550 jobs in Fayette County, utilizing the 1.8 million square foot factory on a 183 acre site that Visteon closed in 2007. The state has transferred \$500,000 left over from the cleanup of a landfill to the City of Connersville to help rehabilitate the former Visteon plant In August. Carbon Motors filed an application for a \$310 million loan from the U.S. Department of Energy, under the federal Advanced Technology Vehicles Manufacturing Incentive Program – which is still under review. Carbon Motors has developed a specially designed police car, the Carbon E7, which it plans to manufacture in Connersville.

Update: In late December, the City of Connersville closed on the deal to purchase the former Visteon plant, which will become the manufacturing headquarters for Carbon Motors. The City entered into an agreement to purchase the facility, which had been tied up in bankruptcy court.

Grant County News

www.grantcoinddevelopment.com

- **TriEnda, which celebrates its one-year anniversary in Marion**, is planning to expand the operation by about 50 percent. The plastics manufacturer will add new machinery, plus introduce a grinding operation, requiring the hiring of additional employees.
- **Weaver Popcorn Company will invest \$400,000** to install new equipment and technology in its VanBuren facility. The 80 year old, family owned company distributes popcorn products in more than 90 countries.
- **General Motors will invest \$247 million** in the expansion and further equipping of its stamping plant in Marion. The expansion could result in another 100+ jobs.
- **General Cable has undertaken a \$5 million expansion** and modernization program for its Marion plant.



Aerial view of the Indiana Wesleyan Campus in Marion.

- **Indiana Wesleyan University lands NAIA National Outdoor Track and Field Championships for 2010 through 2012.** Approximately 1,300 athletes, 500 coaches and support personnel, plus 3,000 spectators are expected to attend. The University will make \$300,000 in improvements prior to hosting the events.

- **Avionic Structures will relocate from California to Grant County** and will immediately employ 17 workers in the manufacturing of fire truck bumpers.
- **Angelina Lindahl has joined the Grant County Economic Growth Council as the new Project Manager.** Lindahl is a 2009 media communications graduate of Taylor University and has worked as an intern for the Vera Bradley Creative Marketing Department and the Department and Narcotics Affairs Section of the US Embassy in Bogota, Columbia.
- **Taylor University** reported an increase in undergraduate and graduate student enrollments, boosting enrollment to more than 2,500.
- **Grant County received a \$1 million grant** to provide economic assistance to three manufacturers – Avionic Constructions, Atlas Foundry and General Cable - in Marion, affected by the flooding of June, 2008. The approval, under the Disaster Recovery Fund, is expected to create 50 jobs.
- **The Marion City Council approved resolutions for the Marion Redevelopment Commission to take out up to \$3.5 million in bond anticipation notes.** The funding would be available for the commission to purchase land or offer incentives, for up to three years, to attract companies to the area.
- **Taylor University is conducting its 6th Annual Business Plan Competition, sponsored by the Innovative Network and the Grant County Economic Growth Council.** The program is designed to promote entrepreneurship through a professional competition that rewards ideas offering the greatest potential for commercialization.

Henry County News

www.midwestdevelopment.org

- **New Castle based Ameriana Bancorp (Ameriana Bank)** received approval from the Indiana Department of Financial Institutions to convert its charter from an Indiana savings to an Indiana commercial bank. Bank officials say the conversion represents a better fit to execute their business strategy.

(Henry County News continues on page 10)

Bankers committed to your community
Headquarters in Muncie
27 ECI locations
First Merchants Bank
www.firstmerchants.com

ENERGIZE-ECI, INC.

INSTRUCTIONS FOR INVESTOR SUITABILITY QUESTIONNAIRE

(b) (4)



ENERGIZE-ECI, INC.

INVESTOR SUITABILITY QUESTIONNAIRE

(b) (4)



(b) (4)

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____(j)

____(k)

____(l)

____(m)

____(n)

(b) (4)

____(o)



The information certified above is true and correct as of the date set forth below.

For ENTITY investors:

For INDIVIDUAL investors:

(Name of Entity)

(Signature of Subscriber)

(Signature of Authorized Representative)

(Name of Subscriber)

(Name of Authorized Representative)

(Signature of Co-Subscriber)

(Title of Authorized Representative)

(Name of Co-Subscriber)

Date: _____

Date: _____

NAME OF OFFEREE: _____

MEMORANDUM NO.: _____

**CONFIDENTIAL
PRIVATE PLACEMENT MEMORANDUM**

**[COMPANY NAME]
[ADDRESS]
[ADDRESS]**

_____ () **NONVOTING Units of Membership Interests**
Offered at \$ _____ per Unit of Interest

Total Aggregate Offering Price for Offered Nonvoting Units: \$500,000.00

Dated: _____, 20__

These securities have not been registered under the Securities Act of 1933, as amended, or any state securities laws and are being offered and sold only to a limited number of "accredited investors." Accordingly, this Memorandum has been produced in limited quantities and may not under any circumstances be passed, copied or otherwise distributed to any person other than the offeree named above and its authorized representative. The receipt and use of this Memorandum and the information herein, or made available by or on behalf of [COMPANY NAME] are subject to strict confidentiality restrictions as described herein. For inquiries, please contact [NAME], [TITLE], [COMPANY NAME] at [PHONE NUMBER].

CONFIDENTIAL PRIVATE PLACEMENT MEMORANDUM

[COMPANY NAME]

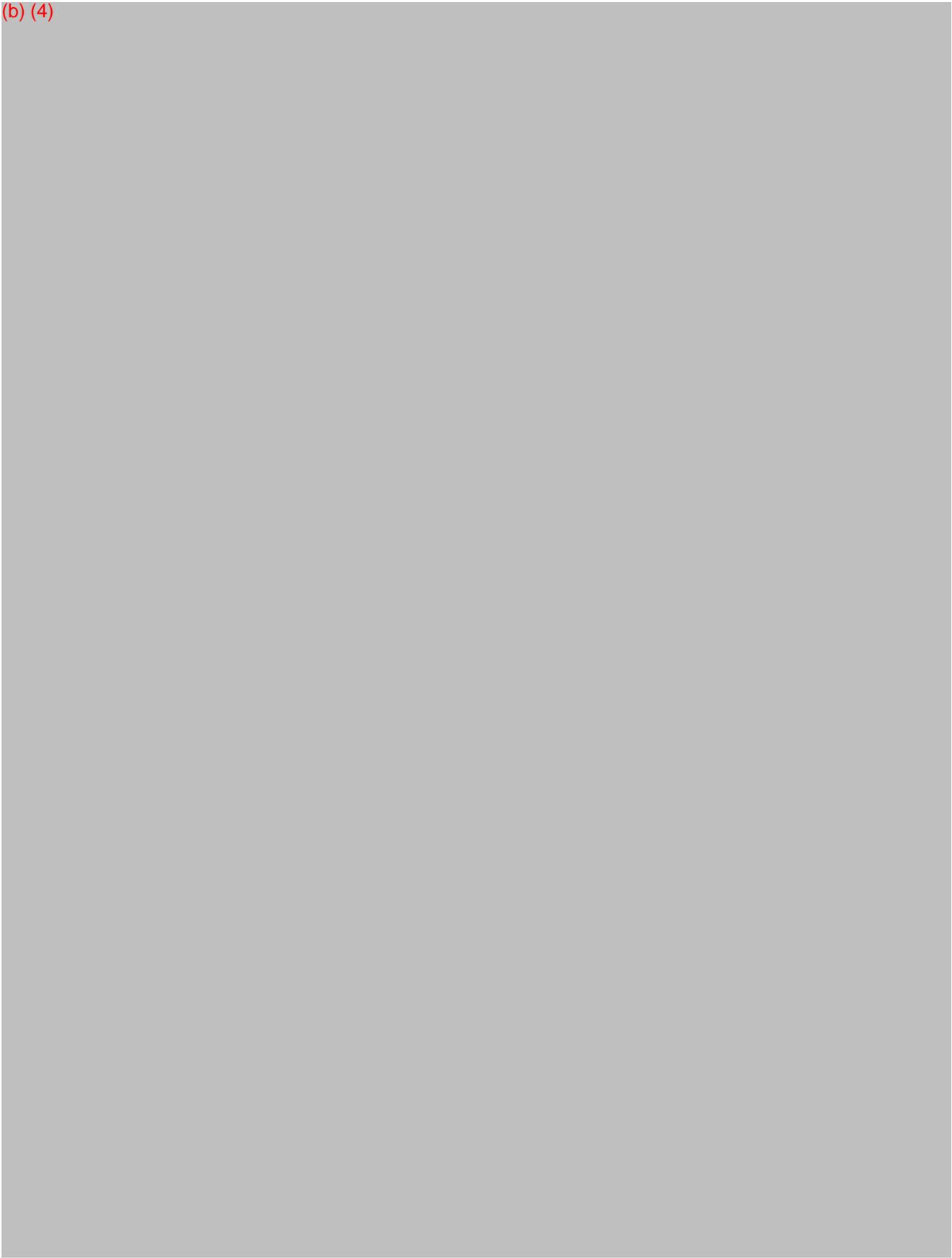
\$500,000 of NONVOTING Units of Membership Interests

This Confidential Private Placement Memorandum (including the attachments, this "Memorandum") relates to a private placement by [COMPANY NAME], an Indiana limited liability company ("[COMPANY NAME]" or the "Company"), of [NUMBER OF UNITS] () Class B non-voting units of membership interest in the Company (the "Class B Units", the "Units" or the "Securities"). All of the Securities are being offered by the Company. There is no public market for the Securities and no such market is expected to develop following the offering of the Securities (the "Offering").

(b) (4)



(b) (4)



(b) (4)



All communications or inquiries relating to these materials or to a possible purchase of Securities should be directed to the following individual:

[NAME]
[TITLE]
[COMPANY NAME]
[ADDRESS]
[ADDRESS]

Telephone: _____

Facsimile: _____

TABLE OF CONTENTS

EXECUTIVE SUMMARY **1**
SUMMARY OF PRINCIPAL TERMS —
CAPITALIZATION —
RISK FACTORS —
BUSINESS OVERVIEW —
LEADERSHIP —
DESCRIPTION OF UNITS —
TERMS OF THE OFFERING —
SELLING ARRANGEMENTS AND HOW TO INVEST —
USE OF PROCEEDS —
CERTAIN MATERIAL FEDERAL INCOME TAX CONSIDERATIONS —
FINANCIAL INFORMATION —

EXHIBITS

- Exhibit A: Investor Suitability Questionnaire
- Exhibit B: Subscription Agreement
- Exhibit C: Operating Agreement
- Exhibit D: Company Articles of Organization
- Exhibit E: Joinder Agreement
- Exhibit F: Investment Escrow Agreement
- Exhibit G: Expense Fee Escrow Agreement

EXECUTIVE SUMMARY

The following Executive Summary is qualified in its entirety by the more detailed information, including RISK FACTORS, appearing elsewhere in this Memorandum. This Memorandum contains certain forward-looking statements. The Company's actual results could differ materially from the results anticipated in these forward-looking statements due to factors set forth under RISK FACTORS and elsewhere in this Memorandum. You should not assume that the information contained in this Memorandum is correct on any date after the date of this Memorandum, even though this Memorandum is delivered or Securities are sold pursuant to this Memorandum on a later date.

Business Description

[DESCRIBE BUSINESS]

Unmet Need

[DESCRIBE UNMET NEED]

Market Opportunity

[DESCRIBE MARKET OPPORTUNITY]

Product/Service Offering

[DESCRIBE PRODUCT/SERVICE TO BE OFFERED BY COMPANY]

Competition

[DESCRIBE COMPETITION]

A further analysis of the competitive market can be found in the *BUSINESS OVERVIEW—COMPETITION* section of this Memorandum.

Management Team

[DESCRIBE MANAGEMENT TEAM]

For biographies of these key personnel, please see the *LEADERSHIP* section of this Memorandum.

Investment Considerations

[DESCRIBE ANY SPECIFIC INVESTMENT CONSIDERATIONS]

An investment in the Units involves several inherent risks that should be considered prior to investing. Please see the *RISK FACTORS* section of this Memorandum for a more detailed description of certain of those risks.

Summary Financial Projections

The following table sets forth a summary of five-year actual and projected unaudited financial data and should be read in conjunction with the *FINANCIAL PROJECTIONS* section of this Memorandum. The projected financial information has been prepared by the Company and is based on the assumptions described in the *FINANCIAL PROJECTIONS* section. Actual future results and trends may differ materially depending on a variety of factors over which the Company may have no control. See *RISK FACTORS* for more detailed information.

[DESCRIBE SUMMARY OF FINANCIAL PROJECTIONS]

SUMMARY OF PRINCIPAL TERMS

The following summary does not purport to be complete and is qualified in its entirety by the detailed information included elsewhere in this Memorandum (including the attachments hereto), the Operating Agreement, dated as of _____, 201__, among the Company and its members, a complete copy of which is attached to this Memorandum as Exhibit C (the “**Operating Agreement**”) and any other information made available by or on behalf of the Company.

The Company:

Amount of Financing:

Minimum Investment:

Company Capitalization:

Units:

Price per Unit:

Voting Rights:

Priority:

Transfer Restrictions:

Distributions:

Use of Proceeds:

Risk Factors:

(b) (4)



(b) (4)

Securities Restrictions:

Investor Suitability:

Subscription Procedures:

CAPITALIZATION

(b) (4)



[INSERT CAPITALIZATION TABLE]

Equity Capitalization

[DESCRIBE EQUITY CAPITALIZATION]

Debt Capitalization

[DESCRIBE DEBT CAPITALIZATION]

RISK FACTORS

Potential investors should carefully consider the following risks and uncertainties regarding an investment in the Securities, as well as all of the other information contained in this Memorandum, before deciding whether to purchase any of the Securities. Any of the following risks could materially adversely affect the Company's business, financial condition, or operating results and could result in a partial or complete loss of an investor's investment.

The risks and uncertainties described below are not, however, the only ones that the Company may face. Additional risks and uncertainties not currently known to the Company, or that the Company currently believes are not material, could also have a materially adverse effect on the Company's business, financial condition or operating results.

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In conclusion, investors should be aware that an investment in the Company involves a significant degree of risk, and no assurance can be given that any return will be achieved on sums invested or that investors will not lose their entire investment. Investors are cautioned to read this entire Memorandum and the Operating Agreement and to seek consultation with appropriate advisors prior to making any investment decision.

BUSINESS OVERVIEW

[COMPANY DESCRIPTION]

Unmet Need

[DESCRIBE UNMET NEED]

Market Analysis

[DESCRIBE MARKET ANALYSIS]

Financial Discussion

[DESCRIBE FINANCIAL DISCUSSION]

Competition

[DESCRIBE COMPETITION]

Marketing

[DESCRIBE MARKETING STRATEGIES]

Legal and Accounting Service Providers

[DESCRIPTION]

Strategic Relations

[DESCRIPTION]

Timeline of Significant Events

[DESCRIPTION]

LEADERSHIP

[DESCRIPTION OF MANAGERS AND OTHER EXECUTIVES/LEADERS OF COMPANY]

DESCRIPTION OF UNITS

The following description of the Class B Units of membership interest of the Company is subject to, and qualified in its entirety by, the provisions of the Indiana Business Flexibility Act of 1993, as amended (the "Act"), the Company's Articles of Organization and Operating Agreement, attached hereto as Exhibit D and Exhibit C, respectively.

General

The total number of units of all classes of membership interest which the Company is authorized to issue is _____ units of membership interest, consisting of _____ Class B Units. As of _____, 20__, there are _____ Class B Units issued and outstanding.

Class B Units

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Each of the foregoing permitted transfers will be further subject to securities law requirements and other conditions set forth in the Operating Agreement.

TERMS OF THE OFFERING

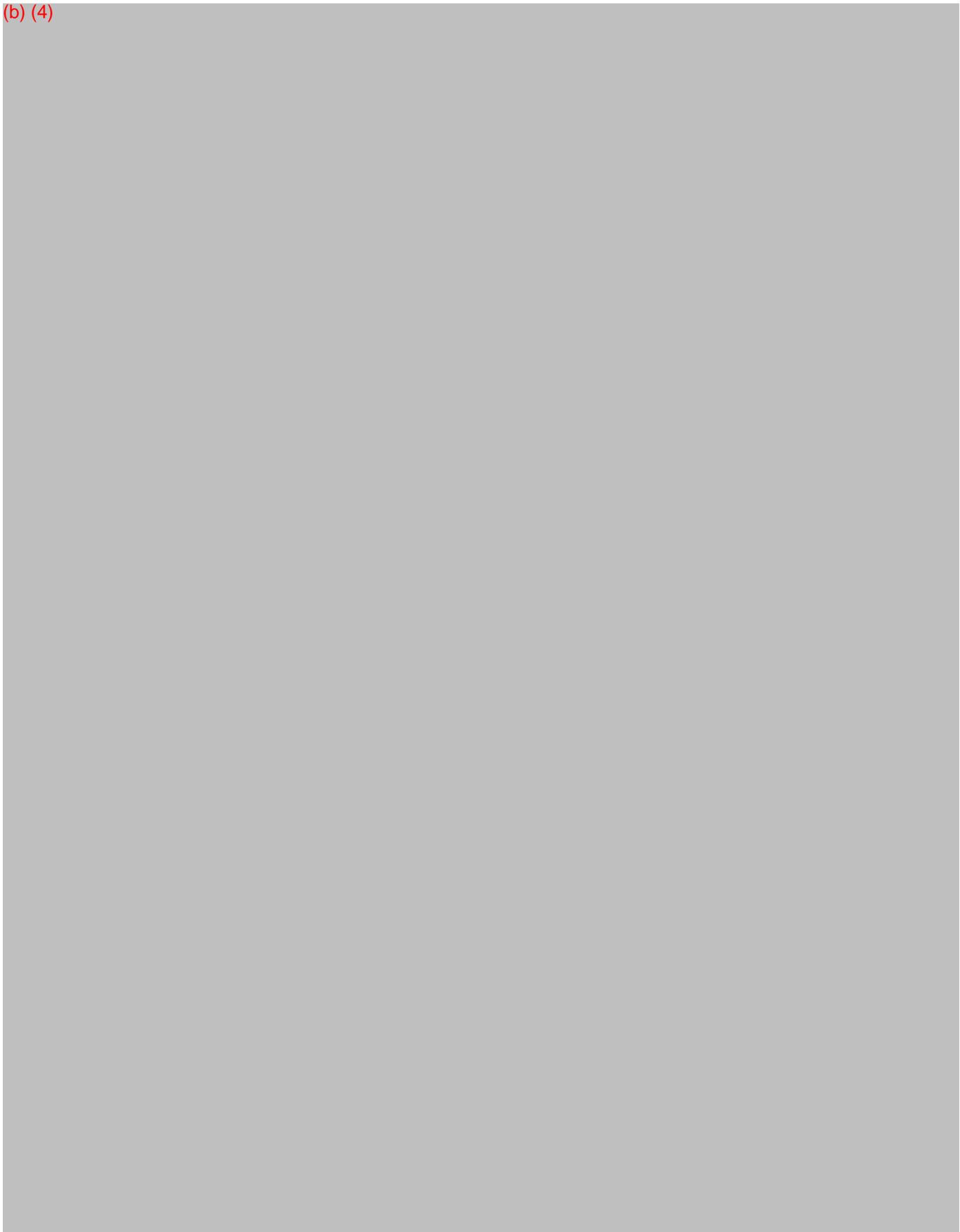
General Nature and Scope of Offering

The Company is offering for sale up to \$ _____ of the Class B Units. The Offering is subject to the condition that the Company must sell a minimum of \$ _____ in aggregate amount of the Securities in order to sell any Securities. The Securities are to be sold in increments of \$500,000, and the minimum investment is one \$500,000 purchase of Class B Units. The Company reserves the right to reject any subscription, in whole or in part, for any reason whatsoever, in which event the subscription funds will be returned in full to the rejected subscriber without deduction.

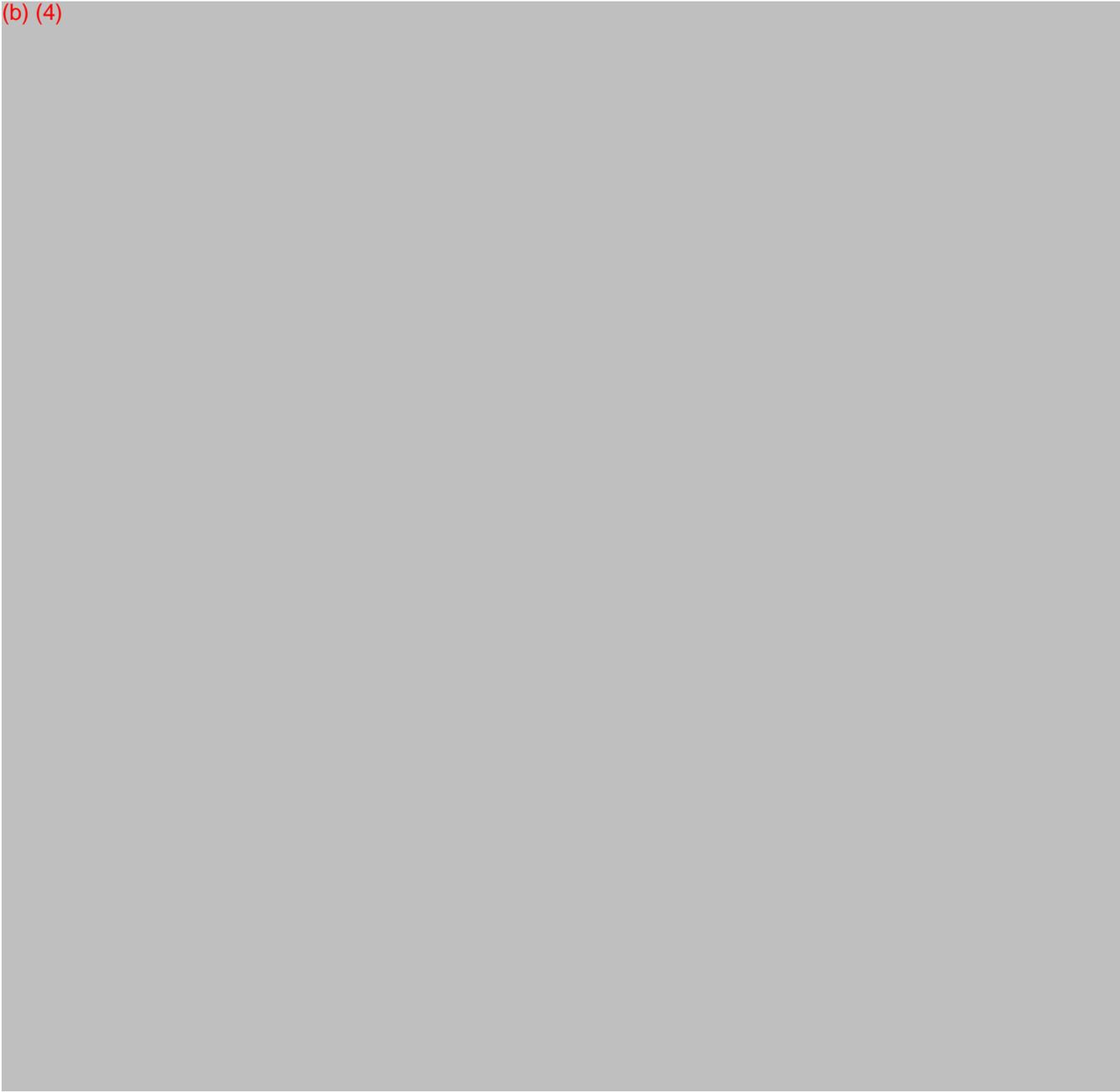
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SELLING ARRANGEMENTS AND HOW TO INVEST

The Securities have not been registered under the Securities Act and will be subject to significant resale restrictions discussed under the heading *TERMS OF THE OFFERING—RESTRICTIONS ON TRANSFERABILITY OF SECURITIES*. Prior to the Offering, there has been no active market for the Securities, and the Company has no reason to believe that such a market will develop in the future. Accordingly, the Company can give no assurance as to the liquidity of, or the development or continuation of trading markets for, the Securities.

How to Invest

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USE OF PROCEEDS

The following table sets forth the total and net proceeds from this Offering:

(b) (4)



CERTAIN MATERIAL FEDERAL INCOME TAX CONSIDERATIONS

PROSPECTIVE PURCHASERS OF THE SECURITIES ARE URGED TO CONSULT THEIR TAX ADVISORS CONCERNING THE FEDERAL, STATE AND LOCAL INCOME TAX CONSEQUENCES OF ACQUIRING, OWNING, AND DISPOSING OF, THE SECURITIES AS WELL AS THE APPLICATION OF STATE, LOCAL AND FOREIGN INCOME AND OTHER TAX LAWS. ANY FEDERAL TAX DISCUSSION CONTAINED IN THIS MEMORANDUM, INCLUDING ANY ATTACHMENTS, WAS WRITTEN IN CONNECTION WITH THE OFFERING OF THE SECURITIES BY THE COMPANY, AND IS NOT INTENDED OR WRITTEN TO BE USED, BY ANYONE FOR THE PURPOSE OF AVOIDING FEDERAL TAX PENALTIES THAT MAY BE IMPOSED. NOTHING CONTAINED IN THIS MEMORANDUM SHALL BE DEEMED TAX OR LEGAL ADVICE BY THE COMPANY, ITS MANAGEMENT, OR STOCKHOLDERS.

General

The following discussion summarizes the material federal income tax aspects of the purchase, ownership, and disposition of the Securities. This summary is based upon the Internal Revenue Code of 1986, as amended (the "Code"), and interpretations thereof as of the date of this Memorandum. No assurance can be given that future legislative or administrative changes or court decisions will not significantly modify the statements expressed in this Memorandum.

The following discussion is a general discussion of federal income tax consequences of investing in the Securities and cannot address of the specific tax consequences of all investors, including foreign nationals and dealers in securities. This discussion is not intended as a substitute for careful tax planning. Any federal tax discussion contained in this Memorandum, including any attachments, was written in connection with the offering of the Securities by the Company, and is not intended or written to be used, by anyone for the purpose of avoiding federal tax penalties that may be imposed by the federal government. Prospective investors are urged to consult their own tax advisors to determine the specific applications of the tax laws to their own situations.

Tax Consequences of Class B Unit

- **Distributions Received on Class B Units.** Distributions received on the Class B Units generally are taxable as _____ income, and are subject to _____ tax rates than income taxable as ordinary income.
- **Gain or Loss on Disposition.** If the Units are sold, the seller will recognize capital gain or loss equal to the difference between the amount realized from the sale and the adjusted basis in such stock. Capital losses are subject to annual deduction limits, although they normally can be fully absorbed against any capital gains generated by a taxpayer. Long term capital gains are subject to tax rates which are generally lower than individual income tax rates applied against ordinary income. Long term capital gains or losses result when a capital asset is held more than twelve months.

FINANCIAL INFORMATION

Historical Financial Statements

The following historical financial statements have not been audited or reviewed by any independent third party. The financial statements have been compiled under the accrual basis of accounting, however the Company does not represent that the financial statements have been prepared in accordance with accounting principles generally accepted in the United States.

[INSERT, IF ANY]

Financial Projections

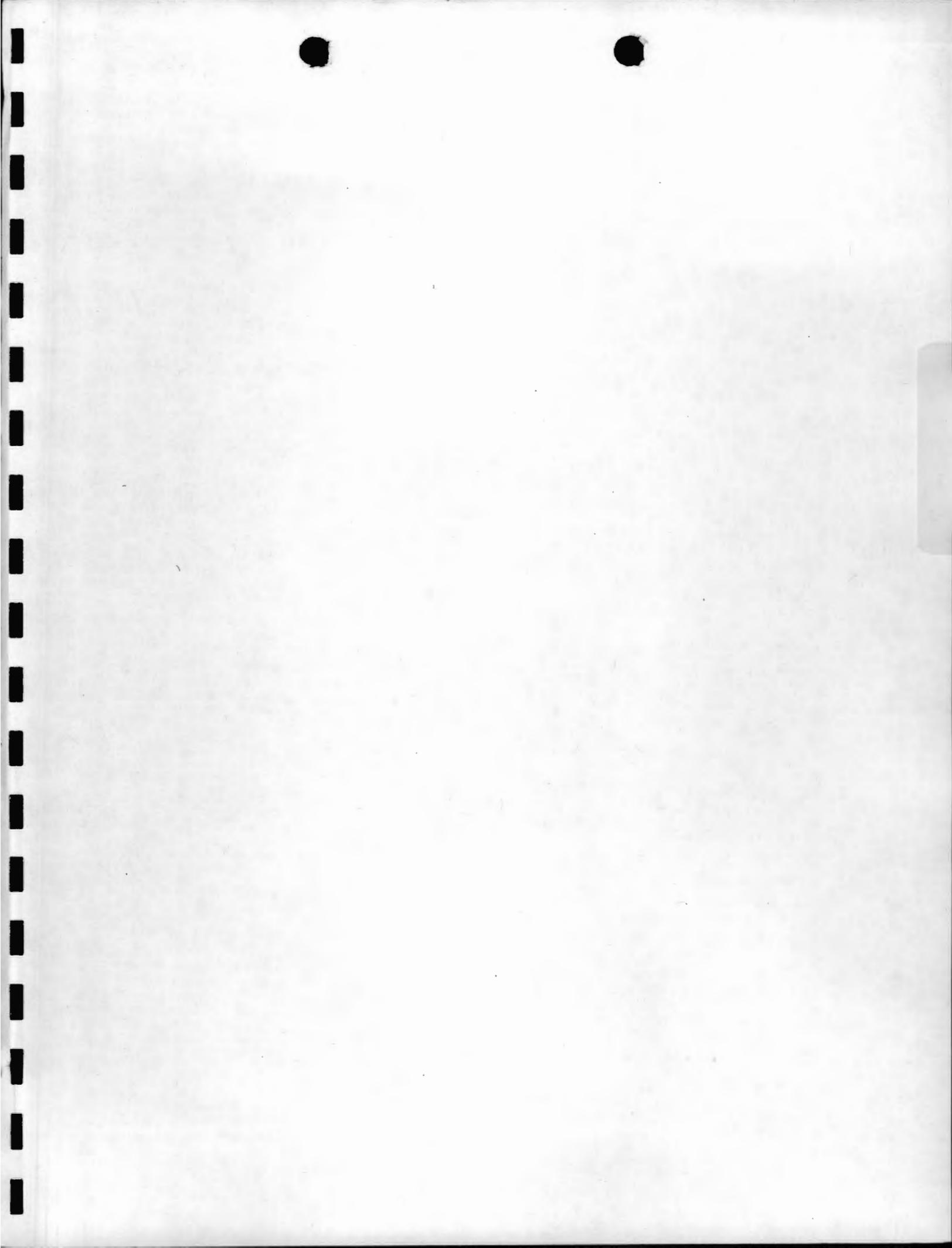
The following are certain financial projections prepared by or on behalf of the Company based on the Company's assessment of current and anticipated market conditions. The projections were not prepared with a view toward compliance with published guidelines of the Securities and Exchange Commission or the American Institute of Certified Public Accountants regarding projections. While presented with numerical specificity, the projections are based upon a variety of assumptions relating to the business of the Company, which, although considered reasonable by the Company, may not be realized and are subject to significant uncertainties and contingencies that may be beyond the control of the Company. The Company makes no express or implied representation or warranty as to the attainability of the projected financial information set forth below or as to the accuracy or completeness of the assumptions from which that projected information is derived. The projections are only an estimate of future result; actual results may vary from the projections, and such variations may be material. Consequently, the inclusion of the projections herein should neither be regarded as a representation by the Company, nor any other person, that the projections will be achieved. Prospective investors are cautioned not to place undue reliance on the projections. The projections should be read in conjunction with the information contained in the BUSINESS OVERVIEW, RISK FACTORS and other sections appearing elsewhere in this Memorandum.

Key Assumptions to Financial Projections

The Financial Projections in this section were developed based on the market analysis and on investment consideration as described in the *BUSINESS OVERVIEW* section of this Memorandum. The following are the key assumptions that were made by Management in the preparation of the Financial Projections:

[INSERT ASSUMPTIONS]

[INSERT FINANCIAL PROJECTIONS]



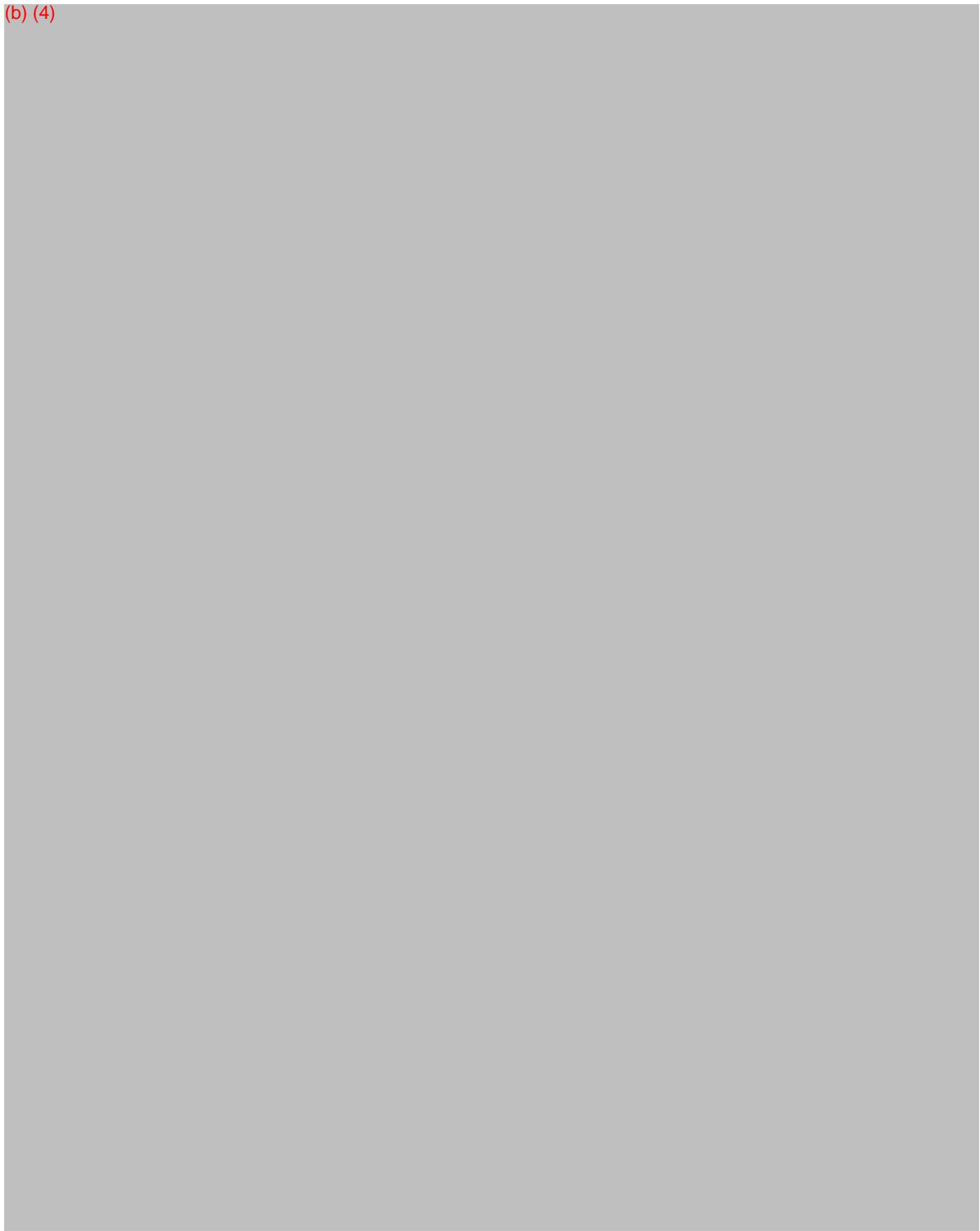
**OPERATING AGREEMENT
OF
[COMPANY NAME], LLC**

This Operating Agreement is entered into as of [Effective Date], by and among [Company Name], LLC, an Indiana limited liability company (the "Company"), and certain individuals who qualify as Members hereunder and agree to be bound by the terms hereto (the "Members").

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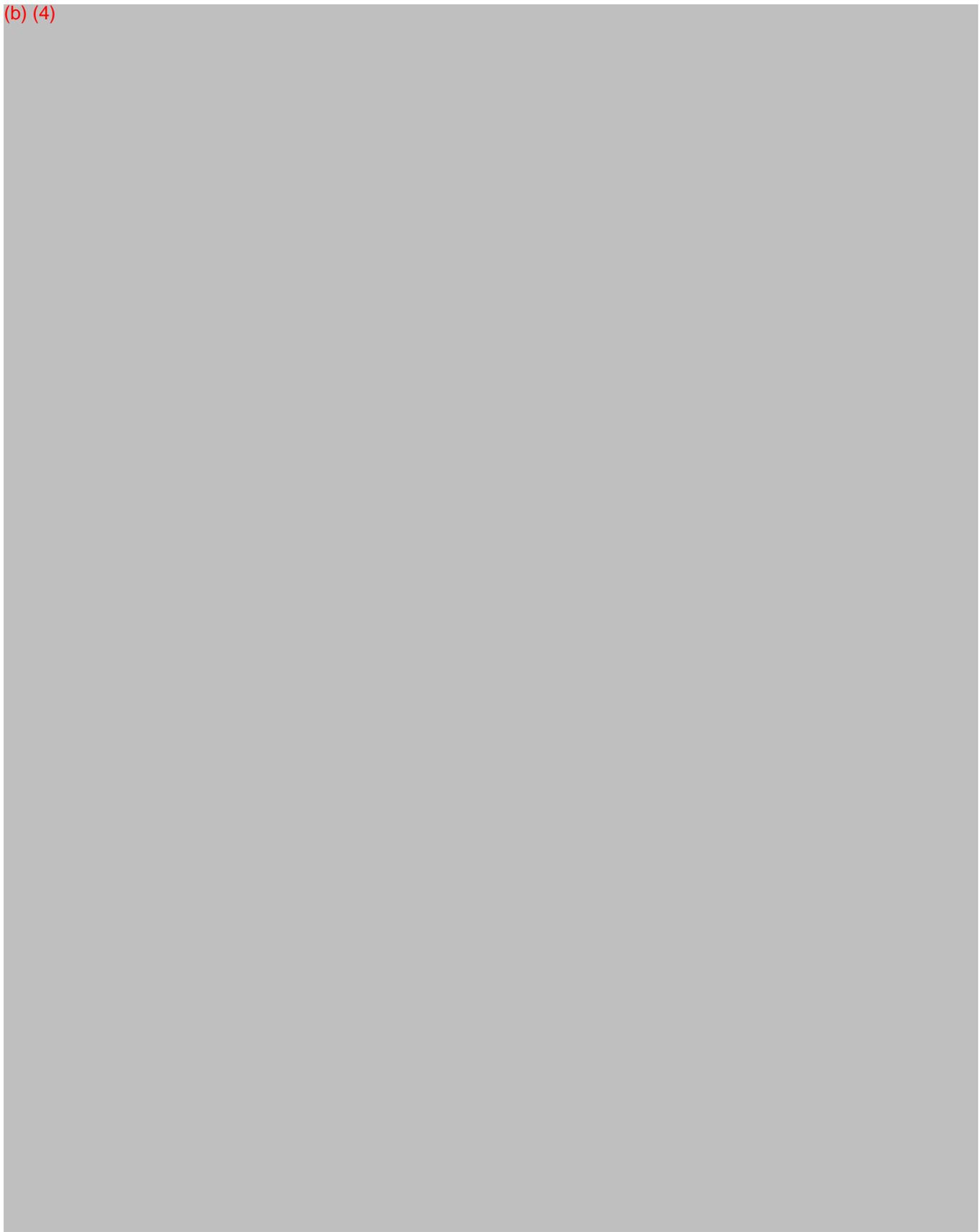
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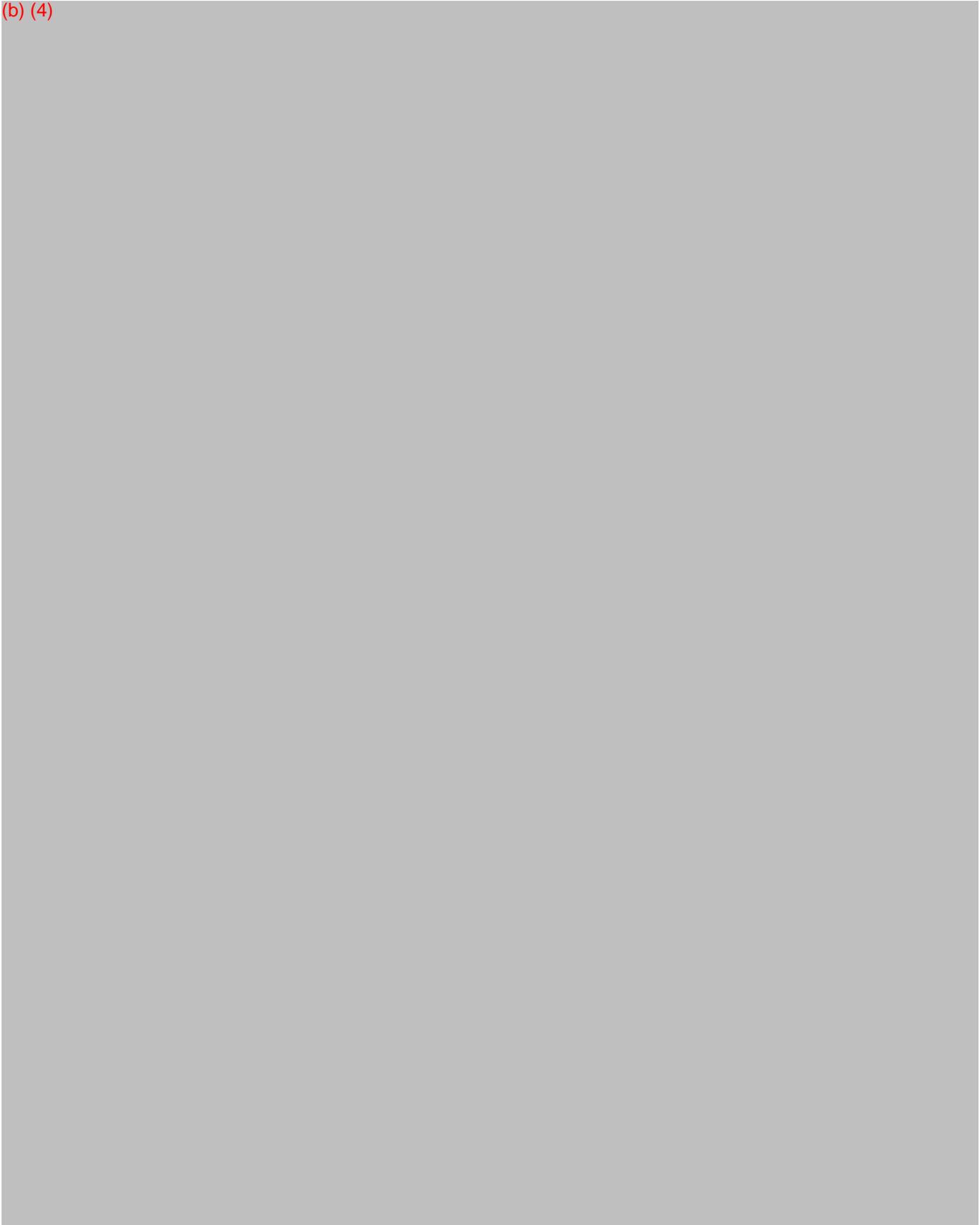
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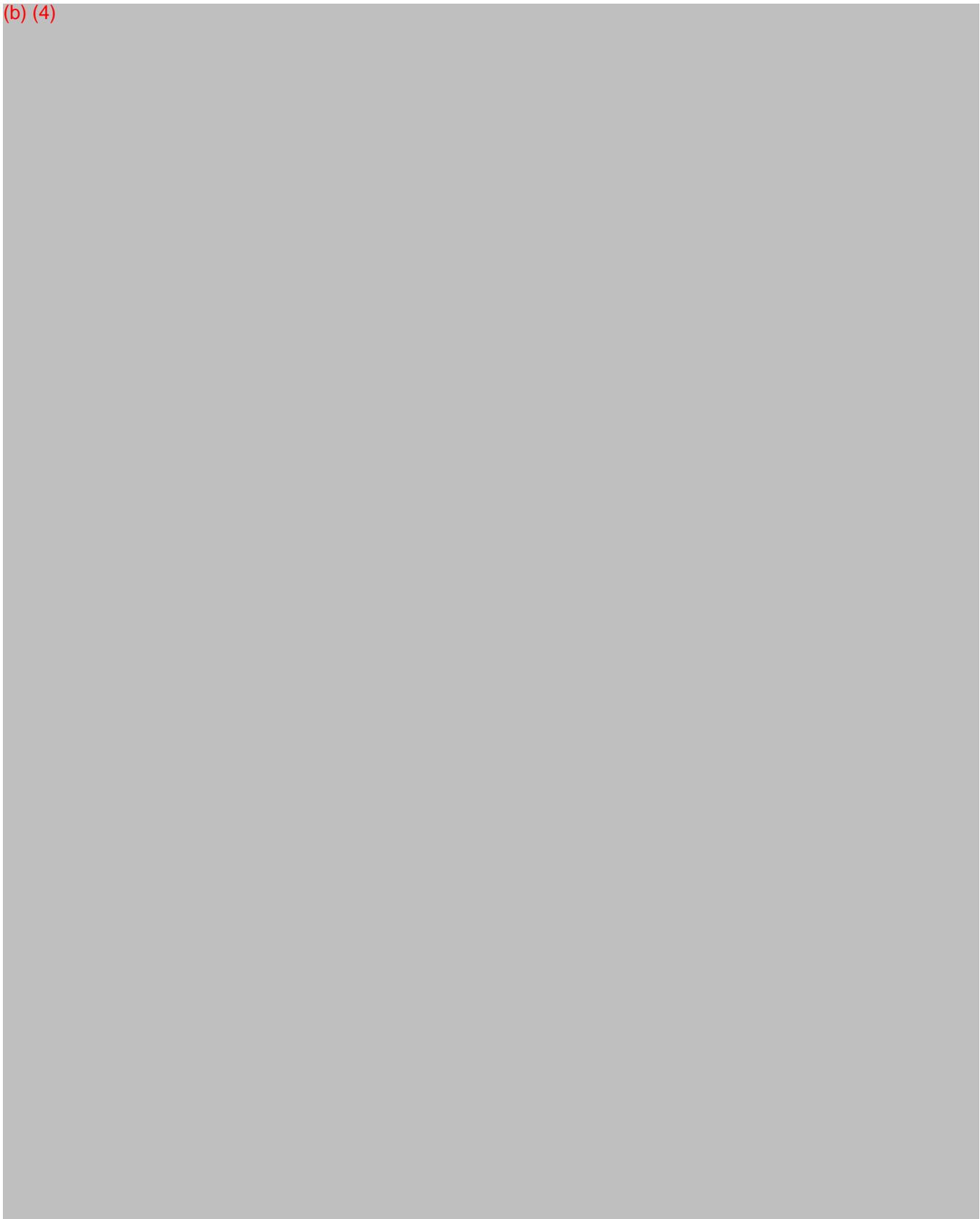
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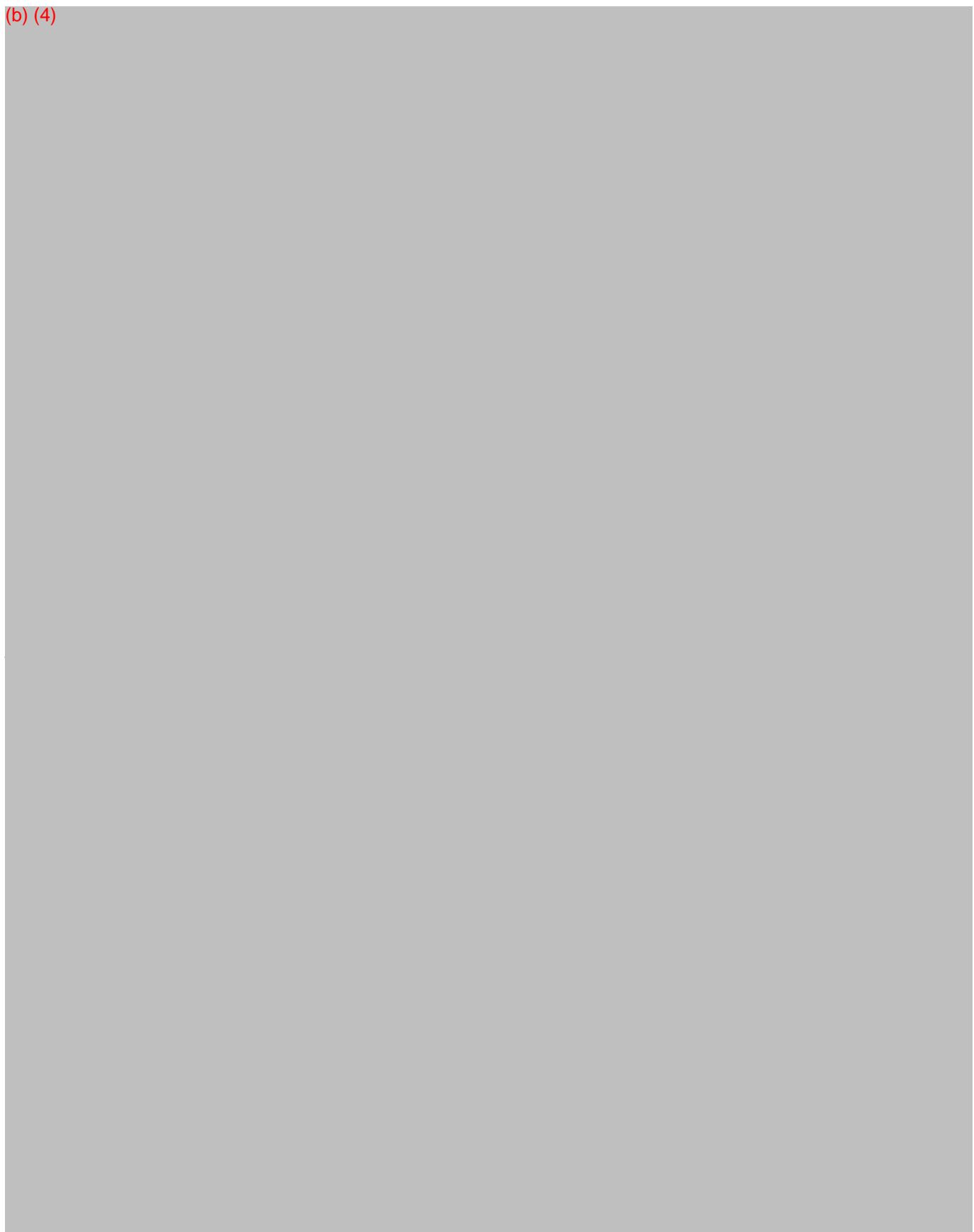
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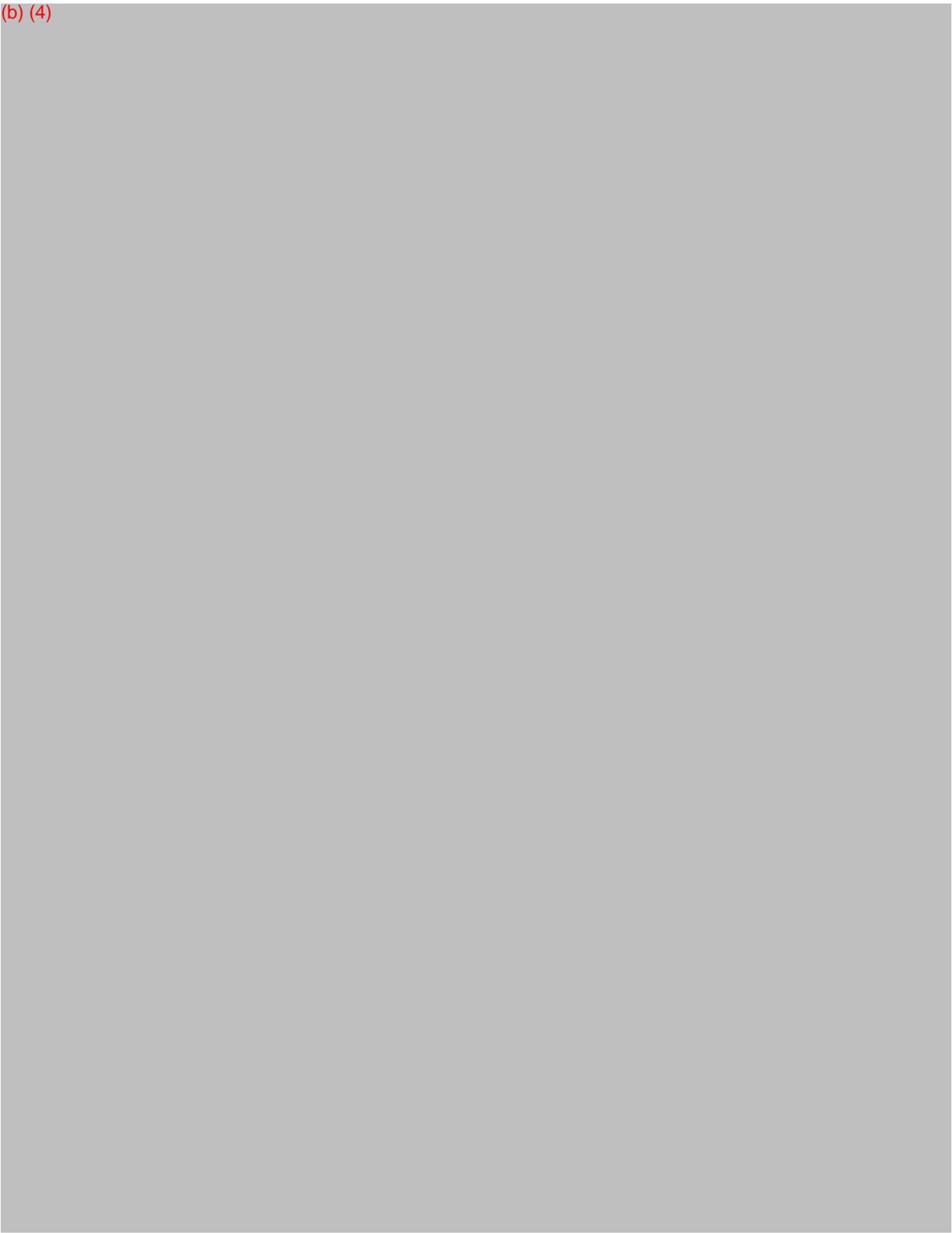
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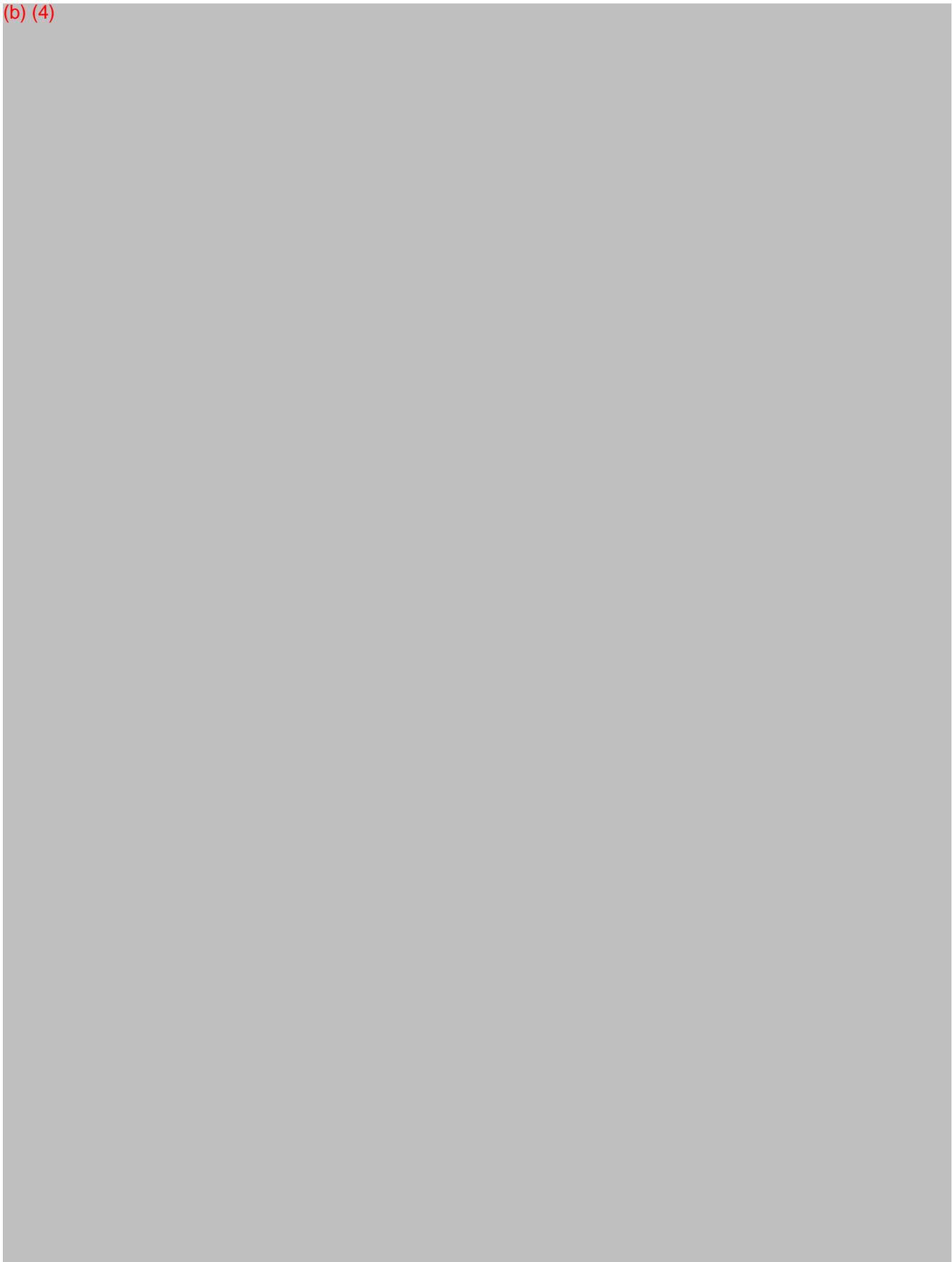
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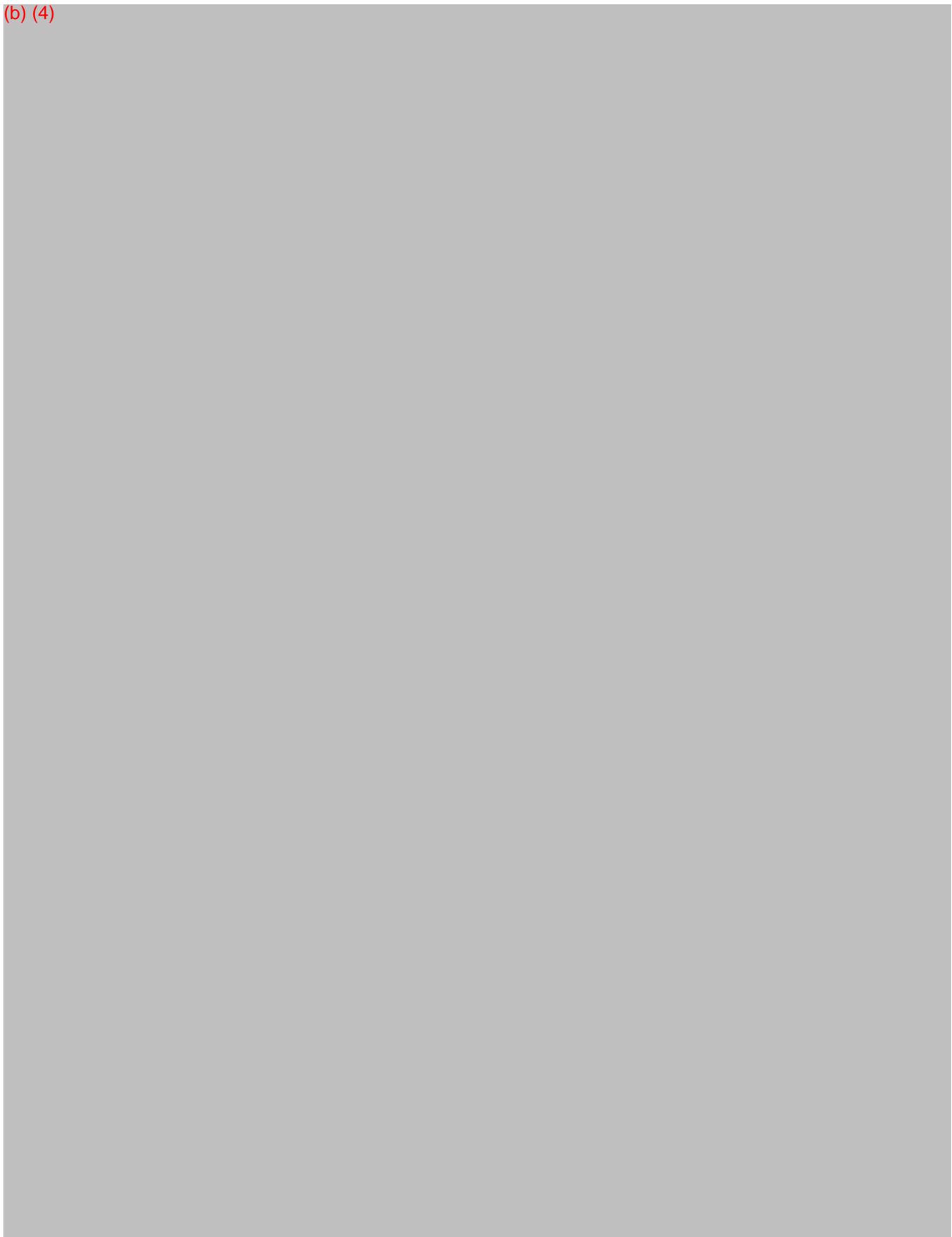
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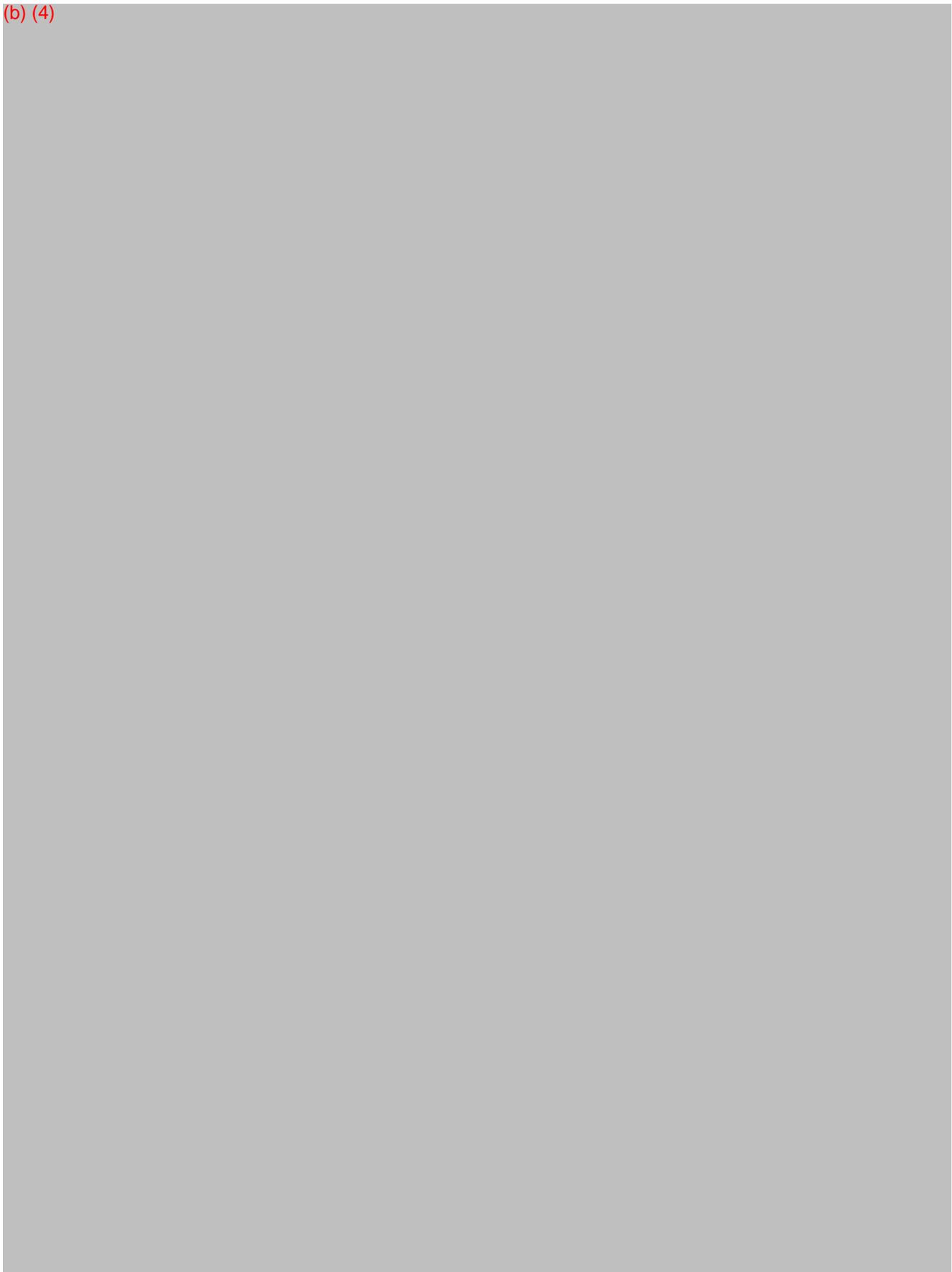
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[Remainder of page intentionally left blank]

IN WITNESS WHEREOF, the undersigned have executed this Agreement as of the date first written above.

“COMPANY”

[COMPANY NAME]

By: _____
_____, Manager

“CLASS A MEMBERS”

“CLASS B MEMBERS”

SCHEDULE A

LIST OF MEMBERS

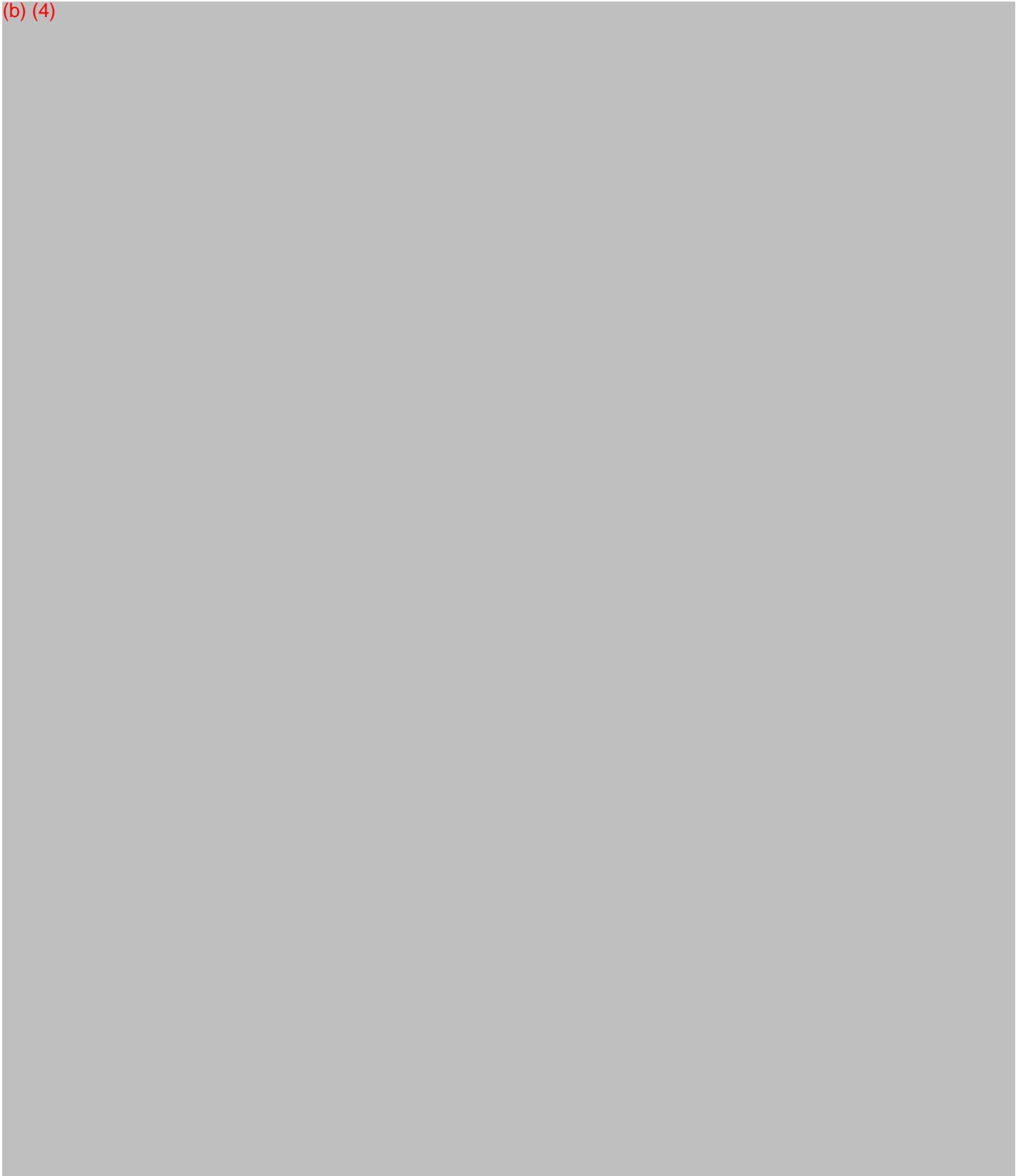
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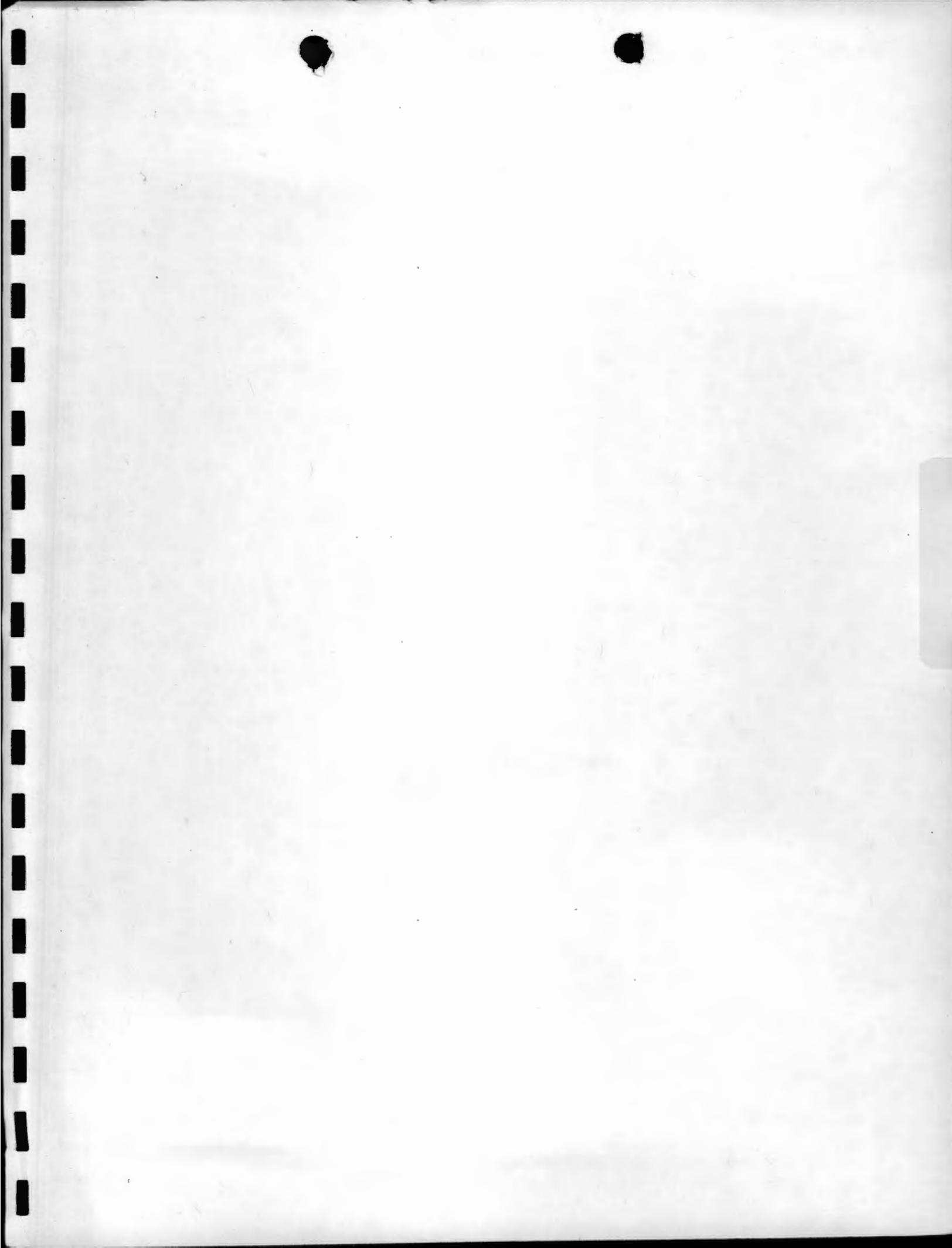


EXHIBIT A

INSTALLMENT PROMISSORY NOTE

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INVESTMENT ESCROW AGREEMENT

THIS INVESTMENT ESCROW AGREEMENT (this "Agreement") is entered into this ___ day of _____, 201___, by and between _____, an Indiana limited liability company ("Company"), and _____, a(n) _____ ("Escrow Agent").

WITNESSETH.

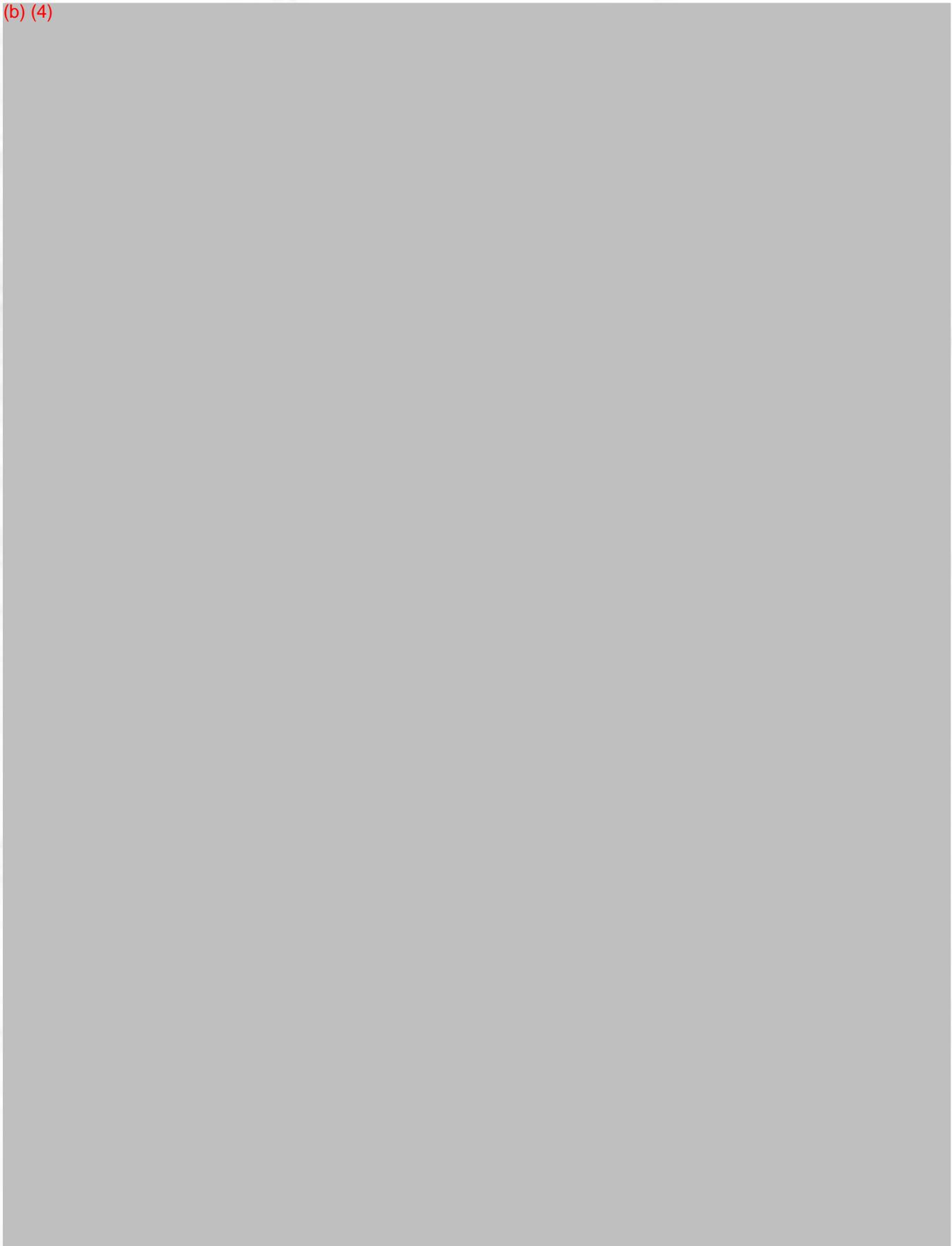
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IN WITNESS WHEREOF, the parties have executed this Investment Escrow Agreement as of the date and year first set forth above.

"COMPANY"

[NAME OF COMPANY]

By: _____

Printed: _____

Title: _____

"ESCROW AGENT"

[NAME OF ESCROW AGENT]

By: _____

Printed: _____

Title: _____

EXPENSE FEE ESCROW AGREEMENT

THIS EXPENSE FEE ESCROW AGREEMENT (this "Agreement") is entered into this ___ day of _____, 201___, by and between _____, an Indiana limited liability company ("Company"), and _____, a(n) _____ ("Escrow Agent").

WITNESSETH:

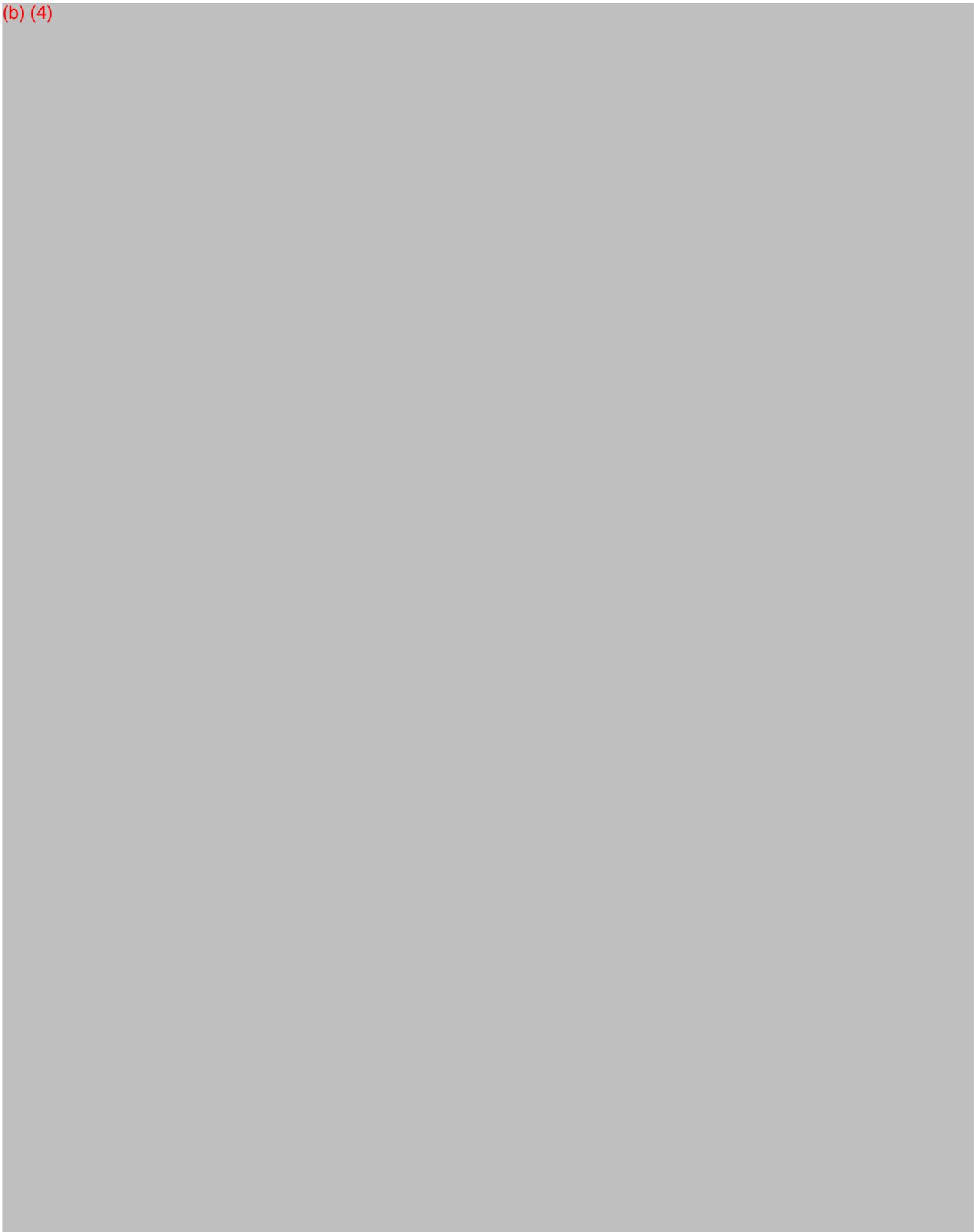
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IN WITNESS WHEREOF, the parties have executed this Expense Fee Escrow Agreement as of the date and year first set forth above.

"COMPANY"

[NAME OF COMPANY]

By: _____

Printed: _____

Title: _____

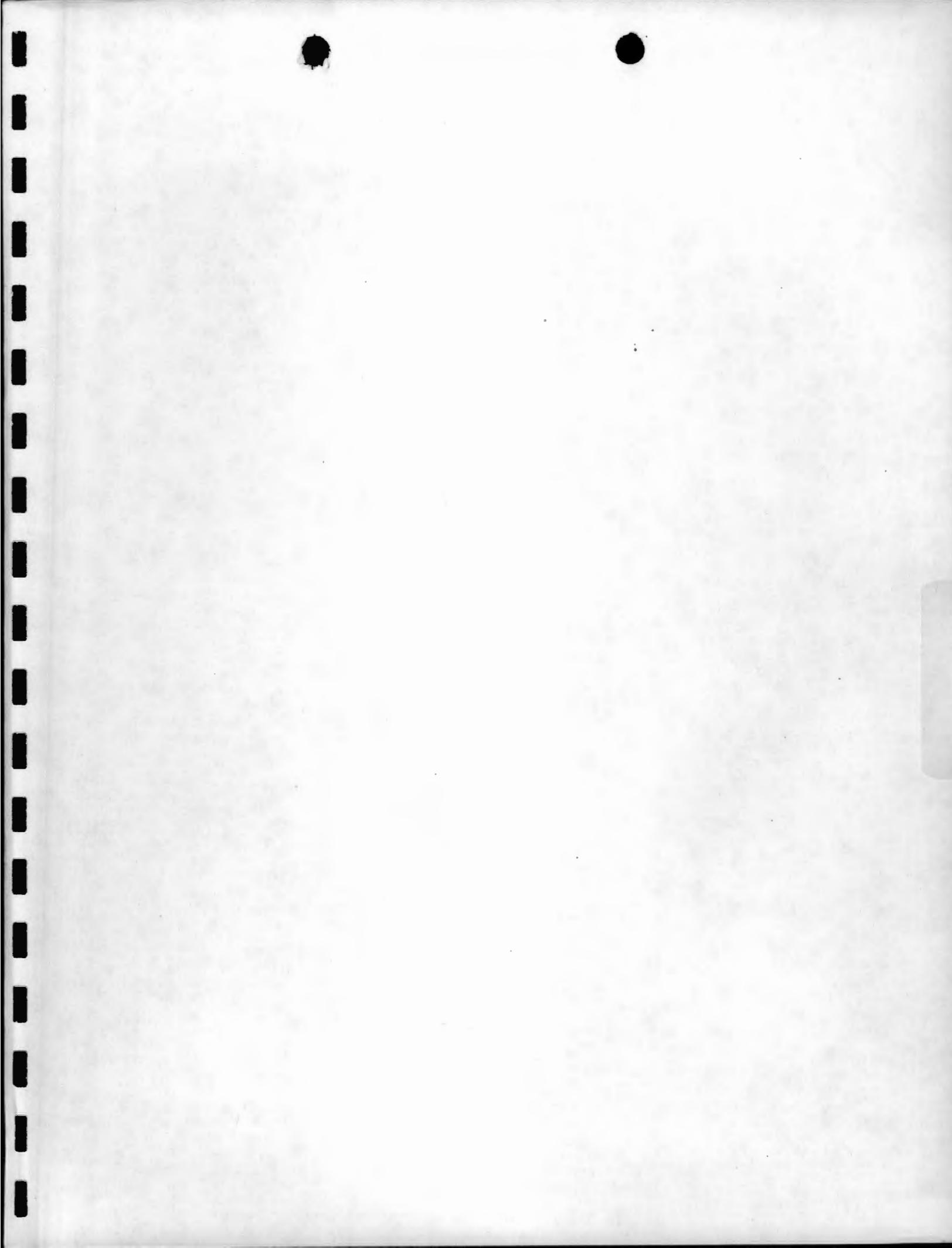
"ESCROW AGENT"

[NAME OF ESCROW AGENT]

By: _____

Printed: _____

Title: _____



[COMPANY NAME]

INSTRUCTIONS FOR SUBSCRIPTION AGREEMENT

After you have decided to subscribe for Class B Units of [COMPANY NAME] (the "Company"), please observe the following instructions:

- A. Please read the attached Subscription Agreement in its entirety. It contains various statements and representations of subscribers and the Company.
- B. Complete and sign the attached Subscription Agreement and return to:

ENERGIZE-ECI, INC.

ATTN: _____

- C. All information is to be typed or printed in ink.

[COMPANY NAME]

SUBSCRIPTION AGREEMENT

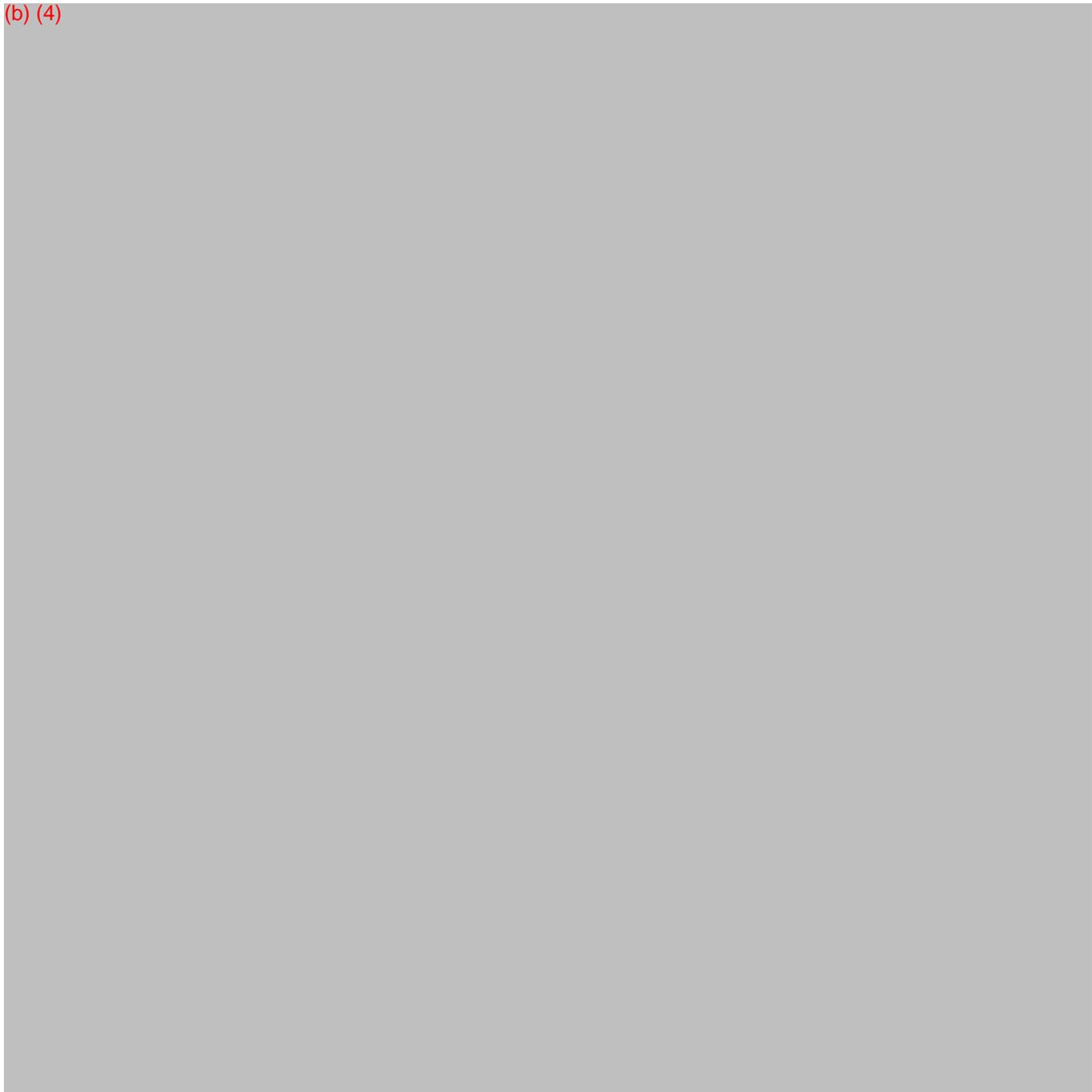
[COMPANY NAME]

[ADDRESS]

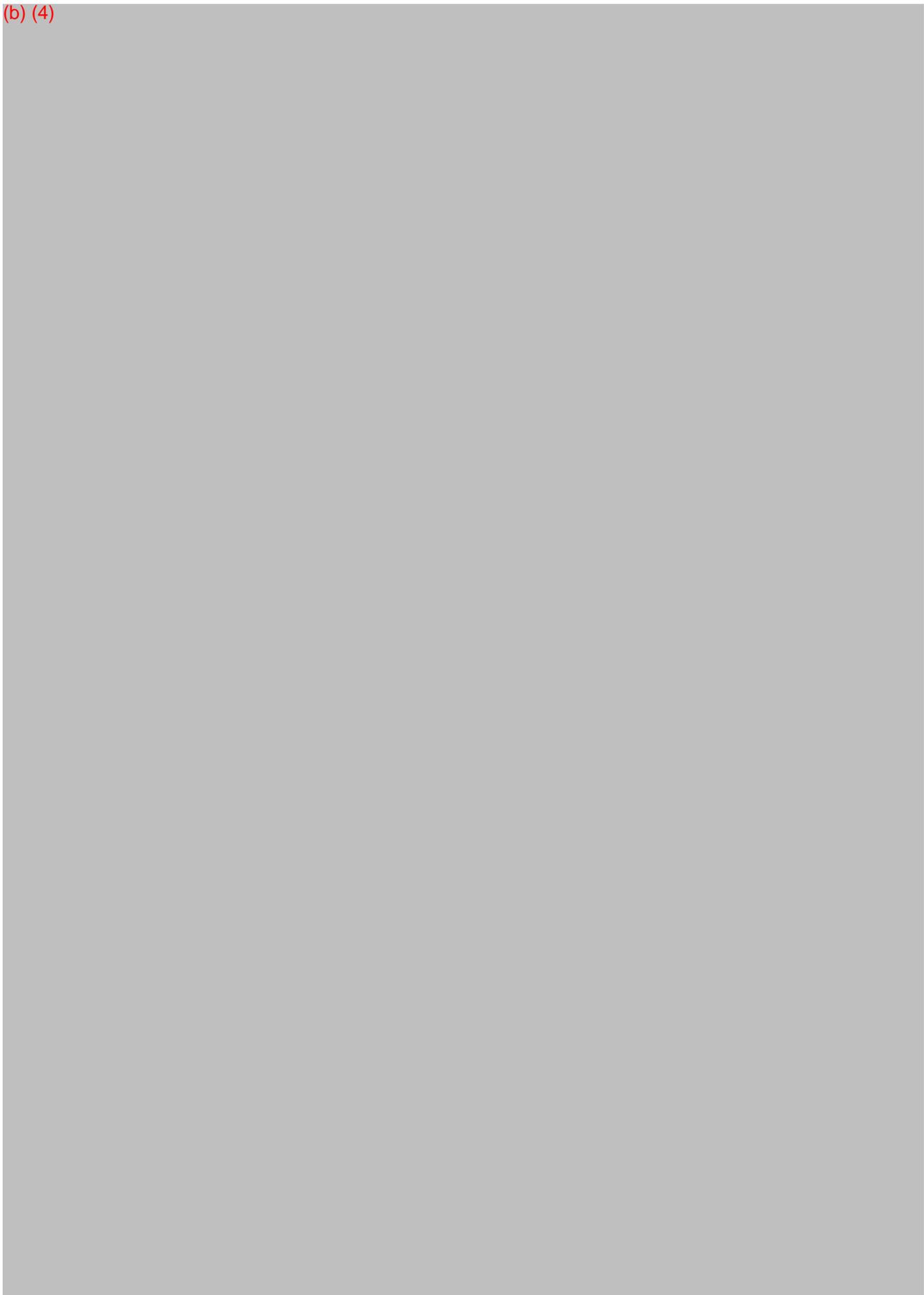
[ADDRESS]

Ladies and Gentlemen:

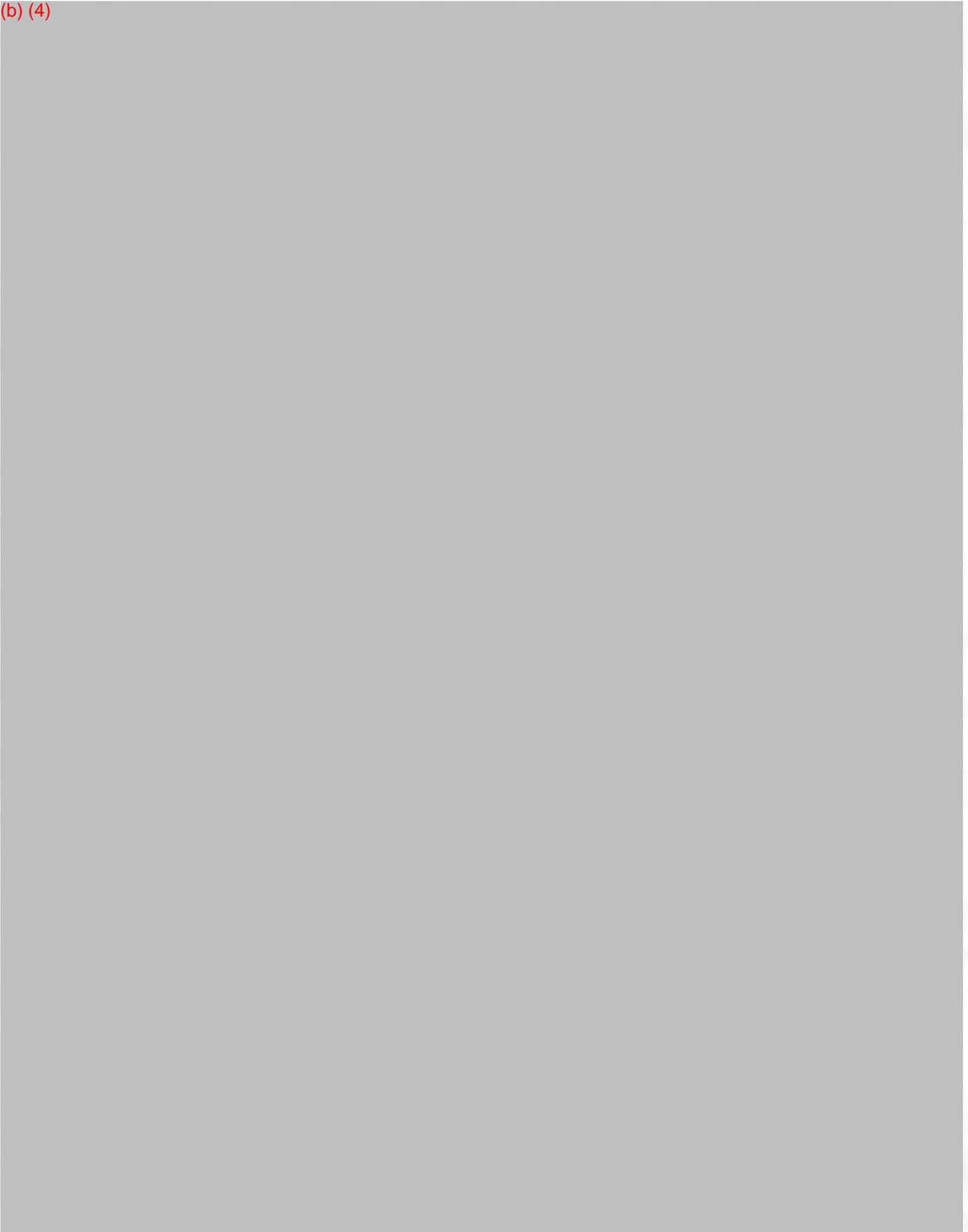
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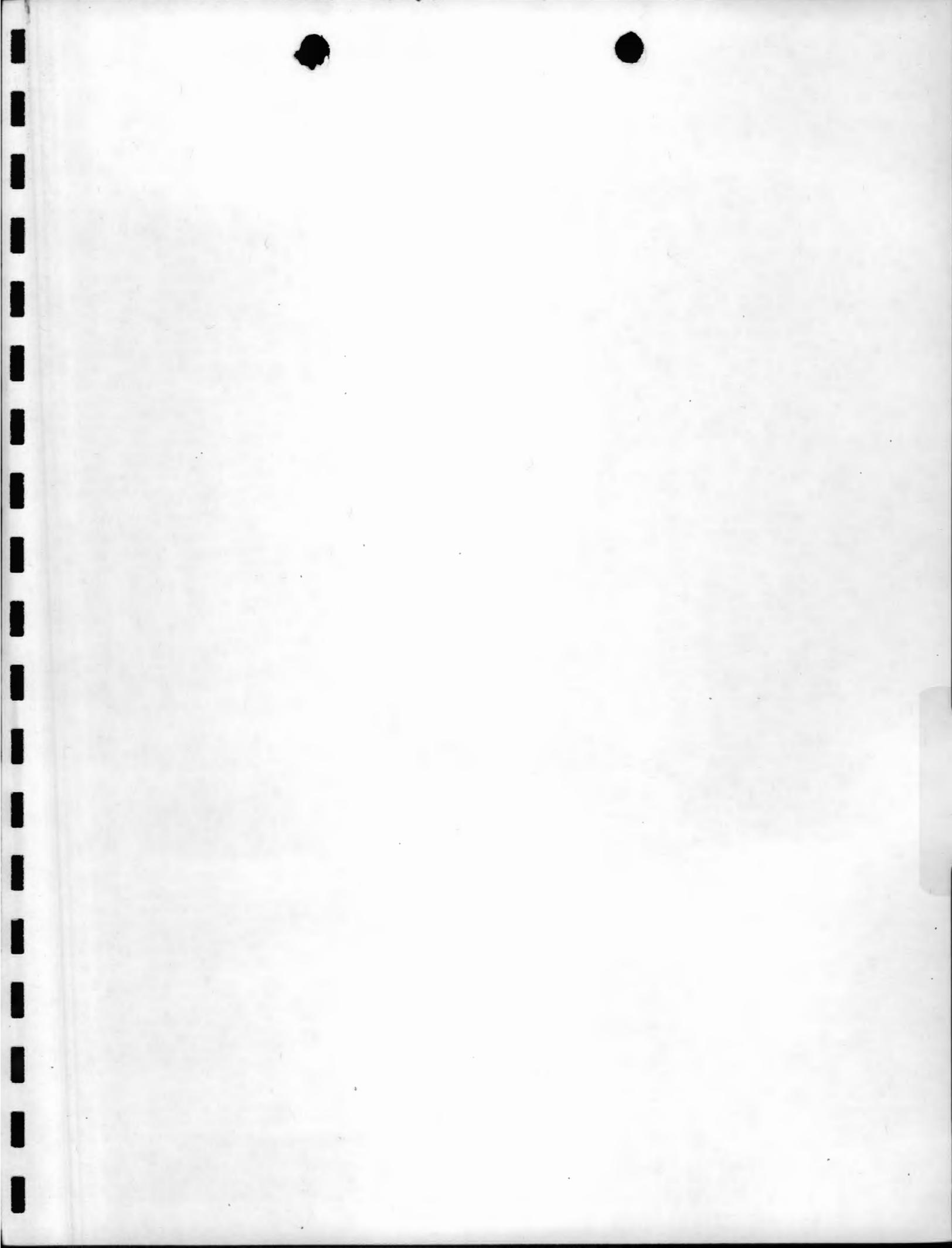


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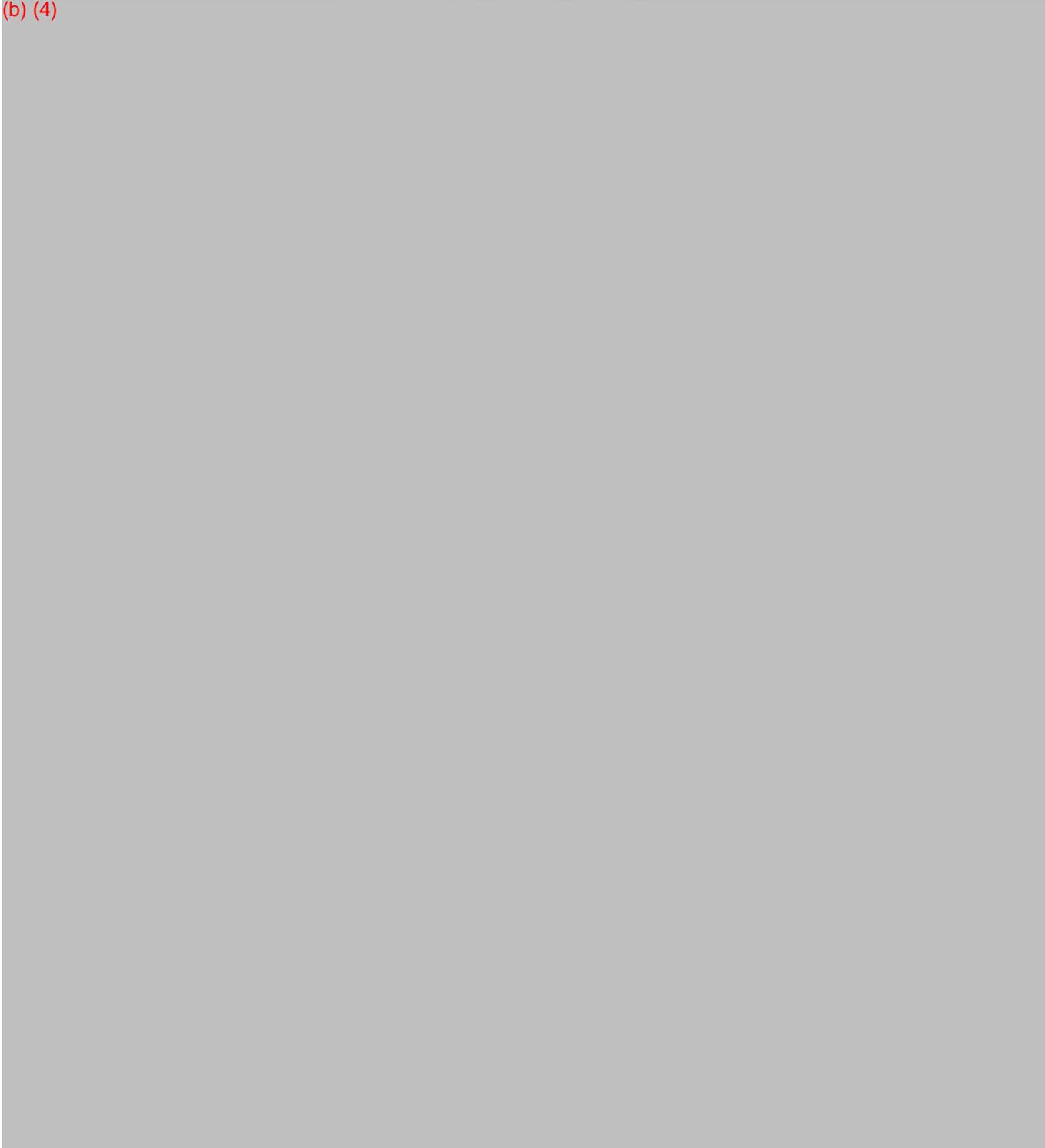
(b) (4)





**JOINDER AGREEMENT
FOR
[COMPANY NAME]
OPERATING AGREEMENT**

(b) (4)



This Joinder Agreement is hereby acknowledged and accepted by the Company, and shall be deemed to be effective, as of this ___ day of _____, 201__.

[COMPANY NAME]

By: _____

Printed: _____

Title: _____



ALL-STATE LEGAL 800-222-0510 EDR11 RECYCLED

INVESTOR SCREENING

(b) (4)



(b) (4)



ALL-STATE® LEGAL 800-222-4910 ED111 RECYCLED



OUTLINE OF FILING PROCESS FOR EB-5 VISAS

- I. Form I-526: Immigrant Petition for Alien Entrepreneur
 - A. Evidence Required
 1. Regarding the Enterprise [8 C.F.R. §204.6(j)(1)]
 - a. Articles of incorporation or other business organizational documents; or
 - b. Authorization to do business in state or municipality.
 2. Regarding the Investment [8 C.F.R. §204.6(j)(2)]
 - a. General Requirement—Alien must invest, or be in process of investing, capital of \$1,000,000, or \$500,000 if investment is in “targeted employment area” (*i.e.* a rural area of less than 20,000 population or an area which has experienced high unemployment of at least 150% of the national average).
 - b. Documents evidencing investment may include bank statements; evidence of purchased assets; evidence of property transferred from abroad; stock certificates given for investment; or loan or mortgage agreements.
 3. Regarding obtaining capital through lawful means [8 C.F.R. §204.6(j)(3)]
 - a. Foreign business registration records;
 - b. Corporate, partnership and personal tax returns filed within 5 years;
 - c. Evidence identifying other sources of capital; or
 - d. Certified copies of any judgments or evidence of all pending governmental civil or criminal actions, administrative actions, or any private civil actions involving monetary judgments within the past 15 years.
 - e. Where source of funds are from sale of house or business, investor needs to provide sales contracts or deeds.
 - f. Petitioners level of income during the previous years.

4. Regarding job creation of 10 jobs [8 C.F.R. §204.6(j)(4)]¹
 - a. I-9s, tax records if employees already hired, including proof that they are working full time; or
 - b. A comprehensive business plan demonstrating where the 10 employees will be hired and giving approximate dates within the next 2 years.
 5. Regarding petitioner engaging in business on day-to-day basis or through policy formation [8 C.F.R. §204.6(j)(5)]
 - a. Title and description of petitioner's job duties;
 - b. Evidence that petitioner is corporate officer and director; or
 - c. If partnership, the partners management or policy making activities consistent with rights, powers and duties normally granted limited partners under the Uniform Limited Partnership Act.
 6. Regarding Targeted Employment Area (where applicable) [8 C.F.R. § 204.6(j)(6)]
 - a. Evidence of statistical area;
 - b. Letter meeting requirements from state agency that are is high unemployment.
- B. Filing Fee—\$1,435
- C. Filing Address—All Form I-526s must be filed at the California Service Center, regardless of the location of the new commercial enterprise.
- D. Priority Date—Established upon filing.
- E. Processing Times—As of September 21, 2009, USCIS lists processing time for I-526 as 5 months.
- F. Visa Availability—Investor Pilot Program limited to 3,000 visas per year.

¹ This requirement is relaxed under the Immigration Investor Pilot Program, such that petitioner need only show that investment in the regional center will create jobs indirectly beyond the commercial enterprise. 8 C.F.R. §204.6(m)(7).

II. Form I-829: Petition by Entrepreneur to Remove Conditions

- A. General—When I-526 approved, USCIS grants alien conditional permanent residency for 2 years. Within 90 days before 2d anniversary, alien must petition to have condition removed.
- B. Evidence Required—I-829 petition must be accompanied by facts and information demonstrating:
 - 1. Conditional resident invested or was actively investing the required capital;
 - 2. Conditional resident sustained the enterprise and investment (*e.g.* bank statements, invoices, receipts, contracts, business licenses, and tax returns, including quarterly statements) requirements, *i.e.*, “substantially met the capital investment requirement of the statute”;
 - 3. Conditional resident “created or can be expected to create within a reasonable period of time 10 full-time jobs for qualifying employees.”
- C. Filing Fee—\$2,930 (includes biometric services fee of \$80)
- D. Filing Address—All Form I-829s must be filed at the California Service Center, regardless of the location of the new commercial enterprise.
- E. Processing Times—As of September 21, 2009, processing time for I-829s listed as 6 months.



Energize-ECI EB-5 Visa / Regional Center Proposal

Privileged and Confidential

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EB-5 Visa / Regional Center Proposal
*If you knew more about us, you'd already be here...***

**To: U.S. Citizenship and Immigration Service
California Service Center
ATTN: EB-5 Processing Unit
P.O. Box 10526
Laguna Niguel, CA 92677**

**From: Energize-ECI
E. Roy Budd, Executive Director
345 S. High St. (2nd Floor)
P.O. Box 1912
Muncie, IN 47308-1912 USA
Ph: 765.254.1420
Fx: 765.254.1450
Email: info@energize-eci.org
Website: www.energize-eci.org**

Date: February 26, 2010

Energize-ECI EB-5 Visa / Regional Center Proposal

ENERGIZE-ECI OVERVIEW

Established in 2005, Energize-ECI Regional Economic Development ("Energize-ECI") is a proactive collaboration of corporate, public, foundation, educational and institutional partners, along with committed individuals, all dedicated to supporting and promoting the many advantages and resources of East Central Indiana throughout the world. The mission of Energize-ECI is to strengthen and grow current businesses and to generate new business investment through relocations and expansions throughout the region. Energize-ECI teams with local economic development organizations in Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, and Rush counties to bring new jobs and commercial investment to the area, home to a diverse industrial and technology base, including many international companies. Each county offers its own distinctive blend of resources, opportunities, people, passion, pride, and personalized quality of place. Energize-ECI provides a simple and quick, single-point of contact for learning more about the advantages found in East Central Indiana and obtaining the information needed.

Advantages of East Central Indiana

East Central Indiana is a region that fosters community engagement, creative thinking and an entrepreneurial and innovative spirit. Where there is need, there is also excellent opportunity. *If you knew more about us, you'd already be here...*

East Central Indiana has programs in place to advance workforce development, education, business retention and economic development. With the many competitive advantages of the region, coupled with the low cost of living and operation, East Central Indiana offers great opportunities for businesses and its residents.

Indiana has the second shortest commuting times in the nation. Since East Central Indiana workers do not have to deal with long commutes, they have more time to spend with their families, hobbies and other interests. When people feel equally satisfied about their occupations and personal lives – they have achieved a level of work/life balance. A national survey by Widmeyer Research & Polling of Washington, DC found that 83% of Americans wished they had more time to spend with their families - and 27% said that they would trade a pay cut for more time. East Central Indiana provides an opportunity for residents to control more of their time. East Central Indiana's centralized location and well-developed transportation network contribute to short drives to and from work.

Plus, East Central Indiana is a region of choices and provides many options as far as housing location, style and size. Additionally, because the cost of living and the cost of doing business in East Central Indiana are about 92% of the national average, there are great values in real estate and lower operational expenses. East Central Indiana is one of the least expensive places in the Midwest.

The seven world-class colleges and universities in East Central Indiana help place a focus on top quality education and are a great asset to the region's diverse cultural opportunities. Many young people are remaining in the region following graduation because of the quality of life and

Energize-ECI EB-5 Visa / Regional Center Proposal

proximity to metropolitan areas. The universities have brought a great wealth of diverse cultures to East Central Indiana, including both faculty and students. All enjoy the benefits of living in America's Heartland, the Crossroads of America and home to Midwestern values and a strong work ethic. East Central Indiana is a wonderful place to raise a family: clean, safe, friendly and full of family-oriented activities. The residents are known for their Midwestern values, integrity and pride in work. Plus, East Central Indiana is minutes away from larger cities like Indianapolis, Fort Wayne and Dayton, and within a half-day's drive to over twenty (20) metropolitan markets.

These benefits of a work/life balance, combined with the variety of choices offered, have a positive impact on everyone - employers, workers, and the community.

Energize-ECI is a region of people, passion and pride, with many distinct advantages to offer to businesses, including:

- Central location to North America
- Low cost of operation and living
- High quality of life and work/life balance
- Available sites and buildings
- Workers of all skill sets
- Established transportation network
- Strong Indiana values and ethics
- Excellent business environment
- World class educational institutions

ENERGIZE-ECI BUSINESS PLAN

Energize-ECI Staff

The Energize-ECI staff consists of:

E. Roy Budd
Executive Director

Marlene Pulley
Office Manager

Phone: 765.254.1420

Phone: 765.254.1420

Fax: 765.254.1450

Fax: 765.254.1450

Email: rbudd@energize-eci.org

Email: mpulley@energize-eci.org

E. Roy Budd is the founder and Executive Director of Energize-ECI. Prior to his current position, Budd was the founder of Solutions, Inc., a consulting firm located in Boston, MA, dealing with workforce and economic development issues for non-profit organizations. He is the former President and CEO of Opportunity, Inc., in Hampton Roads, VA, the Commonwealth's largest workforce development program. Mr. Budd's responsibilities included strategic planning, board management, and resource and grant development (a \$17.5 million program).

Energize-ECI EB-5 Visa / Regional Center Proposal

Mr. Budd also initiated several new programs for military spouses, incumbent workers' career ladders, and industry clusters/sectoral development for key industry groups in the region. Prior to joining Opportunity, Inc., Mr. Budd was the Executive Director of the Peninsula Workforce Development Center for Thomas Nelson Community College in Hampton, VA, one of the first workforce development centers located in the Commonwealth of Virginia.

Mr. Budd has published several articles on workforce and economic development for several national and regional publications such as the *Economic Development Review* and *Jobs for the Future Nationals WINS Project*. He has been active in grant development by the U.S. Department of Labor, U.S. Department of Education, the National Science Foundation and the Commonwealth of Virginia. Mr. Budd received a Bachelor in Business Administration and a Master of Arts in Economics from Virginia Commonwealth University. He also received a Master of Business Education from Virginia State University. Mr. Budd is a certified Master Consultant with Business Retentions and Expansion International and holds a certification from the Economic Development Institute at the University of Oklahoma. Mr. Budd is married to Dr. Jo Ann Gora, President of Ball State University in Muncie, Indiana. Mr. Budd has extensive global contacts which will be useful in the development and operation of ECI Regional Center.

Energize-ECI Board of Directors

Energize-ECI has the support of leading members of the their communities across the state:

- Terry Allen, Muncie, IN – Cardinal Health System, Inc.
- Steve Austin, Orestes, IN – Red Gold, Inc.
- Doug Bakken, Muncie, IN – Ivy Tech Community College
- Mick Bates, Upland, IN – Taylor University
- Michelle Boyd, Indianapolis, IN – Top Notch
- Bill Bradley, Portland, IN – Jay County Development Corporation
- Brad Buening, Rushville, IN – Rush County Economic & Community Development Corporation
- Ron Christian, Evansville, IN – Vectren
- Rob Cleveland, Hartford City, IN – Blackford Co. Economic Development
- Bryan Coats, Connersville, IN – Fayette County Economic Development
- Jack Demaree, Muncie, IN – First Merchants Corporation
- Tim Eckerle, Marion, IN – Grant County Economic Growth Council
- Joe Evans, Muncie, IN – Carpenters Union
- Michael Galliher, Daleville, IN – Boyce Systems, Inc.
- Jerry Gassen, New Castle, IN – Ameriana Bank and Trust
- Maurie Goodwin, New Castle, IN – Goodwin Chrysler Jeep
- Bob Hawk, Noblesville, IN – Weaver Popcorn Co., Inc.
- Dave Heeter, Muncie, IN – Mutual Federal Savings Bank
- Charlie Hetrick, Muncie, IN – Maxon Corporation (retired)
- Jeff Howe, Muncie, IN – Old National Bank
- Kevin Law, Winchester, IN – Randolph County Economic Development
- Rob Lykins, Union City, IN – Productive Concepts, Inc.
- Joe Martin, Marion, IN – Star Financial Bank

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- Dr. Ray Montagno, Muncie, IN – Ball State University, Miller College of Business
- Terry Murphy, Muncie, IN – Muncie-Delaware County Economic Development Alliance
- Mayor Chris Okomon, Anderson, IN – City of Anderson
- Dr. Jerry Pattengale, Marion, IN – Indiana Wesleyan University
- Frank Petty, Traverse City, MI – Walnut & Charles Property, LLC
- Melissa Profitt Reese, Indianapolis, IN – Ice Miller
- Jim Riggle, Muncie, IN – Indiana Michigan Power
- Brad Smith, Rushville, IN – Rush Memorial Hospital
- Dr. Brien Smith, Muncie, IN – Ball State University, Miller College of Business
- Rob Sparks, Anderson, IN – Anderson Corporation of Economic Development
- Chuck Staley, Anderson, IN – Flagship Enterprise Center
- Penny York, New Castle, IN – Henry County Economic Development Corporation
- Dan Zuerner, Terre Haute, IN – Hannum, Wagle & Cline/Garmong Construction

Energize-ECI Services

Energize-ECI provides the following assistance to potential businesses:

- Data, Demographics and Business Statistics for Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, and Rush counties; East Central Indiana; and the State of Indiana
- Business Site, Building and Industrial Park Availability
- Economic Development Contacts for East Central Indiana and Indiana
- Business Incentives and Tax Information
- Comparisons of Region and State to Other Parts of the United States
- Workforce, Training and Educational Resources
- How East Central Indiana's Advantages will Benefit Your Business
- Materials Describing the Specific Counties of East Central Indiana
- Providing Information to International Prospects
- Specialized Information Requests

Energize-ECI offers many advantages to potential businesses, including:

- 75% of the U.S. and Canadian population can be reached within a one-day truck drive from East Central Indiana
- Centralized Location - Easy Access to Big Cities
- Established Transportation Network
- Low Cost of Business Operation
- Low Cost of Living (92% of the national index)
- Seasonal, Temperate Climate
- Available Quality Workforce
- Powerful Educational Resources
- Traditional Values and Ethics
- Aggressive Economic Development Incentives
- Economic and Cultural Diversity
- Clean, Safe and Friendly
- Favorable Business Environment
- Wonderful Quality of Life - Work/Life Balance

Energize-ECI EB-5 Visa / Regional Center Proposal

- Public-Private Collaborations
- Vibrant Community Spirit
- Available Sites and Facilities

Current East Central Indiana Investors

Agricor	GPS America
Allied Enterprise	General Cable
Alphabet	General Motors
American Pride Smokers	H&B Conditioning
American Woodmark	Hartford City Paper
Anderson Tool and Engineering	Hartson-Kennedy
Astral Industries	Heartland Business Center
Atlas Foundry	Holiday Inn Express
Ball Memorial Hospital	Imaging Center
Benic Racing	Indiana Corrugated
Best Aire	Indiana Ticket
Blackford Community Hospital	Interiors Woodworking
Boots Creek Converting	International Paper
Bureau of Motor Vehicles	J.B.D. Machine
CVS Systems	JSG Processing
CSX	J-Trans, Inc.
Cadence Innovations	Jennerjahn Machine, Inc.
Carquest Products	Keihin Aircon, N.A.
Carter Logistics	LAT
Central Indiana Ethanol	Lein Corporation
Central States Enterprises	MCS Computer Sales and Service
Clearwater Manufacturing	MPT - Muncie Division of Magna
Coca Cola Bottling	Powertrain USA
Computer Age Engineering	Marion General Hospital
Copeland Corporation	Marion Steel
Createc, Inc.	Medical Consultants
DIY Group	Metaldyne
Dana Corp.	Mid-West Metal Products
Double "H" Manufacturing	Modern Machine
Dunham Sports	Moorehead Communications
Draper, Inc.	Moorehead Technologies
Ertl Industries	Moser Engineering
FCC (Indiana) Mfg.	New Castle E-Coating Plus
First Merchants Corporation	Newlon Metals
Flagship Enterprise Center	North America Manufacturing
Fortco Plastics	Nova Pak
Fort Recovery Industries	Ontario Systems
Franklin Electric	PA Labs
GFT Corporation	Packaging Corp. of America

Energize-ECI EB-5 Visa / Regional Center Proposal

Park Avenue Industries Peerless Machine & Tool Pengad Indy Pennville Custom Cabinetry Phoenix Companies Pierce Company Pool Cover Specialists Portland Forge Precision Tool & Die Preferred Community Services Premier Ethanol LLC Prime PVC Progressive Medical Imaging Quality Center for Engineering Quality Housing Qualtech Tool & Engineering Randolph County Airport Red Gold, Inc. Rush Memeorial Hospital	SDP Manufacturing S&S Steel St. Gobain Containers Save a Lot Sherry Laboratories Simons Manufacturing Taditel TechnoSoft Trane Corporation Twoson Corp./Mursix Tyson Foods, Inc. Viking of New Castle Weaver Popcorn Wiley Metal Fabrication Winterfield Manufacturing Wright Repairs X-Plex Extreme Sports Youth Opportunity Center
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Largest Employers in East Central Indiana
(excluding government)

Rank	Business	Employees	County
1.	Ball State University	3,497	Delaware
2.	Cardinal Health System	2,826	Delaware
3.	General Motors	1,724	Grant
4.	St. John's Health System	1,718	Madison
5.	Community Hospital	1,466	Madison
6.	Anderson Community Schools	1,450	Madison
7.	Pendleton Correctional Facility	1,436	Madison
8.	Marion General Hospital	1,242	Grant
9.	Muncie Community Schools	1,135	Delaware
10.	Henry County Hospital	1,014	Henry
11.	Hoosier Park Racing/Casino	950	Madison
12.	Red Gold	900	Madison
13.	Veteran's Hospital	865	Grant
14.	Wal-Mart Distribution Center	850	Grant
15.	Wal-Mart Stores	825	Delaware
16.	New Castle Community Schools	775	Henry
17.	Fayette County School Corp.	750	Fayette
18.	American Woodmark	715	Grant
19.	Marsh Super. / Village Pantry	704	Delaware
20.	Sallie Mae	675	Delaware
21.	Fayette Regional Health Systems	649	Fayette

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22.	Indiana Wesleyan University	625	Grant
23.	Dollar General Distribution Center	620	Grant
24.	Carter Express	617	Madison
25.	Alphabet inc.	615	Jay
26.	FCC (Indiana) Mfg.	550	Jay
27.	Affiliated Computer Services	548	Madison
28.	Jay County School Corp.	520	Jay
30.	Draper, Inc.	510	Henry
31.	First Merchants Corporation	495	Delaware
32.	Wal-Mart Stores	490	Madison
33.	Anderson University	480	Madison
34.	Youth Opportunity Center	476	Delaware
35.	Taylor University	474	Grant
36.	St. Gobain Containers	460	Jay
37.	Tyson Inc.	450	Jay
38.	Anchor Glass Containers	410	Randolph

Largest Communities in East Central Indiana
(Source – Stats Indiana – 2008)

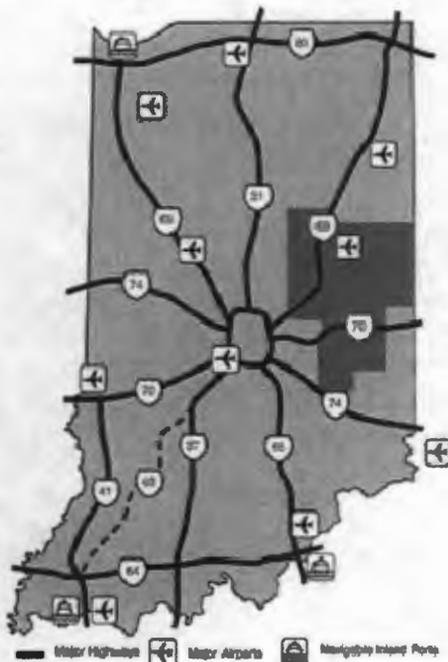
Rank	Community	Population	County
1.	Muncie	64,975	Delaware
2.	Anderson	57,282	Madison
3.	Marion	30,212	Grant
4.	New Castle	18,339	Henry
5.	Connersville	13,931	Fayette
6.	Elwood	9,027	Madison
7.	Yorktown	8,523	Delaware
8.	Hartford City	6,302	Blackford
9.	Portland	6,158	Jay
10.	Rushville	6,068	Rush
11.	Alexandria	5,854	Madison
12.	Gas City	5,683	Grant
13.	Winchester	4,601	Randolph
14.	Pendleton	4,207	Madison
15.	Fortville	3,732	Madison
16.	Upland	3,642	Grant
17.	Union City	3,324	Randolph
18.	Dunkirk	2,950	Jay
19.	Fairmount	2,734	Grant
20.	Middletown	2,354	Henry
21.	Albany	2,311	Delaware
22.	Knightstown	2,015	Henry
23.	Edgewood	1,867	Madison
24.	Frankton	1,860	Madison

Energize-ECI EB-5 Visa / Regional Center Proposal

25. Lapel 1.845 Madison

East Central Indiana Transportation

- 75% of the U.S. and Canadian Population can be reached within a one day truck drive from East Central Indiana
- Delaware County has a major airport
- Interstates 69, 70 & 74 go through East Central Indiana
- Rail service throughout East Central Indiana
- Indiana has 3 state-of-the-art international water ports – each a Foreign Trade Zone



Area Universities and Colleges

- Anderson University
- Ball State University
- Indiana Wesleyan University
- Ivy Tech Community College
- Purdue University College of Technology at Muncie
- Taylor University

East Central Indiana Business Incentives

Energize-ECI offers current information on business incentives, Enterprise Zones, tax credit programs and grants available to encourage capital investment within the East Central Indiana region. State and regional contacts include:

Indiana Economic Development Corp.
One North Capitol, Suite 700

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Indianapolis, IN 46204
Phone: 317.232.8800
Fax: 317.233.5123
Website: www.iedc.in.gov

Eastern Indiana Economic
Growth Region
P.O. Box 1081
Muncie, IN 47308-1081
Phone: 765.741.5863
Fax: 765.741.5869
Website: www.eiegr.org

Indiana Small Business Development
Corporation
One North Capitol, Suite 900
Indianapolis, IN 46204
Phone: 317.234.2082
Fax: 317.232.8822
Website: www.isbdc.org

The following are a highlight of some of the incentive programs available:

- **Edge** - A refundable tax credit program designed to help companies creating new jobs in Indiana. www.in.gov/iedc/incentives/edge.html
- **HBITC** - Provides a credit against a company's Indiana tax liability to encourage capital investment in Indiana. www.in.gov/iedc/incentives/hbitc.html
- **SBIR** - Provides matching grants to recipients of Phase I awards from the Small Business Innovation and Research (SBIR) and Small Business Technology Transfer (STTR) programs. www.in.gov/iedc/sbir/index.html
- **SEF** - Provides financial assistance to businesses training their workforce. www.in.gov/iedc/incentives/sef.html
- **Shovel Ready Program** - Designed to help companies locate and develop sites quickly for business opportunities. www.in.gov/iedc/shovel/index.html
- **21st Century Fund** - Designed to stimulate the development and commercialization of advanced technologies in Indiana. www.21fund.org
- **Industrial Recovery Tax Credit** - Provides an incentive for companies to invest in facilities requiring significant rehabilitation or remodeling. www.in.gov/iedc/incentives/dinosaur.html
- **IDGF** - Provides financial support for infrastructure improvements in conjunction with projects creating jobs and generating capital investment in Indiana. www.in.gov/iedc/incentives/idgf.html
- **TECH** - A reimbursement grant program that helps existing companies train workers in information technology. www.in.gov/iedc/workforce/tech.html

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- VCI - Provides individual and corporate investors an additional incentive to invest in early stage firms, improving access to capital for fast growing Indiana companies. www.in.gov/iedc/incentives/venture.html

Foreign-Owned Businesses Operating in East Central Indiana

• Muncie Power Products	Italy	Delaware County
• Miasa Automotive LLC	Spain	Delaware County
• Saint-Gobain Containers	France	Delaware County
• Keihin Aircon North America	Japan	Delaware County
• Magna Power PT	Canada	Delaware County
• Brevini USA	Italy	Delaware County
• Brevini Wind	Italy	Delaware County
• VAT Energies	Germany	Delaware County
• VAT Service	Germany	Delaware County
• Tomasco Indiana LLC	Japan	Randolph County
• Applegate Livestock Equipment	Canada	Randolph County
• KVK U.S. Technologies	Germany	Henry County
• TS Tech	Japan	Henry County
• Outokumpu Stainless	Finland	Henry County
• Nestle	Switzerland	Madison County
• FCC (Indiana) Inc.	Japan	Jay County
• Fujitsu Ten Corp. of N.A.	Japan	Rush County
• Taditel	Israel	Madison County
• Elsa LLC	Japan	Madison County
• Home Design Products	Israel	Madison County
• Intat Precision	Japan	Rush County

GEOGRAPHIC REGION

The region is located in north-east-central Indiana between Indianapolis and Fort Wayne. The East Central Indiana region has a land area of 1,356 square miles and a population density of 161.5 people per square mile. With the exception of Muncie and Marion, the area is primarily rural with numerous small towns and communities. The land of East Central Indiana is primarily low, gently rolling hills and shallow valleys connected by flat plains and separated by meandering rivers.

East Central Indiana counties participating in Energize-ECI and the EB-5 Regional Center include: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, and Rush. Each offers its own distinctive blend of resources, opportunities and traditional core values based on hard work and the spirit of innovation.

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East Central Indiana by the Numbers

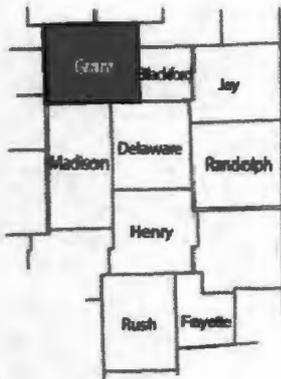
- Population Total: 446,773
- Total Housing Units: 210,508
- K-12 Education Enrollment: 76,122
- Median Household Income: \$37,405
- Total Resident Labor Force: 227,951
- Unemployment Rate: 11.1%
- Cost of Living Index: 92.1%

Energize-ECI by County



Energize-ECI EB-5 Visa / Regional Center Proposal

Grant County



Population: 73,403

Grant County Economic Growth Council

- Timothy Eckerle, Executive Director
- teckerle@grantcoindevelopment.com
- 301 S. Adams St., Suite 109
- Marion, IN 46952
- Ph: 765.662.0650 888.668.3203
- Fx: 765.662.8340
- www.grantcounty.com

Largest Area Employers

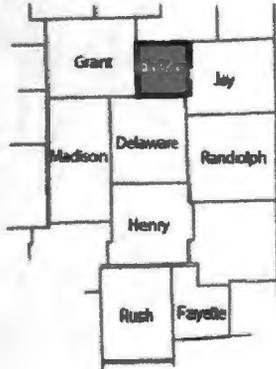
1. General Motors - 1,400
2. Marion General Hospital- 1,090
3. Indiana Wesleyan Univ. - 900
4. Veteran's Hospital - 855
5. Wal-Mart Dist. Cntr - 850
6. Dollar General Dist. Cntr - 650
7. Taylor University - 450
8. American Woodmark - 450
9. Dana Corporation - 375
10. Carey Services - 309

Cities & Towns

- Marion - 30,644
- Gas City - 5,819
- Upland - 3,735
- Fairmount - 2,814
- Jonesboro - 1,759
- Swayzee - 935
- Van Buren - 870
- Sweetser - 842
- Matthews - 558
- Fowlerton - 290
- Converse - 201

Energize-ECI EB-5 Visa / Regional Center Proposal

Blackford County



Population: 13,849

Blackford County Economic Development Corporation

- Rob Cleveland, Executive Director
- rcleveland@blackfordcoedc.org
- 121 N. High St.
- P.O. Box 71
- Hartford City, IN 47348
- Ph: 765.348.4944
- Fx: 765.348.4945
- www.blackfordcoedc.org

Cities & Towns

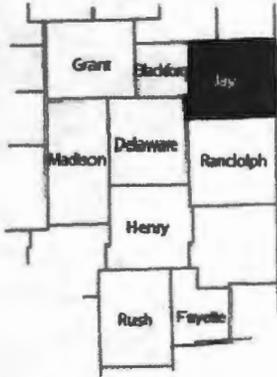
- Hartford City - 6,684
- Montpelier - 1,857

Largest Area Employers

1. Blackford Co. Schools - 325
2. 3M Company - 200
3. Key Plastics - 191
4. Blackford Co Hospital - 162
5. Emhart Gripco - 125
6. Blackford County - 95

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Jay County



Population: 21,606

Jay County Development Corporation

- William E. Bradley, Jr., Executive Director
- bbradley@jaycodev.org
- 118 S. Meridian, Suite B
- Portland, IN 47371
- Ph: 260.726.9311
- Fx: 260.726.4477
- www.jaycountydevelopment.org

Cities & Towns

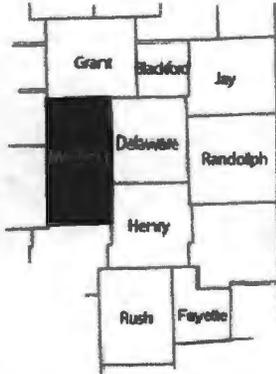
- Portland - 6,600
- Dunkirk - 2,700
- Redkey - 1,400
- Pennville - 800
- Bryant - 325
- Salamonia - 160

Largest Area Employers

1. FCC (Indiana) Mfg. - 500
2. Saint-Gobain Containers - 400
3. Tyson Foods, Inc. - 392
4. Portland Forge - 265
5. Createc - 100
6. Fortco Plastics - 95
7. Mosey Manufacturing - 93
8. Jay Products - 82
9. Joyce-Dayton - 74

Energize-ECI EB-5 Visa / Regional Center Proposal

Madison County



Population: 131,312

Corporation for Economic Development

- Rob Sparks, Executive Director
- robsparks@cedanderson.com
- 2701 Enterprise Dr., Suite 100
- Anderson, IN 46013
- Phone: 765.642.1860
- Fax: 765.642.0266
- www.cedanderson.com

Largest Area Employers

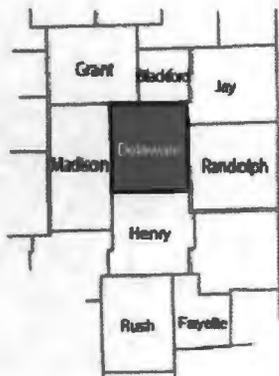
1. St. Johns Health System - 1,718
2. Anderson Community Schools - 1,500
3. Community Hospital Anderson - 1,466
4. Pendleton Correctional Facilities - 1,436
5. Hoosier Park Racing & Casino - 950
6. Red Gold Inc. - 900
7. Madison County Government - 828
8. City of Anderson - 720
9. Carter Express, Inc - 617
10. Affiliated Computer Services - 550

Cities & Towns

- Anderson - 57,496
- Elwood - 9,039
- Alexandria - 5,883
- Pendleton - 3,969
- Chesterfield - 2,755
- Edgewood - 1,866
- Frankton - 1,860
- Lapel - 1,848
- Ingalls - 1,665
- Summitville - 1,041
- Markleville - 395

Energize-ECI EB-5 Visa / Regional Center Proposal

Delaware County



Population: 116,362

Muncie/Delaware County Economic Development Alliance

- Terry Murphy, V.P.
- tmurphy@muncie.com
- P.O. Box 842
- Muncie, IN 47308-0842
- Ph: 765.288.6681 800.336.1273
- Fx: 765.751.9151
- www.muncie.com

Cities & Towns

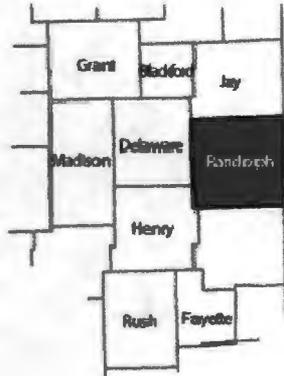
- Muncie - 67,000
- Yorktown - 4,700
- Albany - 2,300
- Daleville - 1,600
- Eaton - 1,600
- Gaston - 1,000
- Selma - 880

Largest Area Employers

1. Ball State University - 3,568
2. Cardinal Health System - 2,500
3. Muncie Comm. School - 1,485
4. Wal-Mart - 825
5. Sallie Mae - 725
6. Marsh Supermarkets - 704
7. Delaware County Gov't - 590
8. City of Muncie - 562
9. First Merchants Corporation - 520
10. Youth Opportunity Center - 476

Energize-ECI EB-5 Visa / Regional Center Proposal

Randolph County



Population: 27,401

Randolph County Community & Economic Development Foundation

- Kevin Law, Executive Director
- Kevin@randolph-county.org
- 111 S. Main St.
- P.O. Box 529
- Winchester, IN 47394
- Ph: 765.584.3266 800.905.0504
- Fx: 765.584.3622
- www.randolph-county.org

Cities & Towns

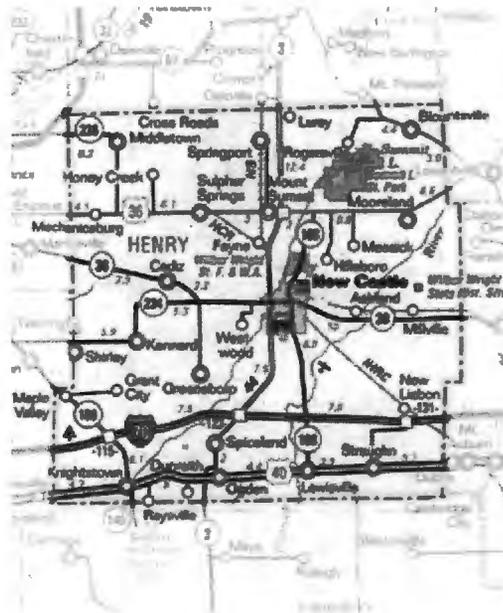
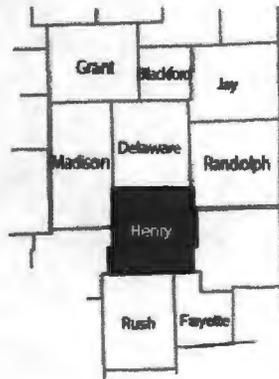
- Winchester - 5,000
- Union City - 3,600
- Farmland - 1,400
- Parker City - 1,400
- Lynn - 1,100
- Losantville - 880
- Ridgeville - 640
- Saratoga - 280
- Albany - 200
- Modoc - 200

Largest Area Employers

1. Anchor Glass Container - 350
2. Tomasco Indiana LLC - 330
3. Randolph Central School Corp. - 250
4. Randolph Co. Government - 250
5. St. Vincent/Rand. Hospital - 240
6. Astral Industries - 210
7. Frank Miller Lumber - 185
8. Randolph Eastern School Corp. - 150
9. Workhorse Custom Chassis - 137
10. OMCO Mold - 130

Energize-ECI EB-5 Visa / Regional Center Proposal

Henry County



Population: 47,244

New Castle/Henry County Economic Development Corp.

- Kelli Wasson - Office Manager
- info@midwestdevelopment.org
- 100 S. Main, Suite 203
- New Castle, IN 47362
- Ph: 765.521.7402 866.521.7402
- Fx: 765.521.7404
- www.midwestdevelopment.com

Largest Area Employers

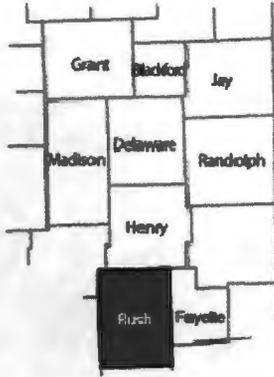
1. Henry Co. Hospital - 1,014
2. New Castle Comm. Schools - 750
3. Draper, Inc. - 537
4. New Castle Correctional Facility - 486
5. Henry County Gov't. - 365
6. Wal-Mart - 356
7. Grede Foundries - 330
8. TS Tech - 187
9. Allegheny Ludlum Steel - 167
10. City of New Castle - 159

Cities & Towns

- New Castle - 19,500
- Middletown - 2,384
- Knightstown - 2,026
- Spiceland - 900
- Kennard - 433
- Mooreland - 375
- Lewisville - 374
- Sulphur Springs - 329
- Mount Summit - 297
- Dunreith - 175
- Springport - 165

Energize-ECI EB-5 Visa / Regional Center Proposal

Rush County



Population: 18,016

Rush County Economic & Community Development Corporation

- Brad Buening
- bbuening@rushecdc.org
- 315 N. Main St.
- Rushville, IN 46173
- Ph: 765.938.3232
- Fx: 765.932.4191
- www.rushecdc.org

Cities & Towns

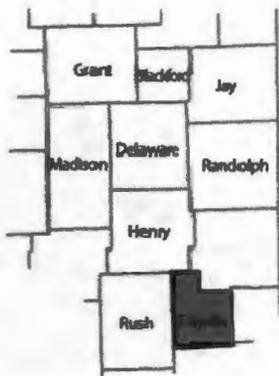
- Rushville 5,995
- Carthage 928
- Milroy 600
- Glenwood 209

Largest Area Employers

1. Copeland Corporation - 250
2. INTAT Precision Inc. - 230
3. Rush Memorial Hospital - 228
4. The Trane Company - 200
5. Herdrich Petroleum - 200
6. Rush County - 99
7. City of Rushville - 73
8. McGraw Industries - 56
9. Harcourt Outlines - 55
10. Rush-Shelby Energy - 47

Energize-ECI EB-5 Visa / Regional Center Proposal

Fayette County



Population: 24,934

Fayette County Economic Development

- Bryan Coats, Executive Director
- bcoats@edgconnersville.com
- 504 Central Ave.
- Connersville, IN 47331
- Ph: 800.943.2432
- Fx: 765.825.4613
- www.edgconnersville.com

Cities & Towns

- Connersville - 15,411
- Glenwood - 318

Largest Area Employers

1. Fayette County School Corp. - 750
2. Fayette Regional Health Systems - 649
3. Dresser Roots - 175
4. Stant USA - 150
5. Keener Corporation - 80
6. Sapa Aluminum Technologies - 77
7. Achieva Resources Corp. - 75
8. Fayette Tool & Engineering - 55
9. Hassler Textile - 54
10. H & E Machine - 34

Energize-ECI EB-5 Visa / Regional Center Proposal

ENERGIZE-ECI MARKETING STRATEGY

Energize-ECI currently markets East Central Indiana's advantages around the world:

- Serves as an initial contact point to promote the advantages of East Central Indiana on behalf of Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, and Rush counties
- Provides global marketing through website, publications, attending trade shows, business prospecting and participating in business development trips throughout the world
- Provides fast response to information requests from site selection professionals and business executives throughout the world
- Operates the Energize-ECI Engagement Center in Muncie, IN - a collaboration of organizations working together to advance area economic and workforce development, training and new business incubation
- Acts as a catalyst and facilitator for a team approach to regional economic development
- See **Exhibit A** for a comprehensive collection of press releases and Energize-ECI's 2010 Regional Report

Energize-ECI's calendar of events for 2009 was as follows:

February 11-13, 2009 - IEDC Regional Sales Trip, Dallas, TX

August 10-12, 2009 - IEDC Regional Sales Trip, Chicago, IL - Roy Budd

March 16-17, 2009 - Energize-ECI Regional Sales Trip, Chicago, IL

August 17-18, 2009 - Energize-ECI Regional Sales Trip, Atlanta, GA

March 30-April 2, 2009 - Expansion Management Roundtable, Vail, CO

September 13-15, 2009 - Japan-Midwest Conference, Imperial Hotel, Tokyo, Japan

May 4-7, 2009 - Windpower 2009 Conference, Chicago, IL

September 16-17 2009 - IEDC Regional Sales Trip, Atlanta, GA

June 2-4, 2009 - IEDC Regional Sales Trip, New York, NY

October 1-4, 2009 - IEDC Annual Conference, Reno, NV

June 8-11, 2009 - Expansion Management Roundtable, Myrtle Beach, SC

October 12-15, 2009 - Expansion Management Roundtable, Tucson, AZ

June 25-26, 2009 - Energize-ECI Regional Sales Trip, Cleveland, Ohio

November 11-13, 2009 - Energize-ECI Regional Sales Trip, Dallas, TX

Energize-ECI EB-5 Visa / Regional Center Proposal

REGIONAL CENTER BUSINESS PLAN

Relevant Business Documents

Energize-ECI is prepared to move forward with the implementation and development of the regional center. In accordance, Energize-ECI has prepared the following sample business documents:

- See **Exhibit B** for a sample Instructions for Investor Suitability Questionnaire
- See **Exhibit C** for a sample Confidential Private Placement Memorandum
- See **Exhibit D** for a sample Operating Agreement
- See **Exhibit E** for a sample Investment Escrow Agreement
- See **Exhibit F** for a sample Subscription Agreement
- See **Exhibit G** for a sample Joinder Agreement
- See **Exhibit H** for an outline of Energize-ECI's Investor Screening process
- See **Exhibit I** for an outline of the Filing Process for EB-5 Visas to be provided to potential investors.

Target Industry Narrative

The diverse group of business types which will be included in EB-5 investor recruiting reflects the diversity of resources of the nine (9) counties included in the ECI region. They range from rural counties to highly industrialized counties, with great highway access and world-class educational institutions.

- **Advanced Manufacturing** - East Central Indiana offers a rich history in manufacturing – from innovation to incorporating technology to improve production efficiencies, quality and reduced costs. Many large manufacturing facilities continue to thrive in East Central Indiana, due in a large part to the Midwestern work ethic, a well-connected transportation network, access to a highly educated workforce and the willingness to develop and implement new production methods. Plus, the area offers low operational costs and an abundance of energy sources. The diversity of area universities and growing international investment in the region provides a welcoming foundation for additional foreign investment. Energize-ECI hopes to attract new businesses to the region by developing world-class advanced manufacturing resources through:

- Creating an awareness of East Central Indiana's advanced manufacturing resources and new investment opportunities
- Facilitating access to public resources
- Reporting progress and updates

Indiana is #1 in manufacturing productivity among major industrial states, with \$113,570 in gross productivity per employee. (Wisconsin Manufacturing Extension Partnership, October 2005). Indiana is the #1 manufacturing state in terms of employment and in terms of the number of plants. (Manufacturers News, August 2006).

Energize-ECI EB-5 Visa / Regional Center Proposal

Indiana is home to many international companies known for their use of advanced manufacturing: Honda, Toyota and Subaru - plus many other suppliers of components manufactured to the highest quality standards utilizing technology. East Central Indiana's heritage in manufacturing and strong work ethic provide excellent growth and investment opportunities for participants in an EB-5 Visa Regional Investment Center. East Central Indiana is a culturally diverse region, provide a welcoming, engaging, friendly and safe environment for investors and residents. Our universities attract a great and growing percentage of international students.

- **Agri-Business/Food Processing** - Rural East Central Indiana is well-known for its quality production of agricultural crops for a wide variety of markets: food products for human consumption; animal feeds; fuels and other uses - a portion of which is exported. The region actively promotes the use of biofuels including ethanol and blended biofuels derived from corn and soybeans. Indiana recently passed a comprehensive clean energy production incentive package to bring the state to the forefront of the advanced agricultural and food processing industries.

Indiana's natural environment and the state's commitment to supporting the agricultural industry make East Central Indiana an ideal location for agricultural business opportunities. Indiana is the 4th leading state in soybean production and the 5th leading state in corn production (World Book Encyclopedia, 2007).

Delaware County has a specialized business park which focuses on agricultural and food processing industries. The region is perfectly located - in the middle of the area of growing and processing crops - right next to large metropolitan areas, with a great highway network for moving product. Additional opportunities exist for new investments and business start-ups.

- **Alternative Energy/Green Technology** - Indiana has created a state tax exemption on partial income derived from federal patents for new technology or processes. Under the law, qualified utility and plant patents are exempt from taxation on certain income derived from patents. Indiana is home to the largest wind farm east of the Mississippi River and was ranked by the American Wind Energy Association as the fastest-growing state for wind energy development in the nation in 2008. The nation's largest geothermal heating and cooling system is being built in Muncie, Indiana to serve Ball State University, an institution known as a leader in green building and education. Several utilities are testing wind farm opportunities in several East Central Indiana counties.

Brevini USA and Brevini Wind are Italian companies who have located their U.S. headquarters in East Central Indiana. Brevini Wind manufactures transmission systems for electricity-generating wind turbines. A German company has established VAT Energies and VAT Service in East Central Indiana. VAT Energies designs and manufactures wind and solar powered streetlights and vertical vane wind turbines. VAT Service provides maintenance on wind turbine units throughout the country. Other green related industries are located in the region, helping position it as a leader in green technology. A joint venture in Union City, IN partners a school corporation and city together to erect a wind turbine to supply local electrical energy. East

Energize-ECI EB-5 Visa / Regional Center Proposal

Central Indiana is a fertile place for innovation and new product development – solar collectors and storage, hybrid commercial vehicles and school businesses, energy storage devices and other green technology ideas. East Central Indiana is an ideal region of green investments and business development.

- **Logistics & Distribution** - Indiana is widely known as the “crossroads of America” and when you look at a map of the state, you see the well-developed network of interstates, federal and state highways connecting the hub of Indiana communities with North America. From the East Central Indiana region, you can reach 75% of the populations of the U.S. and Canada within a 24-hour truck drive. As home to a growing number of businesses in the advanced manufacturing, agriculture, food processing, green technologies and alternative energies sectors, East Central Indiana is a prime location for logistics and distribution businesses, capitalizing on its proximity to major markets and metro areas. Indiana is the 10th largest exporting state (U.S. Census Bureau, 2007 Foreign Trade Statistics). Indiana’s transportation structure is being dramatically improved through the “Major Moves” program, which will provide \$12 billion in funding for comprehensive infrastructure improvements during the next 10 years – including an extension of I-69 from Indianapolis through Southern Indiana. East Central Indiana provides excellent opportunities for the development of transportation, warehousing and exporting businesses and investments.

- **Information Technology** – A wealth of computer related knowledge exists in East Central Indiana, thanks to the presence of world-class universities and colleges. The region has many software and IT businesses, with room for more.

Indiana’s largest software producer, Ontario Systems, is located in the region, along with many other IT specialists and companies. The expertise of special technology and emerging media programs at Ball State University and other area institutions has accelerated an interest in the region for its technological competence and available talent. Ball State University has been recently ranked as the #1 wireless university in the nation. East central Indiana is an excellent choice for investment in new and expanding technology related businesses.

REGIONAL CENTER MARKETING PLAN

Energize-ECI has worked to identify and build a contact network of regional residents and business people with foreign backgrounds and connections. Energize-ECI has been building relationships with foreign-owned businesses in the area, along with universities and government and economic development leaders. The reaction has been tremendously positive – supporting the importance of establishing a Regional Center in our nine-county region. We have developed materials describing an EB-5 Visa Regional Investment Center, to educate our leaders about the Regional Center and the benefits it offers foreign investors, East Central Indiana, our state and the United States. As economic development officials from the area visit other countries on their trade missions, they are discussing the idea of establishing an Energize-ECI EB-5 Visa Regional Investment Center in East Central Indiana.

Energize-ECI EB-5 Visa / Regional Center Proposal

Energize-ECI will promote the Regional Center through the following:

- Printed materials about EB-5 Regional Center opportunities (with foreign language versions)
- A special EB-5 Regional Center section of www.energize-eci.org website with foreign language translations
- Promote the Regional Center with current businesses in the region
- Media releases promoting the Regional Center and its successes
- Advertising in selected media with an international focus
- Promote with foreign-owned businesses in state
- Promote with foreign embassies and business associations (Japan-America Society, German-American Chamber of Commerce, and other groups)
- Promote on local, regional and state trade missions outside U.S.
- Utilize the Energize-ECI contact network to help furnish leads for the Regional Center to develop

Energize-ECI has an office area created for the Regional Center personnel and is ready to begin operations as soon as the Regional Center is approved. In addition, Energize, ECI has designated a team member to oversee the development, establishment, and operation of the initial launching of the Regional Center.

Indiana Economic Development Corporation ("IEDC")

The IEDC responds quickly to help businesses locate, grow and thrive in Indiana. The State of Indiana's lead economic development agency, the IEDC oversees Indiana's statewide business attraction and development efforts, coordinates state programs and incentives for companies looking to grow in Indiana, and provides technical assistance, business expertise and funding to Indiana entrepreneurs and high-tech start-ups. The IEDC is led by Indiana Secretary of Commerce and Chief Executive Officer E. Mitchell Roob, Jr. and governed by a 12-member board chaired by Governor Mitch Daniels.

The state of Indiana, through the IEDC, offers a wide variety of programs, incentives and assistance for companies that invest and create jobs in Indiana. The IEDC's Office of International Development has established 6 international offices in strategic locations throughout the world. Each office has a corresponding geographic international development specialist located in Indianapolis to facilitate communications between companies and overseas office staff. Indiana representative offices are located in: Australia, China, Europe, Japan, Taiwan and United Kingdom.

The IEDC has pledged its support of the Energize-ECI Regional Center through the allocation of marketing support and other valuable resources.

Media Archives

Randolph County, Thursday, April 19, 2007

Tomasco Indiana, LLC, Tier 1 Honda supplier, breaks ground on \$29 million plant expansion

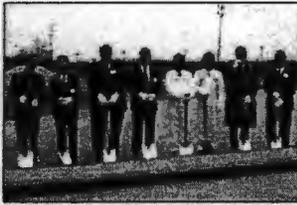
WINCHESTER, Ind. (April 19, 2007) - Governor Mitch Daniels and community leaders from East Central Indiana joined executives from Tomasco today to break ground on the expansion of the company's manufacturing facility here.

The \$29 million project will nearly double the company's Indiana workforce and add a parts manufacturing line that will supply the new Honda plant near Greensburg.

"We emphasize small town participation in our economic development activities, and Winchester and New Castle have taken positive steps forward to join our comeback," said Governor Mitch Daniels.



Construction of the 127,000-square-foot expansion project will begin later this month, and the company officials expect to begin full production at the site in late 2008.



"Honda's announcement of its Greensburg plant created a great opportunity for Tomasco to grow in Indiana," said Tim Peterson, Tomasco's vice president of manufacturing. "With our existing facility in Winchester and our excellent team of associates, this is a great growth opportunity for Tomasco and the economy of East Central Indiana."

Tomasco currently employs more than 130 in Winchester and produces a myriad of metal hinges, locks and brackets for Honda.

"The City of Winchester is pleased to be one of the first to benefit from Governor Mitch Daniels successful effort to attract the new Honda Manufacturing Plant to Indiana," said Winchester Mayor Steven D. Croyle. "The people of Winchester thank Governor Daniels for creating this opportunity and Tomasco for being a part of and growing in Winchester."

Indiana's economy continues to feel the positive impact of Honda's decision to build a new production facility in Decatur County near Greensburg. Interior parts supplier TS Tech announced in March that it would locate a new production facility in New Castle to support the new Honda plant.

"Indiana was the only state in the nation to welcome three new major automotive plants in 2008," said Nathan Feltman, Indiana Secretary of Commerce and chief executive officer of the Indiana Economic Development Corporation. "We are now seeing the further economic impact of last year's successes."

In 2006, Toyota announced it would build its Camry in Lafayette, and Cummins announced its plans to build its new family of light-duty clean-diesel engines in Columbus. Collectively, the three manufacturers expect to create more than 3,800 jobs and invest more than \$1 billion in their Indiana operations.



Media Archives

Delaware County, Thursday, April 19, 2007

Toyota of Muncie breaks ground for new \$5 million state-of-the art dealership facility

MUNCIE - Jeff Daniels, General Manager and Partner of Toyota of Muncie, hosted the community at the groundbreaking ceremony held at the dealership's new site located at the northwest corner of West McGalliard Road (SR-332) and Nebo Road, next to Damons Grill and Menards. Located on about 5 acres, the 27,623 square-foot dealership will be the home to Toyota cars and trucks, plus Toyota's Scion brand, the unique vehicle line developed for a youthful demographic segment.

"When the new facility opens in December, Toyota / Scion of Muncie will be one of the largest Toyota dealerships in the state and will incorporate Toyota Motor Sales, U.S.A.'s new building design which expresses the company's values of quality, dependability and reliability, while providing customers with an enjoyable dealer experience," commented Daniels. He added, "We have really enjoyed our presence near the Muncie Mall, but limitations for expansion necessitated the move to West McGalliard and Nebo. This new facility will give us the opportunity to meet the growth that Toyota and Scion expect from this expanding regional market, and fits well with Toyota's increasing presence as a leading automobile and truck manufacturer in Indiana. But more importantly, we will build a premier facility that is tailored to better serve past, current and future clients."



Over 100 people attended the ceremony. In addition to Jeff Daniels, participants in the groundbreaking included: Steve Gates, Dealer Principal of Muncie / Scion of Muncie; Paul Holdridge, General Manager of the Chicago Region of Toyota Motor Sales, U.S.A.; Dan Canan, Mayor of Muncie; Dan Allen, President, Muncie-Delaware County Chamber of Commerce; and Terry Murphy, Vice President, Muncie - Delaware County Chamber of Commerce. Many other area government officials, owners of neighboring businesses and community leaders attended the event, including Dr. Jo Ann Gora, President of Ball State University; and E. Roy Budd, Executive Director of Energize-ECI. On display at the new site were examples of four of the Toyota vehicle models assembled in Indiana, including the Camry sedan, Sequoia SUV, Sienna mini-van and Tundra pickup truck.

The new 27,623 square-foot Toyota / Scion of Muncie dealership will feature twelve service bays, two detail bays, a car wash and a retail parts center carrying all types of parts, do-it-yourself products and vehicle accessories. The facility will provide parking for over 280 vehicles. The spacious showroom is designed to focus on Toyota's diverse product line of cars, trucks and hybrid-technology vehicles, plus the unique Scion product line. Customers visiting the dealership can utilize computer kiosks offering free wireless internet, a children's play area, coffee bar, fireplace and a large flat-screen TV in the customer lounge. The facility will serve the automotive needs of Delaware, Grant, Blackford, Jay, Randolph and Henry counties.

The current dealership in Muncie, 612 E. McGalliard Road, will remain open to serve customers through the construction of the new facility. Toyota of Muncie's sales and showroom hours are 9:00 AM until 8:00 Monday through Saturday. Service center hours are 7:30 AM until 5:30 PM, Monday through Friday, and Saturdays from 8:00 AM until noon. For more information, contact Toyota of Muncie - phone (765) 289.0201. The company website is www.toyotamuncie.com.

Media Archives

Delaware County, Monday, April 30, 2007

IBM Selects Delaware County for New 500-Employee Customer Service Center

DALEVILLE, IN At a news conference held Monday, April 30th, Governor Mitch Daniels and company spokesperson Olivette Whipple announced that IBM will be opening a new customer service center in Daleville. IBM plans to invest \$3 million and employ 500 people within three years. The center will be housed in the former Burlington Motor Carriers corporate headquarters building on Commerce Drive (SR-67). The new call center will serve a combination of existing clients and new business development. More than 200 people attended the news conference, including business and governmental leaders from Delaware County, Madison County and East Central Indiana.



Olivette Whipple, Vice President for IBM Global Integrated CRM Delivery, said the Muncie - Delaware County area was selected because it offers an excellent pool of skilled and qualified applicants and Ball State University provides cultural and higher education opportunities. The majority of the positions available will be for call center agents. These positions will help clients assess and obtain services for systems management and business processes ranging from system upgrades of antivirus software to complete transfer of HR or finance functions from a company to IBM.



Governor Daniels said the new facility is one of the economic development projects called for under the agreement between the state and IBM. "A cleaned up welfare system, a billion tax dollars saved over the next decade, and 1,000 new jobs on top. This was already a huge win - seeing hundreds of those jobs sited in a small town is the bonus to a great reform."

"IBM's decision to locate in Daleville represents a significant step forward for our community," said Stephen Overmeyer, Daleville Town Board President. "Their choice to locate in the former Burlington building brings new life to the area and will create hundreds of new jobs for our citizens."

John Brooke, President of the Delaware County Commissioners said, "This is another great project for Delaware County. This is the second Fortune 500 Company to locate in our county in the last year. Between IBM and Sallie Mae, they will be providing over 1,200 jobs to our residents. Like most economic development projects, Delaware County had to compete for this project and we are extremely pleased to have won this center. As incentives were discussed we were able to negotiate a ten year commitment from the company and a best faith effort to hire at least seventy-five percent of its employees from Delaware County. We are very pleased to have IBM here and excited about the future."



"IBM will provide further diversification of the local economy and its \$12 million-plus annual payroll (when fully staffed) will have a very significant effect on the local economy. IBM, Sallie Mae, Muncie Ethanol LLC, and MPT-Muncie are four recent major successes here representing nearly 1,700 new jobs and \$200 million in new capital investment," said Robert Curtis, President & CEO, Cardinal Health System and Chairman of the Board for Vision 2011 Muncie-Delaware County Economic Development Alliance (EDA). Curtis added, "These projects, along with Ball Memorial Hospital's \$120 million expansion and hundreds of new jobs, as well as numerous EDA assisted expansions of existing businesses are helping to fuel our local economy."

E. Roy Budd, Executive Director of Energize-ECI, the regional economic development partnership for East Central Indiana commented, "IBM's decision to invest in our area will gain the attention of other expansion-minded businesses to focus on the many benefits of East Central Indiana - our ideal location, excellent quality of life, low cost of living Midwestern work ethic and the willingness of government entities to work together to encourage new business development and the expansion of current businesses."

Media Archives

Delaware County, Monday, May 21, 2007

East Central Indiana Represented at World's Largest Biotechnology Trade Show

Muncie, IN E. Roy Budd, executive director of Energize-ECI and Terry Murphy, vice president of economic development for the Muncie - Delaware County Chamber of Commerce, attended the BIO International Convention in Boston. BIO International is the world's largest life sciences and biotechnology convention and trade show. More than 28,000 people attended this year's event.

Budd and Murphy participated in BIO International to encourage expanding life sciences businesses to consider the many benefits of locating in East Central Indiana. E. Roy Budd commented, "Economic development officials were there from around the world to recruit companies from this rapidly growing business segment. It's highly competitive. For example, Las Vegas will offer a relocating company free land, plus no taxes for 20 years. We made many contacts which we will continue to manage. Our nine county area has distinct advantages to offer: a low cost of living and low cost of conducting business; a high quality of life; a well-trained and educated work force; an excellent transportation network; low utility costs; temperate climate; and a welcoming attitude to new businesses. Together, we'll keep working to achieve additional positive results."

Indiana Governor Mitch Daniels hosted a luncheon attended by over 100 former Hoosiers who live in the Boston area and work for life sciences businesses. Boston is known as a key center of life sciences research and innovation. The Governor also hosted a dinner for more than 120 company executives and venture capitalists, hoping to interest them to consider Indiana for upcoming expansions plans.

"Energize-ECI is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. It acts as a single point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals and companies researching the area for potential business locations. Energize-ECI answers inquiries regarding sites, buildings and regional information, then directs leads to the appropriate local economic development groups for further managing. Energize-ECI provides support to economic development organizations in Blackford, Delaware, Grant, Henry, Jay, Madison, Randolph, Rush and Wayne counties. Funding support for Energize-ECI trade missions, exhibits, programs and services is provided by public and private entities throughout East Central Indiana, by foundations and grants.

Media Archives

Delaware County, Tuesday, June 12, 2007

Energize-ECI Hosts Forum Regarding the Benefits of Private Equity Funding in Indiana

(Muncie) - How Indiana businesses can benefit from private equity funding was the topic of a presentation hosted by Energize-ECI at the Ball State University Alumni Center. The Indiana Investment Fund is a \$155 million investment fund managed by Credit Suisse Customized Fund Investment Group for the State of Indiana. The fund will invest in firms doing business in Indiana, companies looking to expand or relocate to Indiana, or firms that will invest in Indiana. The fund targets specific business investment opportunities in the \$1 to \$15 million range. The Indiana Investment Fund also focuses on one of the initiatives of the state's new strategic plan of increased funding for entrepreneurs and stressing the need to speed the rate at which new companies form and grow in Indiana.



According to Roy Budd, executive director of Energize-ECI, "We host these types of forums to make sure that business owners better understand the options, criteria and positive benefits of private equity funding and the opportunity for our regional business leaders to meet decision-makers from the funding sources. Private equity funding is integral to the growth and prosperity of many businesses in East Central Indiana. Maxon Corporation serves as a leading area example."

Private equity forum presenters and panelists included: Curt Rossman, manager of the Credit Suisse Indiana office; Tom Hiatt of Centerfield Capital Partners; Kristine Danz, partner with IceMiller, LLP; and Charlie Hetrick, president/CEO of Maxon Corporation headquartered in Muncie. Hetrick referred to his own company as an example of how private equity funding can help a privately owned company grow. Over forty business and economic development leaders from throughout East Central Indiana attended the session. The panelists devoted a segment of the forum to answer questions from the audience. The forum was targeted for business owners, entrepreneurs, attorneys, deal-makers, merger and acquisition or buy-out specialists and others routinely involved in advising clients in areas of capital formation.

Energize-ECI is the regional economic development private-public partnership promoting a nine county area of East Central Indiana throughout the world. It provides support, services and business opportunity leads to Blackford County, Delaware County, Grant County, Henry County, Jay County, Randolph County, Rush County, Wayne County and the City of Anderson. Funding support is provided by private and public entities, foundations and grants.

For more information regarding The Indiana Investment Fund, visit www.indianainvestmentfund.com.

Media Archives

Delaware County, Tuesday, June 12, 2007

Second Harvest Food Bank to Relocate From Anderson to Muncie

MUNCIE, IN Second Harvest Food Bank will move from Anderson into the former Feeny Manufacturing complex, a 36+ acre site on State Road 3, adjacent to the Water Bowl. The food bank purchased the property in April for \$700,000 following an 18 month search. Second Harvest had planned to renovate its Anderson facility, but serious structural problems to the building made the renovation financially impossible. Previous occupants of the Feeny complex included UPS and a gyrocopter manufacturer.

"We had every intention of staying in Anderson it's been home since we were founded in 1983," said Lois Rockhill, executive director of Second Harvest. "It just didn't work out that way. We were told the south wall of the Anderson building was so bad, the engineer couldn't understand how it was still standing."



The new complex includes four buildings totaling 110,000 square feet. The property also includes 24 acres of land yet to be developed. Roy Budd, executive director of Energize-ECI, the regional economic development partnership, said "Second Harvest is only taking a portion of the overall buildings on the site. There is still great office and warehouse space available and the green field acreage could be home to future business development opportunities. The location, right off the bypass, is another good selling point."

Second Harvest delivers about four million pounds of food annually to an eight county area: Blackford, Delaware, Grant, Henry, Jay, Madison, Randolph and Wabash.

Media Archives

Delaware County, Wednesday, July 04, 2007

Area Economic Development Officials Represent Energize-Eci At Site Selection Conference

Muncie, IN - Roy Budd, Executive Director of Energize-ECI; Terry Murphy, Vice President of Muncie/Delaware County Economic Development Alliance; and Bryan Coats, CEO of New Castle/Henry County Economic Development Corporation; represented East Central Indiana at the recent 3-day Site Selection Conference at Pinehurst, NC. The group met with site selection professionals from around the world and had opportunities to present the competitive business advantages offered by corporate expansion or relocation in East Central Indiana. Site selectors search out the best possible locations for their corporate clients, focusing on the criteria and needs established by the companies. Energize-ECI is a public/private partnership promoting economic development activities in the counties of Blackford, Delaware, Grant, Henry, Jay, Randolph, Rush and Wayne, plus the City of Anderson.

Media Archives

Delaware County, Thursday, July 05, 2007

Roy Budd and Terry Murphy Participate in IEDC New York Business Development Trip

Muncie, IN - Roy Budd, Executive Director of Energize-ECI and Terry Murphy, Vice President of the Muncie/Delaware County Economic Development Alliance, participated in a 3-day New York business development trip organized by the Indiana Economic Development Corporation. Roy and Terry made scheduled presentations to various businesses in the New York City area, focusing on companies having an interest in expansion or relocation. Energize-ECI is a public/private partnership promoting economic development activities in the counties of Blackford, Delaware, Grant, Henry, Jay, Randolph, Rush and Wayne, plus the City of Anderson.

Media Archives

Delaware County, Monday, July 09, 2007

East central Indiana leadership forum to be held in Muncie, July 18th

Muncie, IN The Regional Leadership Forum will present the latest insights into how to develop competitive economic and community development strategies through collaboration, open dialogue, leveraging human capital and cultural assets, and fostering a shared vision for the East Central Indiana region across the public, private and nonprofit sectors. This year's Regional Leadership Forum has the overarching theme of helping regions connect to resources at the State level. The discussions and actions taken during the Regional Forum will act as catalysts to create a vision for the East Central Indiana's future economic development and quality of life.

The East Central Indiana Leadership Forum will be held July 18th, from 7:30 AM - 11:30 AM, at the Ball State University Alumni Center, 2800 W. Bethel Ave., Muncie. The Forum is organized by the Indiana Humanities Council and being hosted by Energize-ECI. Additional supporting sponsors include the National Endowment For the Humanities and the Indiana Office of Community & Rural Affairs. Presenting speakers include: a representative for the Indiana Economic Development Corporation giving a presentation on "Accelerating Growth" and Marty Morrow, Deputy Commissioner and Chief Technology Officer from Indiana's Department of Workforce Development will give a presentation on workforce initiatives. Following the presentations will be a facilitated, open discussion of community and economic development topics. The objective is to create commitment and encourage collaboration among local organizations to tackle the key challenges of the region.

For online registrations to participate in the July 18th Forum, please go to www.indianahumanities.org, or phone Andrew Lee at the Indiana Humanities Council - 317.638.1500. Breakfast will be served for those registering in advance to attend.

Energize-ECI is a public/private partnership advancing economic development activities for a nine-county area of East Central Indiana, including: Blackford, Delaware, Grant, Henry, Jay, Randolph, Rush and Wayne counties; plus the City of Anderson.

Media Archives

Delaware County, Friday, August 17, 2007

Energize-ECI Represents East Central Indiana During IEDC Business Development Trip to Chicago

Muncie, IN - E. Roy Budd, executive director of Energize-ECI; Tim Eckerle, executive director of Grant County Economic Growth Council; and Mark Wickersham, area businessman; were members of the official team representing East Central Indiana during a 3 day (August 14, 15, 16) sales trip to Chicago. The business development trip was organized by the Indiana Economic Development Corporation (IEDC). Four teams, each with four members, had pre-scheduled appointments with a diverse group of prospects, to learn more about their expansion needs and to present the advantages Indiana offers to businesses. The objective was to cultivate new opportunities for economic development throughout our state.

Roy Budd commented, "The IEDC is very organized and focused in their efforts to build Indiana's economic future. We are pleased to be an integral part of their efforts. We made many strong contacts, which we will continue to manage. We're competing with the world, but our nine county area has distinct business advantages for existing and expanding companies: a well-trained and educated workforce; an excellent transportation network; world-class universities; low utility costs; a temperate climate; a low cost of living and operation; and a high quality of life; plus short commute times, allowing for a better work/life balance for East Central Indiana workers. Our state has gained a reputation for having a pro-business environment. But we still battle the lingering perceptions that the Midwest is a rust-belt area full of empty manufacturing plants and nothing else. We are addressing those perceptions with our new website, which I encourage everyone to visit and learn more about East Central Indiana, one of America's best kept secrets."

Energize-ECI is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. Energize-ECI acts as a single point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals, site consultants and companies researching the area. Energize-ECI answers inquiries regarding sites, buildings and regional information, then directs leads to the appropriate local economic development groups. Energize-ECI provides support to: Blackford, Delaware, Grant, Henry, Jay, Randolph, Rush and Wayne counties, plus the City of Anderson. Funding for trade missions, exhibits, marketing, programs, services and materials is provided by public and private entities throughout East Central Indiana, by foundations and grants.

Details about Energize-ECI and information about East Central Indiana may be viewed at their new, comprehensive website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305, by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's 48-page REGIONAL-FOCUS magazine, which contains a great overview of East Central Indiana, may be read or downloaded by going to the website.

Media Archives

Delaware County, Friday, September 07, 2007

East Central Indiana to be Well Represented on 2007 State of Indiana Trade Mission to Japan

Muncie, IN - E. Roy Budd, executive director of Energize-ECI, announced that Wayne Seybold, Mayor of Marion, and Bruce W. Hosier, Mayor of Portland, would serve East Central Indiana as delegates on the State of Indiana's 2007 Trade Mission to Japan, September 7th - 14th. This year's investment mission is being led by Governor Mitch Daniels, assisted by the Indiana Economic Development Corporation and is being held in conjunction with the 2007 Midwest U.S. - Japan Association Conference - September 9th - 11th in Tokyo. According to Roy Budd, "This trip represents the third time the State of Indiana has returned to Asia to call on current contacts and new business decision-makers. We are proud to have two mayors - Wayne Seybold from Marion and Bruce Hosier from Portland, representing the assets and advantages of East Central Indiana." In addition to participating in the Conference, members of the delegation have pre-scheduled appointments with companies doing business in Indiana, as well as those interested in investing in our state. The group will be presenting Indiana's economic advantages as they cultivate new investment opportunities. Mayor Hosier is Energize-ECI's official representative, with Mayor Seybold being member of the state delegation."

Roy Budd commented, "The IEDC is very focused in their efforts to continue to develop Indiana's economic growth. We are honored to be a part of their efforts. During previous missions, Energize-ECI representatives have cultivated many strong contacts, which we will continue to manage. In fact, our delegation will meet with several of these contacts on this trip. Although we're competing with the world, our nine county area has distinct business advantages for existing and expanding companies: a well-trained and educated workforce; an excellent transportation network; world-class universities; low utility costs; a temperate climate; a low cost of living and operation; and a high quality of life; plus short commute times, allowing for a better work/life balance for East Central Indiana workers. Indiana has gained a reputation for having a pro-business environment, but we continually battle the lingering perceptions that the Midwest is a decaying rust-belt. We help address those perceptions with our new website, www.energize-eci.org, which I encourage everyone to visit and learn more about one of America's best kept secrets."

Since 2005, the Indiana Economic Development Corporation (IEDC) has completed 28 competitive projects with Japanese businesses. Those 18 expansions and 10 new Indiana locations include \$1.3 billion in new capital investment and nearly 5,500 job commitments. In all more than 220 Japanese companies operate in Indiana. They've invested over \$9.3 billion in the state's economy and employ more than 42,000 Hoosiers. With the opening of the new Honda plant, Indiana has moved past Ohio and now ranks second to California for the amount of Japanese business investment in our state.

The Midwest U.S. - Japan Association conferences began forty years ago in Chicago, as a meeting between a farsighted group of interested businessmen from both sides of the Pacific. The purpose is to meet on an annual basis to discuss the growth and progress of economic relations of the American Midwest and Japan. Indianapolis hosted the 2006 Conference, in which Energize-ECI participated and helped sponsor.

In addition to Mayor Seybold and Mayor Hosier, other trade mission participants from East Central Indiana include: Terry Murphy - Muncie-Delaware County Economic Development Alliance; Robert Sparks - Anderson/Madison County Corporation for Economic Development; and Ayako Yamamoto-Girt - City of Anderson. The Indiana delegation is made up of 70 business, community and government leaders.

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Media Archives

Delaware County, Friday, September 07, 2007

Energize-ECI Launches New Global Website to Market During IEDC Business Development Trip to Chicago

"The more the business world knows about East Central Indiana, the more likely they will be to include our region on their lists of possible locations - as they search the world for expansion opportunities," advised Tom Farris, Muncie-based marketing consultant who directed the content for www.energize-eci.org, the new global website for Energize-ECI, the private/public partnership marketing the advantages of business expansion in a nine county area of East Central Indiana. Farris managed the creative and content aspect, while the web development team at C.S. Kern, Inc. engineered the technical and operational aspects for the newly launched site. "Since we are living in a global business environment - viewers may translate the information into six languages - German, French, Spanish, Korean, Japanese and Chinese - in addition to English," Farris added, "This shows the world that East Central Indiana is serious about welcoming new business opportunities to our region."



According to Roy Budd, Executive Director of Energize-ECI, "The regional website is a global portal for business development opportunities throughout E.C.I. - the website highlights the assets and attributes of our counties, towns and cities in the East Central Indiana area - the regional website will be used as a global marketing tool to enhance economic development and job creation opportunities throughout E.C.I." Areas participating in Energize-ECI include: Blackford, Delaware, Grant, Henry, Jay, Randolph, Rush and Wayne counties, plus the city of Anderson.

The site is comprehensive with its base of information, plus ability to link viewers to related sites to source more specific data and statistics. East Central Indiana has many competitive advantages in the eyes of site consultants:

- Central location to North America. Reach over 75% of the populations of U.S. and Canadian populations within a one-day truck drive
- High quality of life and work/life balance
- Available sites and buildings
- Workers of all skill sets
- Established transportation network
- Strong Indiana values and ethics
- Excellent business environment
- World class educational institutions
- Competitive operational and living costs

Viewers will learn that East Central Indiana has a population of 446,773; a resident labor force of 227,951; 210,508 total housing units, a K-12 education enrollment of 6,122; the median household income is \$37,405; the cost of living index is 92.1%; and a recent employment rate was 94.18%.

East Central Indiana has a nice blend of cities and towns. The fifteen largest communities in the region include:

	Community	Population	County
1.	Muncie	67,000	Delaware
2.	Anderson	57,942	Madison
3.	Richmond	39,124	Wayne
4.	Marion	30,644	Grant
5.	New Castle	19,500	Henry
6.	Hartford City	6,684	Blackford
7.	Portland	6,600	Jay
8.	Rushville	5,995	Rush
9.	Gas City	5,819	Grant
10.	Winchester	5,000	Randolph
11.	Yorktown	4,700	Delaware
12.	Upland	3,735	Grant
13.	Union City	3,600	Randolph
14.	Fairmount	2,814	Grant
15.	Dunkirk	2,700	Jay

www.energize-eci.org has a section that tells about Energize-ECI, its programs, services, directors, officers and partners, plus how they work together with the local economic development officials in the area to market East Central Indiana. Viewers can learn Indiana's national business rankings, such as - "Site Selection" Magazine (Spring 2006) rated Indiana the #1 State for Economic Development; names of the hundreds of companies who have made recent major investments throughout the region; and learn which area businesses make up the top 25 employers - here, you'll discover some surprises ...

Need a quick answer to a question about business sites or opportunities in ECI? Use the "Rapid Response" email form for a prompt reply. The current 48-page edition of the information-packed "RegionalFocus" magazine and the Energize-ECI newsletter may be read or downloaded from the site. Review state and ECI transportation maps; learn about state and local economic development incentives; read county summary information pages, then quick-link to each county's economic development website - with the ability to connect with additional local links. Available building, sites and industrial parks from each county can be viewed. Viewers interested in detailed statistics, state economic and business information, plus information about area colleges and universities, have quick-link access.

"As with most websites," Farris advised, "The Energize-ECI site is an evolutionary project. We will soon be adding updated photos to the site, additional facts and information, plus a special section listing area manufacturing skills training and educational opportunities is being developed. Most people visiting the site find something new each time they visit www.energize-eci.org. I encourage all area residents to visit the site to learn more about the benefits of living and working here. It will change many long-existing perceptions about East Central Indiana - we live in a great area with even greater potential."

Energize-ECI, Inc. is located in the Energize-ECI Engagement Center, 122 E. Main St., in downtown Muncie - a building housing offices for other organizations focusing on economic development, small business growth, workforce training and education.. Energize-ECI may be reached by phone - 765.254.1420; fax - 765.254.1450; email - info@energize-eci.org; or by visiting www.energize-eci.org.

Media Archives

Delaware County, Friday, September 07, 2007

**Energize-ECI to Host Informational Breakfast Meeting About New Website for Area Job Training Opportunities
Friday, September 21st, from 7:00 AM – 9:30 AM in Muncie**

"Where can employers go to learn about available training programs?"

"Where can workers go to learn about area job training opportunities?"

"Where can training providers go to publicize their programs?"

"Where can employers go to post specific training needs?"

"Where can training providers go to test employer interest in programs?"

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, advised, "We have an idea and concept to help address the above questions – create a website exclusively for job training programs in East Central Indiana. Since helping area businesses grow and prosper is part of our mission, it was a natural for Energize-ECI to provide leadership on this important initiative. We are collaborating with the East Central Indiana Manufacturing Skills Center and Ready Indiana, along with regional education and training providers to build the website. The website will permit employers and employees to access complete information regarding the various training programs offered by various resources in the area. Interested parties can learn about programs of interest, then link to the provider's site for details and possible registration."

Budd added, "The new job-training website could also serve as an electronic clearinghouse where employers and training providers can exchange information about specific training needs and possible future offerings. The benefits of the site are obvious, plus the concept helps establish East Central Indiana as a leader in emphasizing the importance of training existing employees for increased productivity, performance, safety and job satisfaction."

Energize-ECI is inviting interested manufacturers, businesses, education and training providers and others from Blackford, Delaware, Grant, Henry, Jay, Madison, Randolph, Rush and Wayne counties to attend an informational breakfast meeting on Friday, September 21st, from 7:00 AM to 9:30 AM – at the Ball State University Alumni Center in Muncie. Breakfast will be served at 7:00 AM to those attending. The meeting will introduce the concept of the new regional job training web pages and explore the specific needs and usability requirements of such a site by those attending. Suggestions from a user's perspective is integral to the next step in the ECI job training site development. Persons interested in attending the breakfast and presentation should RSVP to Marlene at Energize-ECI by September 13th – by phone 765.254.1420 or by email to mpulley@energize-eci.org. There is no fee for attending the meeting, as it is being underwritten by Energize-ECI and other sponsors.

Organizations co-sponsoring the event include: Energize-ECI, East Central Indiana Manufacturing Skills Center, Ready Indiana, The Indiana Chamber of Commerce, Ball State University and the Verizon Foundation.

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Details about Energize-ECI and information about East Central Indiana may be viewed at their new, comprehensive website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305, by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's 48-page REGIONAL-FOCUS magazine, which contains a great overview of East Central Indiana, may be read or downloaded by going to the website.

Media Archives

Delaware County, Friday, September 07, 2007

Mid-Year Update - Delaware County Home Sales Projected to Be 3rd Best Sales Year Ever - Following Record Setting 2006

Muncie, IN - Jim Kouns, CRS, GRI, is a local Coldwell Banker Lunsford real estate broker who has monitored the statistics of the area real estate market for many years. He knows firsthand how Delaware County and East Central Indiana have bucked the wild swings and downturns suffered by other parts of the U.S. He likes to share his statistics to show the facts about the local market - and how they often differ from national headlines and area perceptions. "In spite of what many people are thinking, 2007 has been a relatively strong real estate market in Delaware County. We've sold a lot of homes, however we're comparing against 2006, a record year for Delaware County home sales, with 2004 being the 2nd best," Kouns advised. "So, if we hold true to current projections, 2007 will conclude as the 3rd greatest year for home sales."



Kouns' "2007 Mid-Year Update" provides a factual insight into Delaware County home sales. Comparing against the sales record-setting year of 2006:

Summary of 2006

- Delaware County did not experience the real estate declines reported in most media.
- Unit home sales and total dollars set new records.
- Inventory levels decreased significantly.
- The market was nearly balanced (inventory vs. sales) below \$250,000.
- Delaware County has competitive, affordable housing.
- Building permits fell over 30%

Summary of Mid-Year 2007 Update

- Sold units are down 7%, compared to a record year in 2006.
- Inventory is up (7.8 months), but LESS than 2006.
- Average sale price is down 6.8% from the 2006 record year.
- If projections hold true, 2007 will be the 3rd best ever
- There's still time in 2007.
- Great buying opportunities above \$300,000

Mid-Year 2007 Statistics

- Sold Homes units were down 7.4% (768 thru the end of July 2007, from 829 in 2006)
- The Home Inventory is up for the year (921 in August 2007, but down from 978 for the same period in 2006)
 - **The 2007 Average Sale Price is down 6.8% at mid-year**
 - 2007 Average Price is \$91,345 - 94% were \$200,000 or less
 - 2006 Average Price was \$98,345 - 92% were \$200,000 or less
- For 2007, Home Sales are up in the \$100,000 - \$150,000 category, but slightly down in other price ranges
- Interest Rates have increased slightly since the end of 2006
 - **15 Year Fixed Mortgage Rates**
 - 2006 - 5.875%
 - 2007 - 6.375%
 - Over \$300,000 Value - 23.2/Months (17/month excess)
 - **30 Year Fixed Mortgage Rates**
 - 2006 - 6.375%
 - 2007 - 6.625%

According to Jim Kouns, "There are many great home buying opportunities in Delaware County - especially in the \$300,000 and above price range. Overall, the market has a pretty solid footing. If 2007 finishes like the numbers are projecting, it will be the 3rd best home selling year in Delaware County history - and that's following the record-setting years of 2006 (#1) and 2004 (#2)." Mike Lunsford, CEO of Coldwell Banker Lunsford, added, "Delaware County continues to benefit from ongoing business growth and expansion resulting from intensified economic development efforts to meet the challenges of a changing manufacturing sector. More companies are taking a better look at our area because of the many competitive advantages offered by the region. Plus, Delaware County is an ideal location for retirement living, or to start a new business." Monte Needler, Coldwell Banker V.P. of Residential Sales, added, "This is a perfect time for a person to move to a home which better suits their current lifestyles, neighborhood, interests, schools, hobbies, family size and needs. Delaware County offers as diverse a selection of nice homes as anywhere - with excellent values."

Jim Kouns, CRS, GRI is available to present his "Mid Year Update" to area organizations. He may be contacted at (765) 741.5833, extension 116, or toll-free 1.800.392.3008. Coldwell Banker Lunsford serves the complete real estate needs of East Central Indiana from regional offices at 3601. W. Bethel Ave., Muncie, IN 47304. Information: phone - (765) 289.2228; toll-free - 1.888.602.2228; or website - www.cblunsford.com. Since 1906, the Coldwell Banker organization has been a premier provider of real estate services. The Coldwell Banker system has approximately 4,000 residential and commercial real estate offices and 127,700 sales associates in 30 countries and territories. Each office, such as Coldwell Banker Lunsford, is independently owned and operated.

Media Archives

Delaware County, Wednesday, September 12, 2007

Energize-ECI Receives a Grant from Ball Brothers Foundation to Develop Site Consultant Education Programs

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, announced the regional economic development partnership has received a \$50,000 grant from the Ball Brothers Foundation to develop programs to help educate site consultants about the business advantages offered by East Central Indiana. Budd commented, "A growing number of businesses throughout the world are utilizing the professional services of site consultants to direct them in researching possible communities for business expansion and investment. Energize-ECI realizes the value of these professionals and the importance of building relationships with them to gain opportunities to present the assets and advantages offered throughout East Central Indiana. As we compete against some very competitive communities from around the globe, we must work creatively to continually educate consultants and change their existing perceptions about the Midwest, Indiana and East Central Indiana. To better leverage our limited budget, we will continue to collaborate with the Indiana Economic Development Corporation (IEDC) and area economic development organizations to build these relationships and achieve our objectives."

Energize-ECI "Site Consultant Education Program" initiatives include: (1) Attending Site Professional Roundtable Conferences in the U.S.; (2) Developing a program to bring site consultants to Indiana (in collaboration with the IEDC); (3) Update and expand the existing website; and to develop marketing programs and materials to promote the website and drive more visitors to the site to learn more about the many advantages of doing business and living in E.C.I. " Budd added, "We appreciate Ball Brothers Foundation commitment to improving the quality of life for the region by helping us bring more businesses and jobs to the area - with new investment and the growth of existing businesses. The social challenges faced by our communities are lessened by the overall impact of economic growth. As a region undergoing a transition from traditional manufacturing jobs, it is important that we continue to work as a group to aggressively promote the area, while we continue to improve our cities and towns. We have a growing number of companies, organizations and people who are pulling together with a great vision of our future. We invite more people to become involved from our nine county area."

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Media Archives

Delaware County, Tuesday, October 09, 2007

Energize-ECI to Host Business Breakfast Presentation "Japan-China-U.S. Looking Ahead- East Asia's Political and Economic Future," October 19th at Ball State University

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that Energize-ECI is partnering with the National Association of Japan-America Societies and the Japan-America Society of Indiana to host a business breakfast presentation in Cardinal Hall of the Student Center at Ball State University (2000 University Avenue, Muncie) on Friday, October 19th 2007 - from 8:00 am to 10:00 am. Speakers include Masataka Okano, Counselor of Political Affairs, Embassy of Japan; Masayoshi Yamashita, Chief Corporate Representative, NTT; William Farrell, Chairman, Dynamic Strategies Asia; and Atsushi Yamakoshi, Director, Keidanren (Japan Business Federation), Washington, D.C.

The presentation topic "Japan-China-U.S. Looking Ahead: East Asia's Political and Economic Future" will address many important issues with an impact on the business world. Tensions in Korea and Burma, the rising influence of China, changing international trade patterns as well as domestic political dynamics in Japan have a profound impact on Japan's interaction in East Asia. With half the world's population, one-third of the global economy and growing economic and financial strength in the international system, Asia is key to a stable, prosperous world. The U.S.-Japan bilateral alliance has underpinned East Asia's security structure, benefiting Japan, the United States, and the region. However, what worked in the past may not serve us well in the future. This program will speak to the regional challenges and opportunities ahead.

Area business executives, elected officials and candidates, community representatives, and faculty members of educational institutions are encouraged to attend. Reservations to attend the business breakfast presentation must be made by Wednesday, October 17th by phone or email to Marlene Pulley, Energize-ECI, Inc. - phone, 765.254.1420; email mpulley@energize-eci.org. There is no cost for attending the breakfast presentation. Parking passes will be required for attendees parking on campus - and will be sent upon registration for the event.

According to Roy Budd, Executive Director of Energize-ECI, "More than 220 Japanese companies operate in Indiana. They've invested over \$9.3 billion in the state's economy and employ more than 42,000 Hoosiers. With the development of the new Honda plant, Indiana has moved past Ohio and now ranks second to California for the amount of Japanese business investment in the state. Energize-ECI appreciates the opportunity of hosting an international business presentation of this magnitude for East Central Indiana."

The National Association of Japan-American Societies (NAJAS), the Embassy of Japan in Washington, D.C. and Keidanren-USA (Japan Business Federation) are collaborating in presenting "Japan Caravans" to explain the Japanese economy and Japanese corporate practices to American audiences around the United States.

Energize-ECI, Inc. is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. Energize-ECI, Inc. acts as a single point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals, site consultants and companies researching the area. Energize-ECI, Inc. answers inquiries regarding sites, buildings and regional information, then directs leads to the appropriate local economic development groups. Energize-ECI, Inc. provides support to: Blackford, Delaware, Grant, Henry, Jay, Randolph, Rush and Wayne counties, plus the City of Anderson. Funding for trade missions, exhibits, marketing, programs, services and materials is provided by public and private entities throughout East Central Indiana, by foundations and grants.

Details about Energize-ECI, Inc. and information about East Central Indiana may be viewed at the new, comprehensive Energize-ECI, Inc. website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's 48-page REGIONAL-FOCUS magazine, which contains a great overview of East Central Indiana, may be read or downloaded by going to the website.

Media Archives

Delaware County, Tuesday, November 06, 2007

Coldwell Banker® Study Ranks Muncie, Indiana Home Prices Most Affordable In College Football Towns

Muncie, Ind. (Ball State) and Palo Alto, Calif. (Stanford) Rank as Most Affordable and Most Expensive College Football Towns; Mid-American and PAC-10 Conferences Follow Suit

Muncie, IN- College towns bring together academic minds, alumni, students and sports enthusiasts, especially in the fall when football fans flock to reconnect with the nostalgia of happy college years. The reasons they come – pageantry, culture, tradition and idyllic settings – are also the reason many want to stay and become homeowners in their college town. According to the third annual Coldwell Banker® College Home Price Comparison Index (HPCI), while Ohio State may be leading the nation in the football polls, it is the Ball State Cardinals and Stanford Cardinal and their athletic conferences that hold the distinction of being located in the nation's most affordable and expensive college towns, respectively.

The Coldwell Banker College HPCI finds that Muncie, Ind., home to Ball State University, ranks as the most affordable college town in the U.S., where a 2,220-foot, 4 bedroom 2 ½ bath home with a family room and two car garage, would average \$150,000. For the third straight year Palo Alto, Calif., home to Stanford University, is the nation's most expensive college town, where a similar home would cost \$1,677,000.

The Coldwell Banker College Market HPCI specifically examines the markets that are home to 119 Football Bowl Subdivision (I-A) schools. Additional information about the original HPCI study, which ranked more than 300 markets across the United States and Puerto Rico in affordability for the same 2,200 square-foot subject home, is available at www.coldwellbanker.com.

Mike Lunsford, CEO of Coldwell Banker Lunsford real estate firm in Muncie, IN commented, "Our #1 ranking is another good arrow in put in our quiver as we go hunting for industry and new business investment. Being located in the home of a top-ranked university is also an economic development asset. We have a lot of factors in our favor here in East Central Indiana."

"All Muncie residents, including Ball State employees, take pride in the city's distinction as the nation's most affordable college town," said Ball State University President Jo Ann M. Gora. "The university has a long tradition of working together with the city to promote economic and community development. These projects strengthen our economy, helping to make Muncie a wonderful place to live. I'm confident that those partnerships will continue in the future, hopefully keeping Muncie high on the most affordable list for many years to come."

E. Roy Budd, Executive of Energize-ECI, Inc., regional economic development partnership, Comments, "The moderate cost of housing in Muncie with the quality of life enjoyed by residing in a college town makes Muncie a very nice place in which to live. Muncie is in the midst of transition – moving away from a manufacturing economy to one of technology, science and service – and the affordable housing market will help facilitate this transition. I believe that if people knew more about the area, they would already be here."

"College towns remain a popular living destination – whether they are first time homeowners or alumni looking for great retirement spots," says Jim Gillespie, president and chief executive officer of Coldwell Banker Real Estate LLC. "School spirit draws many alumni back to their alma mater and for others, continuing their education, pursuing jobs, enjoying cultural activities and following college sports make these communities ideal homes."

Gillespie, a 1968 University of Illinois graduate and avid Illini fan, also points out that the survey can be a guide for parents interested in buying homes for their college-aged sons and daughters. "Real estate professionals have been doing this for years," Gillespie says. "Once their child is able to live off-campus, they do so in the family-owned home with classmates paying rent as roommates. Over time, the home appreciates in value and the family can keep it or sell it with the proceeds going toward the college payments."

Coldwell Banker Ties to College Football

Kevin Moen, a sales manager with Coldwell Banker Residential Brokerage in Rolling Hills Estates, Calif., scored one of the most dramatic touchdowns in college football history 25 years ago on Nov. 20, 1982. After Stanford took a 20-19 lead with a field goal, leaving four seconds on the clock, Moen, then a safety for the University of California, caught the ensuing kickoff and began a wild, lateral-filled scramble that culminated with Moen eventually getting the ball back to score the winning touchdown as time ran out. Moen covered the final 25 yards by navigating through members of the Stanford band, which came out onto the field to celebrate what they thought was a Cardinal win. Moen is best remembered for barreling over Stanford trombone player Gary Tyrrell in the end zone as he celebrated the miraculous play. Moen will be featured on the *Versus* network during a 25th anniversary show on November 24 at 6 p.m. (Eastern), a week prior to when Stanford and Cal renew their rivalry.

2007 Coldwell Banker College HPCI – Highlights & Interesting Facts

- More than \$1.6 million separates the Eastern Indiana town of Muncie (\$150,000) from the Silicon Valley community of Palo Alto (\$1,677,000).
- Coincidentally, both Muncie and Palo Alto have benefited from recently renovated or newly constructed football stadiums. Ball State's renovated Scheumann Stadium features Arby's Tailgate Town, which includes live bands, giveaways and special exhibits. One-year-old, state-of-the-art Stanford Stadium seats 50,000.
- Oklahoma State University and the University of Toledo entered the top 10 most affordable markets list. All 10 of the most expensive college markets repeat on the 2007 list.
- Three teams in the top 25 Bowl Championship Series (BCS) standings hail from towns in the Coldwell Banker College HPCI top 10 most expensive college markets list – Boston College, University of Southern California and University of Hawaii.
- The Mid-American Conference again ranks as the most affordable league with 2,200 square-foot, 4 bedroom, 2 ½ bath homes averaging \$230,272 in its 12 markets. The PAC-10 tips the scales as the most expensive conference overall for the third straight year, with an average home price of \$737,040.
- Columbus, Ohio, home to current BCS leader Ohio State, ranks 51st on the home price affordability list for studied homes with an average home price of \$238,170. Gainesville, Fla., home to the defending BCS champion University of Florida Gators, is rated 79th at \$305,750. (Detailed charts for each conference are included below).

The top 10 most affordable college markets for home prices in 2007 are:

Rank	School	Town, State	2007 Avg. Price
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1	Ball State University	Muncie, Ind.	\$150,000
2	Texas Christian University	Fort Worth, Texas	\$151,250
3	University of Tulsa	Tulsa, Okla.	\$153,750
4	Oklahoma State University	Stillwater, Okla.	\$162,000
5	Texas Tech University	Lubbock, Texas	\$163,250
6	University of Toledo	Toledo, Ohio	\$163,278
7	University of Louisiana Monroe	Monroe, La.	\$164,499
8	University of Houston Rice University	Houston, Texas Houston, Texas	\$169,736 \$169,736
10	Utah State University	Logan, Utah	\$172,978

The top 10 most expensive college markets for home prices in 2007 are:

Rank	School	Town, State	2007 Avg. Price
1	Stanford University	Palo Alto, Calif.	\$1,677,000
2	Boston College	Chestnut Hill, Ma.	\$1,381,250
3	University of Southern California University of California, Los Angeles	Los Angeles, Calif. Los Angeles, Calif.	\$1,306,333 \$1,306,333
5	University of California, Berkeley	Berkeley, Calif.	\$1,287,500
6	San Jose State University	San Jose, Calif.	\$1,145,000
7	University of Hawaii	Honolulu, Hawaii	\$843,750
8	Northwestern University	Evanston, Ill.	\$708,000
9	Florida International University University of Miami	Miami, Fla. Miami, Fla.	\$638,333 \$638,333

The following chart ranks Football Bowl Subdivision (I-A) college football conferences by affordability:

Rank	School	2007 Avg. Price
1	Mid-American Conference	\$230,272
2	Conference USA	\$242,286
3	Southeastern Conference	\$246,123
4	Big 12 Conference	\$247,452
5	Sun Belt Conference	\$297,886
6	Big Ten Conference	\$300,749
7	Big East Conference	\$321,561
8	Mountain West Conference	\$324,189
9	Independents	\$344,916
10	Atlantic Coast Conference	\$424,784
11	Western Athletic Conference	\$441,263
12	Pac-10 Conference	\$737,040

The following charts rank Football Bowl Subdivision (I-A) college football conferences and independent schools. The most affordable conference is listed at the top and most expensive at the bottom. Each school in the conference is listed with the most affordable at top:

Mid American Conference (1)	Town, State	2007 Avg. Price
Ball State University	Muncie, Ind.	\$150,000
University of Toledo	Toledo, Ohio	\$163,278
University of Akron	Akron, Ohio	\$183,100
Central Michigan University	Mt. Pleasant, Mich.	\$192,075
Eastern Michigan University	Ypsilanti, Mich.	\$210,750
Western Michigan University	Kalamazoo, Mich.	\$228,450
Northern Illinois University	DeKalb, Ill.	\$233,000
Ohio University	Athens, Ohio	\$234,600
University at Buffalo	Buffalo, N.Y.	\$248,575
Miami University	Oxford, Ohio	\$259,633
Kent State University	Kent, Ohio	\$268,200
Bowling Green State University	Bowling Green, Ohio	\$391,600
Conference Average Price		\$230,272

Conference USA (2)	Town, State	2007 Avg. Price
University of Tulsa	Tulsa, Okla.	\$153,750
University of Houston	Houston, Texas	\$169,736
Rice University	Houston, Texas	\$169,736
Marshall University	Huntington, W. Va.	\$185,000
University of Southern Mississippi	Hattiesburg, Miss.	\$186,800
University of Memphis	Memphis, Tenn.	\$191,936
University of Texas El Paso	El Paso, Texas	\$229,306
East Carolina University	Greenville, N.C.	\$297,917
Southern Methodist University	Dallas, Texas	\$302,198
University of Alabama at Birmingham	Birmingham, Ala.	\$303,181
Tulane University	New Orleans, La.	\$310,875
University of Central Florida	Orlando, Fla.	\$407,000
Conference Average Price		\$242,286

Southeastern Conference (3)	Town, State	2007 Avg. Price
University of South Carolina	Columbia, S.C.	\$198,967
University of Tennessee	Knoxville, Tenn.	\$202,450
Mississippi State University	Starkville, Miss.	\$220,767
University of Kentucky	Lexington, Ky.	\$234,500
Vanderbilt University	Nashville, Tenn.	\$238,333
University of Alabama	Tuscaloosa, Ala.	\$241,333
University of Georgia	Athens, Ga.	\$248,633

Louisiana State University	Baton Rouge, La.	\$250,444
University of Arkansas	Fayetteville, Ark.	\$252,950
University of Mississippi	Oxford, Miss.	\$276,750
Auburn University	Auburn, Ala.	\$282,600
University of Florida	Gainesville, Fla.	\$305,750
Conference Average Price		\$246,123

Big 12 Conference (4)	Town, State	2007 Avg. Price
Oklahoma State University	Stillwater, Okla.	\$162,000
Texas Tech University	Lubbock, Texas	\$163,250
Baylor University	Waco, Texas	\$180,188
University of Oklahoma	Norman, Okla.	\$180,887
Texas A&M University	College Station, Texas	\$209,044
Iowa State University	Ames, Iowa	\$209,967
University of Missouri	Columbia, Mo.	\$217,500
University of Kansas	Lawrence, Kan.	\$232,300
University of Texas	Austin, Texas	\$243,250
Kansas State University	Manhattan, Kan.	\$265,000
University of Nebraska	Lincoln, Neb.	\$292,233
University of Colorado	Boulder, Colo.	\$615,000
Conference Average Price		\$247,452

Sun Belt Conference (5)	Town, State	2007 Avg. Price
University of Louisiana at Monroe	Monroe, La.	\$164,499
University of North Texas	Denton, Texas	\$196,000
Arkansas State University	Jonesboro, Ark.	\$204,000
Troy University	Troy, Ala.	\$214,167
University of Louisiana at Lafayette	Lafayette, La.	\$232,467
Middle Tennessee State University	Murfreesboro, Tenn.	\$261,560
Florida Atlantic University	Boca Raton, Fla.	\$531,250
Florida International University	Miami, Fla.	\$638,333
Conference Average Price		\$297,886

Big Ten Conference (6)	Town, State	2007 Avg. Price
Purdue University	Lafayette, Ind.	\$184,333
University of Indiana	Bloomington, Ind.	\$198,000
University of Iowa	Iowa City, Iowa	\$212,845
University of Illinois	Champaign, Ill.	\$236,917
Michigan State University	East Lansing, Mich.	\$238,000
Ohio State University	Columbus, Ohio	\$238,170
University of Wisconsin	Madison, Wis.	\$220,950
University of Michigan	Ann Arbor, Mich.	\$303,750
Penn State University	State College, Pa.	\$307,500
University of Minnesota	Minneapolis, Minn.	\$415,767
Northwestern University	Evanston, Ill.	\$708,000
Conference Average Price		\$300,749

Big East Conference (7)	Town, State	2007 Avg. Price
Syracuse University	Syracuse, N.Y.	\$214,725
University of Louisville	Louisville, Ky.	\$238,000
University of Cincinnati	Cincinnati, Ohio	\$250,530
University of Pittsburgh	Pittsburgh, Pa.	\$263,964
West Virginia University	Morgantown, W.Va.	\$323,000
University of Connecticut	Storrs, Conn.	\$339,600
University of South Florida	Tampa, Fla.	\$350,000
Rutgers University	New Brunswick, N.J.	\$402,567
Conference Average Price		\$321,561

Mountain West Conference (8)	Town, State	2007 Avg. Price
Texas Christian University	Fort Worth, Texas	\$151,250
United States Air Force Academy	Colorado Springs, Colo.	\$197,500
Colorado State University	Fort Collins, Colo.	\$236,100
University of Wyoming	Laramie, Wyo.	\$289,000
University of New Mexico	Albuquerque, N.M.	\$317,319
University of Nevada, Las Vegas	Las Vegas, Nev.	\$362,188
Brigham Young University	Provo, Utah	\$363,975
University of Utah	Salt Lake City, Utah	\$408,125
San Diego State University	San Diego, Calif.	\$618,750
Conference Average Price		\$324,189

Independents (9)	Town, State	2007 Avg. Price
University of Notre Dame	South Bend, Ind.	\$180,500
United States Military Academy	West Point, N.Y.	\$404,833
Temple University	Philadelphia, Pa.	\$515,225
United States Naval Academy	Annapolis, Md.	\$600,750
Average Price		\$344,916

Atlantic Coast Conference (10)	Town, State	2007 Avg. Price
Clemson University	Clemson, S.C.	\$219,600
Wake Forest University	Winston-Salem, N.C.	\$228,900
Duke University	Durham, N.C.	\$229,900
North Carolina State University	Raleigh, N.C.	\$238,000

Virginia Tech University	Blacksburg, Va.	\$292,250
Georgia Tech University	Atlanta, Ga.	\$324,000
Florida State University	Tallahassee, Fla.	\$354,538
University of Virginia	Charlottesville, Va.	\$374,080
University of North Carolina	Chapel Hill, N.C.	\$387,808
University of Maryland	College Park, Md.	\$428,750
University of Miami	Miami, Fla.	\$638,333
Boston College	Boston, Mass.	\$1,381,250
Conference Average Price		\$424,784

Western Athletic Conference (11)	Town, State	2007 Avg. Price
Utah State University	Logan, Utah	\$172,978
New Mexico State University	Las Cruces, N.M.	\$220,000
Louisiana Tech University	Ruston, La.	\$221,712
Boise State University	Boise, Idaho	\$250,400
University of Idaho	Moscow, Idaho	\$298,000
Fresno State University	Fresno, Calif.	\$381,333
University of Nevada	Reno, Nev.	\$384,500
University of Hawaii	Honolulu, Hawaii	\$843,750
San Jose State University	San Jose, Calif.	\$1,145,000
Conference Average Price		\$441,263

PAC-10 Conference (12)	Town, State	2007 Price
Washington State University	Pullman, Wash.	\$285,539
University of Arizona	Tucson, Ariz.	\$286,667
Oregon State University	Corvallis, Ore.	\$333,000
University of Oregon	Eugene, Ore.	\$361,982
Arizona State University	Tempe, Ariz.	\$383,062
University of Washington	Seattle, Wash.	\$455,839
University of California, Berkeley	Berkeley, Calif.	\$1,287,500
University of California, Los Angeles	Los Angeles, Calif.	\$1,306,333
University of Southern California	Los Angeles, Calif.	\$1,306,333
Stanford University	Palo Alto, Calif.	\$1,677,000
Conference Average Price		\$737,040

Methodology - 2007 Coldwell Banker® College Market Home Price Comparison Index:

Coldwell Banker Real Estate LLC conducted its College Home Price Comparison Index study by compiling survey data from Coldwell Banker® offices throughout the United States. Companies within the Coldwell Banker system submitted data based on the average sales price of sold listings in 2007 or a comparative market analysis of homes previously sold. Because no Coldwell Banker offices serve Tuscaloosa, Ala.; Stillwater, Okla.; Lincoln, Neb.; Charlottesville, Va.; and Morgantown, W. Va., Bowling Green, Ohio; Athens, Ohio; Laramie, Wyo.; Troy, Ala.; and Ames, Iowa, the average prices reflected in the study were from local Multiple Listing Service data collected on Oct. 2, 2007. The criteria for the College HPCI1 subject home is: single-family dwelling, 2,200 square feet (approximately), four bedrooms, two and one-half baths, family room (or equivalent) and two-car garage in neighborhoods/zip codes within a market that is typical for corporate middle-management transferees.

About Coldwell Banker®

Since 1906, the Coldwell Banker® organization has been a premier full-service real estate provider. In 2007, *Franchise Times* magazine's prestigious Top 200 issue ranked the Coldwell Banker system number one in real estate for the eighth straight year and 12th among all franchisors. The Coldwell Banker System has approximately 3,800 residential real estate offices and more than 120,000 sales associates in 45 countries and territories. The Coldwell Banker System is a leader in the industry in residential and commercial real estate, and in niche markets such as resort, new home and luxury property through its Coldwell Banker Previews International® division. It is a pioneer in consumer services with its Coldwell Banker Concierge® Service Program and award-winning Web site, www.coldwellbanker.com. Coldwell Banker Mortgage is one of the largest telephone/web based lenders in the country. Coldwell Banker Real Estate LLC is a subsidiary of Realogy Corporation, a global provider of real estate and relocations services. Coldwell Banker® is a registered trademark licensed to Coldwell Banker Real Estate LLC. Each office is independently owned and operated.

[Media Archives](#)

Delaware County, Thursday, February 14, 2008

Fayette County Economic Development Group Joins Energize-ECI, Inc. Regional Partnership

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that the Economic Development Group of Fayette County has joined the Energize-ECI regional economic development partnership. According to Budd, "Fayette County is part of Region 6 in workforce development and fits the footprint of Energize-ECI's economic development efforts. They have many of the same challenges facing other communities in East Central Indiana, but also enjoy many competitive advantages, including an ideal location - being close to Cincinnati, Dayton and Indianapolis - and an available, trained workforce. Doug Howard, Executive Director of Economic Development Group, the organization heading up economic development in Fayette County is experienced, has developed aggressive plans and strategies and provides great leadership. We look forward to having their support in teaming with us as we promote the ten counties of East Central Indiana."

Fayette County has a population of 25,588 (2000 U.S. Census) and includes a number of towns and cities, including: Bentonville, Connersville (county seat), Everton, Glenwood and Harrisburg. Connersville has a strong automotive heritage - between 1905 and 1937, 10 different makes of cars were built there, with the most famous names being Auburn and Cord. Fayette County's major employers include: Fayette County School Corporation; Fayette Memorial Hospital; Residential CRF; Stant Manufacturing; Wal-Mart; Dresser Industries; Indalex Aluminum Solutions; Grandview Pharmacy; Hassler Textile Services; Fayette Tool & Engineering; Mac Machine and Metal Works Inc.; Ready Machine Tool & Die Co.; and Ohio Valley Gas Company. Visteon, an automotive parts supplier, is closing their Connersville facility - which at its peak employed 3,200 people.

Doug Howard mentioned several of the economic development highlights from the past twelve-months, "Indalex Aluminum Solutions made a \$22 million investment, including a 100,000 SF expansion which will result in 64 new jobs. Connersville received a \$350,000 grant from Senator Richard Lugar for a feasibility study regarding the possible development of a multi-modal facility utilizing the airport and local rail lines. Connersville received a \$625,000 grant from the Lawrenceburg, Indiana Riverboat Fund to purchase a prime 54 acre industrial site which has become the first Shovel Ready Designated Site in SE Indiana. Also, Fayette County has completed an \$80,000 public funding drive to restore the historic ceiling mural in the courtroom of the 1849 Fayette County Courthouse. We are excited to be able to leverage our economic development resources with Energize-ECI, Inc. and to be able to partner with the 10 counties to bring additional investments and successes to the region. We want to build our present businesses, while attracting new investment." The website for the Fayette County Economic Development Group is www.edgconnersville.com. The site contains links to related Fayette County and Connersville resources and information.

Energize-ECI, Inc. is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. Energize-ECI, Inc. acts as a single point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals, site consultants and companies researching the area. Energize-ECI, Inc. answers inquiries regarding sites, buildings and regional information, then directs leads to the appropriate local economic development groups. Energize-ECI, Inc. provides support to: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, Rush and Wayne counties. Funding for trade missions, exhibits, marketing, programs, services and materials is provided by public and private entities throughout East Central Indiana, by foundations and grants.

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Media Archives

Delaware County, Thursday, February 14, 2008

Roy Budd Represents E.C.I. Region on Indiana Economic Development Corporation Sales Trip to Dallas, Texas

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., was a member of the official Indiana Economic Development Corporation team representing East Central Indiana during a 3 day (February 11th, 12th, 13th) sales trip to Dallas. The business development trip was organized by the Indiana Economic Development Corporation (IEDC). The participants had appointments with corporate prospects and professional site consultants - to learn more about their upcoming expansion plans, site searches and to present the many advantages Indiana offers to businesses. The objective was to develop contacts and cultivate new opportunities for economic development throughout our state, and more specifically within the ten county Energize-ECI, Inc. partnership area in East Central Indiana.

Roy Budd commented, "We are pleased to again be an integral part of the IEDC's aggressive economic development efforts in 2008. We made a number of good contacts in Dallas, which we will continue to cultivate, along with our area economic development directors. We're competing with the world in attracting economic development projects, but our ten county area has many distinct business advantages for existing and expanding companies: a trained and educated workforce; a well-developed transportation network; world-class universities; low utility costs; a temperate climate; a low cost of living and operation; and a high quality of life; plus short commute times, allowing for a better work/life balance for East Central Indiana workers and their families. Our state has earned an excellent, world-wide reputation for offering a pro-business environment, but we are still facing age-old "rust-belt" perceptions which continue to exist about the Midwest and Indiana. East Central Indiana is one of America's best kept secrets. These sales trips help us address these existing perceptions and to promote our region on a one-to-one basis."

Energize-ECI, Inc. is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. Energize-ECI, Inc. acts as a single point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals, site consultants and companies researching the area. Energize-ECI, Inc. answers inquiries regarding sites, buildings and regional information, then directs leads to the appropriate local economic development groups. Energize-ECI, Inc. provides support to: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, Rush and Wayne counties. Funding for trade missions, exhibits, marketing, programs, services and materials is provided by public and private entities throughout East Central Indiana, by foundations and grants.

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Media Archives

Blackford & Delaware County, Monday, March 03, 2008

Blackford County, Delaware County and Energize-ECI, Inc. Collaborate to Establish a Grant Writer & Administrator Position To Serve Local Government Entities

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., John Brooke, President of the Delaware County Commissioners and Bob O'Rourke, President of the Blackford County Commissioners, and Dax Norton, Executive Director of Blackford County Economic Development Corp. announce a joint collaboration to establish a new, full-time position of grant writer and administrator to serve both counties. The new position will be responsible for researching, reviewing, applying and managing all aspects of securing grants and other potential revenue for governmental entities within Blackford and Delaware counties. A primary focus of the grants will be to advance economic development and improve the quality of life in the two counties. Now that the position has been established, applications will be received by Energize-ECI, Inc. to fill the job. They hope to have a person in place by May 1, 2008. A copy of the job description, duties, education and experience requirements is available from Energize-ECI, Inc. - phone 765.254.1420; fax: 765.254.1450; email info@energize-eci.org; or by contacting their office - P.O. Box 1912, Muncie, IN 47308-1912. All entities collaborating on this position strictly adhere to all state and federal standards for equal opportunity employment.

Regarding the new opportunity, E. Roy Budd commented, "This grant writer will position Energize-ECI in collaboration with Delaware and Blackford counties to compete for more federal, state and other external funding that is available for our region. We will explore this concept over the next year, and if successful, we may incorporate other counties within our region into the program in 2009." Dax Norton, Executive Director of Blackford County Economic Development Corporation, added, "This unique, cooperative program will allow Blackford and Delaware counties to more aggressively match-up local needs with funding sources from governmental sources and foundations. This will help support many important area projects which have gone undeveloped. The new position will complement the niche grant-writing work currently being done by city and county officials, plus that of economic development directors."

Bob O'Rourke, President of the Blackford County Commissioners, advised, "This new program will research grant opportunities for the cities of Montpelier and Hartford City, plus all of Blackford County." Accord to John Brooke, President of the Delaware County Commissioners, "In 2006, without a full-time grant writer, Delaware County only received about \$9.93 per capita in grant revenue, while some counties with full-time grant writers were receiving grant revenues in excess of \$89.00 per capita. This position is an opportunity for Delaware County to maximize its revenue and to continue to provide a high level of services and not increase taxes. As the statistics reveal, Delaware County has left a lot of grant money on the table over the years by not pursuing opportunities. We now have created a unique and historic collaboration to help the counties and communities improve, as well as providing the leadership necessary to advance the entire region"

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Details about Energize-ECI, Inc. and information about East Central Indiana may be viewed at the comprehensive Energize-ECI, Inc. website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's 48-page REGIONAL-FOCUS magazine, which contains a great overview of East Central Indiana, may be read or downloaded by going to the website. Energize-ECI's January 2008 newsletter, REGIONAL-REPORT - which summarizes economic development activities during the past 6 months, may also be viewed at the website.

For information about Blackford County, visit their website www.blackfordcounty.com. Additional information about Delaware County can be found at www.muncie.com and www.co.delaware.in.us.

Media Archives

Delaware County, Wednesday, April 09, 2008

Energize-ECI Partners Represent East Central Indiana at

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., represented East Central Indiana at the Expansion Management Conference, "Roundtable in the Rockies," March 30th through April 2nd, in Vail, Colorado. Energize-ECI partners representing their counties and the region included: Bryan Coats, President/CEO of the New Castle/Henry County Economic Development Corporation; Dax Norton, Executive Director, Blackford County Economic Development Corporation; and Terry Murphy, Vice President, Muncie/Delaware County Economic Development Alliance. The conference featured eight international speakers addressing economic development and business expansion trends, challenges and opportunities. Participating in the conference were business executives, site selection professionals and economic development officials. Attending the conferences allows the East Central Indiana representatives to meet one-on-one with site selectors and business decision-makers with expansion and new-investment plans.

According to Roy Budd, "The primary objectives were to continue to build relationships with site selection decision-makers, to learn more about upcoming corporate expansion needs and to present the many important advantages East Central Indiana offers to businesses interested in expanding or relocating. During the one-on-one opportunities, dinners and free-time we were able to learn firsthand of the expanding company's needs, so we can better address the benefits of locating in East Central Indiana. It is through continuing such relationships that we may have the opportunity to turn an idea or a contact into the reality of a new or increased investment in the region. Our goal is to diversify our economic base, bringing in more businesses with higher paying jobs and to support the growth of businesses currently located here."

Terry Murphy added, "It is important to stay informed about economic development trends and use this opportunity to inform the site consultants of changes and opportunities that exist in Muncie-Delaware County. Developing ongoing relationships and acquainting site selectors with the location advantages and economic incentives available in the community can enhance our community's opportunities in a site selection search process."

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Media Archives

Blackford & Delaware County, Thursday, May 01, 2008

Holly A. Chaille Hired By Energize-ECI, Inc. to Serve as Resource Development Manager for Blackford & Delaware County Grant Work

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that Holly A. Chaille has been hired as Resource Development Manager. Ms. Chaille will research, review, write grant applications and manage all aspects of securing grants and new revenue opportunities for Blackford and Delaware counties. The new position is a collaboration between the counties, organized by John Brooke, President of the Delaware County Commissioners; Bob O'Rourke, President of the Blackford County Commissioners; Dax Norton, Executive Director of Blackford County Development Corporation; and Energize-ECI, Inc. A focus of the new grant development position will be to advance economic development, upgrading infrastructure and improve the quality of life in the two counties.

Ms. Chaille holds a B.S. in Psychology and a Masters in Educational Psychology from Ball State University, and is currently working on a Doctorate in Natural Resources and Environment Management. She has been a small business owner and has served as Watershed Coordinator for the White River Watershed Project. Recently, she was Project Leader for the Jake's Creek Water Conservation Project, a collaborative effort between Ball State University and the Muncie Sanitary District. She has experience in grant writing, donor development and project management.

Roy Budd commented, "Ms. Chaille brings to this new position a diverse background in project development and management, plus researching and accessing funding sources. We look forward to securing grants and new revenue streams to benefit the growth and development of Blackford and Delaware counties."

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Media Archives

Delaware County, Monday, May 05, 2008

Energize-ECI Participates in Indiana Economic Development Sales Trip to New York

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., represented East Central Indiana at the sales trip to New York City, coordinated by the Indiana Economic Development Corporation and led by Indiana Commerce Secretary Nate Feltman. The trip began on Wednesday, April 30th and concluded Friday, May 2nd. According to Mr. Budd, "The purpose of the trip was to make contacts for generating future business investment and job creation. We also had an opportunity to provide information about Indiana's inviting business climate and incentive programs to more than twelve companies considering growth, relocating or investing in Indiana. We will continue to build relationships with these and other targeted prospects and keep them updated about the many business advantages offered throughout East Central Indiana."

Partners for the sales trip and related events included: Energize-ECI, Inc.; Indiana Municipal Power Agency; Jackson County Industrial Development Corp.; Lafayette-West Lafayette Economic Development Corp.; Northeast Indiana Regional Partnership; The Indy Partnership; Duke Energy; Vectren Corp.; Hamilton County Alliance; Hendricks County Economic Development Partnership; and the City of Noblesville.

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Media Archives

Delaware County, Friday, May 09, 2008

Energize-ECI, Inc. / Delaware-Blackford County Resource Development Manager, Holly A. Chaille, Attends National Brownfields Conference

Muncie, IN - Holly A. Chaille, Resource Development Manager for the Energize-ECI, Inc. / Delaware-Blackford County collaboration, was one of over 6,000 people attending the 12th Annual National Brownfields Conference "Roadmap to Revitalization", May 5-7, 2008 at Detroit's Cobo Center. The conference is the preeminent marketplace of ideas, technologies, and lessons learned for communities, states and tribal organizations working to clean their contaminated or underutilized lands. Professionals attending included: environmental and economic development officials; finance and insurance providers; risk managers; planners, attorneys, environmental and civil engineers, grant-writers and administrators; government officials; not-for-profits; consultants, academics and others. Addressing the nation's brownfields - abandoned or underutilized properties stigmatized by past commercial or industrial uses - is an ongoing challenge for communities in Blackford and Delaware counties. By focusing on redevelopment, properties are put back into productive use for communities while helping to keep undeveloped lands in a natural state.

The National Brownfields Conference's educational programs featured more than 150 sessions on green development, remediation, risk management, real estate, grant opportunities and much more. More than 250 exhibitors displayed the latest technologies and services. Mobile workshops and a walking tour of several Detroit areas provided a firsthand experience to view brownfield reclamation and redevelopment projects. A unique conference feature was the Brownfields Transaction Forum, which brought together property owners with developers, investors and financiers to talk about specific sites available for purchase, lease and new uses. Numerous roundtable sessions, networking events, special training sessions and film screenings were also available to conference participants. The National Brownfields Conference is managed by the International City/County Management Association, in partnership with the United States Environmental Protection Agency.

E. Roy Budd, Executive Director of Energize-ECI, Inc., commented, "There are many brownfield opportunities in Blackford and Delaware counties - we drive by some of them each day. The participation in this national conference by Holly Chaille, our new Energize-ECI, Inc. Resource Development Manager, will provide her and our collaboration with newly defined brownfield development strategies and priorities, plus an insight into potential funding sources. Recycling abandoned or underutilized industrial and commercial properties is integral to the revitalization of East Central Indiana. It's a major undertaking, and one that is long overdue."

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Media Archives

Delaware County, Wednesday, May 14, 2008

Energize-ECI Participates in Regional Economic Development Sales Trip to Cleveland

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., announced the regional economic development partnership, along with area economic development officials, planned and participated in a sales trip to Cleveland, Ohio - May 13 - 14. Participating in the trip were: Dax Norton, Executive Director of the Blackford County Economic Development Corporation; Valerie Shaffer, Economic Development Associate, Economic Development Corporation of Wayne County, Indiana; Terry Murphy, Vice President, Muncie/Delaware County Economic Development Alliance; Brad Buening, Executive Director, Rush County Economic & Community Development Corporation; Tim Eckerle, Executive Director, Grant County Economic Growth Council; Bryan Coats, President/CEO, New Castle/Henry County Economic Development Corporation; Rob Sparks, Executive Director, Anderson Corporation for Economic Development; Pete Bell, Economic Development Associate, Fayette County Economic Development; and E. Roy Budd.

According to Mr. Budd, "The purpose of the trip was to familiarize a number of site selection professionals based in Cleveland about the many business advantages of expansion and relocation opportunities in East Central Indiana. We had appointments scheduled with some of the leading site consultants, who research location possibilities for corporate executives. Because of the many outdated perceptions existing about the Midwest, Indiana and East Central Indiana, we find it effective to meet in person with the site selectors to point out the specific competitive advantages of our region. It is then important to keep building relationships with these professionals and to keep them updated about our ten county Energize-ECI, Inc. area. We treat all these meetings very seriously, as you never know when the next new business opportunity will occur. Having economic development representatives from nine of our ten counties was impressive to the consultants - and I'm sure our team learned much about what selection criteria businesses are using when reviewing site candidates. I can't stress enough how important relationship building is to the success of our ongoing efforts."

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Media Archives

Delaware County, Thursday, May 15, 2008

Energize-ECI Participates in Regional Economic Development Meeting with KPMG, LLC Consultants in Indianapolis

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., announced the regional economic development partnership, along with a number of area economic development officials, participated in a economic development luncheon meeting with Christine Bustamante and Julie Ashmore of the KPMG, LLC business consulting team, May 15th in Indianapolis. Participants from East Central Indiana included: Dax Norton, Executive Director of the Blackford County Economic Development Corporation; Valerie Shaffer, Economic Development Associate, Economic Development Corporation of Wayne County, Indiana; Terry Murphy, Vice President, Muncie/Delaware County Economic Development Alliance; Elizabeth Rowray, Vice President - Technology Advancement, Muncie/Delaware County Economic Development Alliance; Brad Buening, Executive Director, Rush County Economic & Community Development Corporation; Greg Beumer, Executive Director, Randolph County Community Economic Development Foundation; Bryan Coats, President/CEO, New Castle/Henry County Economic Development Corporation; Rob Sparks, Executive Director, Anderson Corporation for Economic Development; Mindy Kenworthy, Indiana Economic Development Corporation; and E. Roy Budd, Executive Director of Energize-ECI, Inc.

KPMG is a global network of professional firms providing audit, tax and business advisory services from offices in 145 countries. KPMG often advises firms regarding global expansion and relocation needs. According to Mr. Budd, "The purpose of the meeting was to introduce the site selection professionals at KPMG in Indianapolis to the many business advantages offered by expansion and relocation opportunities right here in East Central Indiana. KPMG works with a variety of international clients, many of whom are considering expansion opportunities. We wanted to let the Indianapolis KPMG consultants know about what East Central Indiana can offer their clients. We have distinct advantages not available in Indianapolis, or in many other areas of the world. We plan to keep in touch with our KPMG contacts in Indianapolis, plus develop relationships with other KPMG global offices."

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Media Archives

Delaware County, Wednesday, June 04, 2008

Roy Budd to Market Advantages of East Central Indiana During June Trip to Korea and China

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., will represent the economic development interests of east Central Indiana as he accompanies an educational contingent visiting Korea and China for a three week tour in June. Mr. Budd will be accompanying his wife, Dr. Jo Ann M. Gora, President of Ball State University, along with Dr. Ken Holland, Dean of the B.S.U. Center for International Programs and Dr. S. Jae Park, Senior Advisor for International Education at B.S.U. The group has meetings scheduled with business, governmental and educational officials throughout their 21-day trip. Mr. Budd's participating in the trade and educational mission is being funded by Energize-ECI, Inc.

According to Roy Budd, "As the Ball State University contingent meets with educational and governmental leaders in Korea, China and Hong Kong, I have planned meetings with business executives, governmental economics and business officials and site selection professionals. My goal is to develop new contacts and renew friendships, while educating the decision-makers about the many advantages offered by East Central Indiana. We'd like to encourage more foreign business investment in our 10-county area, plus interest global businesses to conduct more business with East Central Indiana companies. The recent earthquakes in China have caused many changes in our itinerary and the rescheduling of meetings. We fly from Indianapolis to Chicago, then 13.5 hours in the air to Seoul, South Korea - where we will spend just over a week. In Korea, I will meet with Mr. Ina Lee, President of Kaesong Industry; Dr. Choue, Chungwon, President, World Taekwondo Federation; the President/CEO of LG Industries, the global appliance and electronics manufacturer, plus meet with other business officials. We then travel to Beijing, China for 3 days and to Shanghai for 2 days. In Beijing, I will meet with International Economics officials, State officers and business executives. Our next stop is Chengdu for 2 days, then Kunming for 3 days. The final stop is in Hong Kong for two days, before flying to Seoul and back to the United States. We are very excited by the business and educational potential for East Central Indiana offered by this opportunity. We have many great attributes to be proud of in our region and we will convey that message to our contacts overseas. Upon my return, I look forward to sharing a report about my meetings and what we learned."

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[Media Archives](#)

Delaware County, Tuesday, June 17, 2008

Energize-ECI Partners Represent East Central Indiana at 2008 BIO International Convention in San Diego

San Diego, CA - Valerie Shaffer - Manager of Business Attraction, Economic Development Corporation of Wayne County, IN; and Tracey van Niekerk - Life Sciences Coordinator, Economic Development Corporation of Wayne County, IN, are representing East Central Indiana at the 2008 BIO International Convention. The global event for biotechnology is being held June 17th through 20th, at the San Diego Convention Center in San Diego, CA.

BIO is the world's largest biotechnology organization, providing advocacy, business development and communications services for more than 1,150 members worldwide. Corporate members range from entrepreneurial companies in the process of developing a first product to Fortune 100 multinationals. BIO also represents state and regional biotech associations, academic centers and service providers to the industry. BIO's overarching goal is to advance the industry which the world is counting on for new solutions in health, agriculture, manufacturing and energy, plus advocating to support a climate of innovation and growth for biotechnology and life sciences.

Nearly one-third of this year's convention attendance is international, representing more than 70 countries. Besides the U.S., the five countries with the highest attendance at the 2008 BIO International Convention include Canada, the United Kingdom, Germany, France and Australia. This year's convention features 36 country and regional pavilions, which create a shared space for companies from each region to exhibit. First-time pavilions for 2008 include South Africa, Chile, Brazil, Dubai, Argentina and Portugal. The top international pavilions in terms of size include the United States, Canada, Germany, France, India, Japan, the United Kingdom, Scandinavia, Italy, Spain and Australia. Over 20,000 people are registered for the 2008 convention. Forty-eight states from the U.S. are represented. More than 2,300 companies have exhibits. The convention features many international speakers, workshops, discussion groups and educational and technical sessions.

E. Roy Budd, Executive Director of Energize-ECI, Inc., stated, "Bio International is the world's premier event for biotechnology and life sciences. It is a place where you can learn about companies interested in U.S. expansion or investment and can start building relationships with those influencing location decisions. Since we are targeting biotech and life science businesses as prospects to expand to East Central Indiana, I'm pleased that our region was well represented at this year's BIO convention. East Central Indiana has many distinct advantages which are of benefit to business operation and success. We need to continue to make a case for the positive assets of our region".

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Media Archives

Delaware County, Wednesday, June 18, 2008

Energize-ECI, Inc. Engages Professional Resources of the Site Location Partnership

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that the Muncie-based, regional economic development partnership is working with the Site Location Partnership, based in Dallas, Texas. Site Location Partnership specializes in corporate site location and economic development business attraction globally. The organization helps develop projects in the following industries: advanced manufacturing; aerospace; alternative energy; automotive; back office; bioscience; call centers; chemicals; corporate headquarters; distribution/logistics; electronics; food processing; general manufacturing; high-tech; metal; nanotechnology; packaging; pharmaceuticals; plastics; retail; software/IT; telecommunications; wood products and more. SLP works to identify corporations with expansion/relocation plans. Next, they assess needs and identify geographic areas with communities having resources matching the specific requirements of the companies, assisting management with final site decisions.

Justin Thompson, CEO of Site Location Partnership, stated, "We are excited to work with Energize-ECI, Inc. and assist in taking their economic development marketing efforts to the next level. The SLP team has 75 years of combined industry experience and has played significant roles in over 70 site location projects, resulting in over 5,700 jobs created and over \$723 million in investment. Energize-ECI will be represented by a Certified Economic Developer, Certified Global Business Professional, project manager, marketing division and client relations support."

SLP Vice President Mark Darce added, "We will be assisting Energize-ECI with web marketing and internet outreach through www.sitelocationpartnership.com, one of the fastest growing site location resources on the web. Site selection is rapidly utilizing new technology in marketing channels. Energize-ECI's Roy Budd is well-respected in this industry and is taking a momentous step in the right direction with web marketing. Most site selection searches are beginning with internet research, making it crucial for economic developers to maximize their exposure with a powerful web presence."

"The Energize-ECI ten county region offers attractive assets for growing companies, particularly manufacturing and distribution/logistics operations. We are very interested in representing Energize-ECI in a much more aggressive capacity in the future, with targeted industry business attraction and facilitating meetings for Roy and other consulting firms around the country," continued Darce.

According to Roy Budd, "We've engaged the expertise and experience of Site Location Partnership to leverage their world-wide contacts and relationships in promoting the many distinct advantages offered by the ten counties in East Central Indiana. Economic development is a highly competitive global business. We need additional teams of eyes and ears helping identify opportunities in the earliest stages, so we can focus on the expansion possibilities which best fit our available regional resources and expertise."

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Media Archives

Delaware County, Thursday, June 19, 2008

Energize-ECI Partners Represent East Central Indiana at Expansion Management Roundtable in Pinehurst, NC

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that Elizabeth Rowray, Vice President – Technology, Muncie/Delaware County Economic Development Alliance; Rob Sparks, Executive Director, Corporation for Economic Development, Anderson-Madison County; and Bryan Coats, President/CEO, New Castle/Henry County Economic Development Corporation; represented Energize-ECI, Inc. and East Central Indiana at the Expansion Management Roundtable Conference, June 16th through 19th, at Pinehurst, NC. The second of a series of three conferences scheduled in 2008 featured eight speakers addressing economic development and business expansion trends, challenges and opportunities. Participating in the conference were business executives, site selection professionals and a limited number of economic development officials from around the world, including the three representing Energize-ECI, Inc. Attending the conference allowed the East Central Indiana economic development officials to meet one-on-one with site selectors and business decision-makers with expansion and new business investment expansion plans.

According to Roy Budd, "The presentations at Expansion Management Roundtables are always very educational and provide an insight into the minds of consultants. The one-on-one sessions allow you to get to know the person, talk about your region or community and ask specific questions. It is important for East Central Indiana to have their economic development leaders attend these conferences."

Elizabeth Rowray, from Delaware County, stated, "Professional site location firms represent one-third of all site engagements, so the opportunity to meet one-on-one with site selectors at this conference is a tremendous opportunity to build relationships and thereby elevate our community and region on their radar."

Rob Sparks, from Madison County, added, "Once again, I found our regional approach made a very positive impression on the site selectors at the meeting. Most, if not all, will remember East Central Indiana as a progressive team of communities working together rebuilding our economy."

Bryan Coats, from Henry County, concluded, "This is the best use of our marketing dollars we can spend. It is an opportunity to sit down one-on-one for 15 minutes with nine consultants that assist companies with their relocation or expansion projects. We use our 15 minutes to inform the consultants about what sets our area apart from the rest, and what we are doing to improve the workforce and infrastructure. It is also a time to learn about economic trends and what specifically consultants and businesses are looking for in the perfect site. After the one-on-one meeting, the consultants take turns giving hour long presentations on various subjects pertaining to site selection."

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Media Archives

Delaware County, Wednesday, July 09, 2008

Roy Budd Advises that Trade Mission to Korea, China and Hong Kong was Insightful and Productive

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., represented the economic development interests of East Central Indiana as he accompanied an educational contingent visiting Korea and China during a three week tour in June. Mr. Budd accompanied his wife, Dr. Jo Ann M. Gora, President of Ball State University, Dr. Ken Holland, Dean of International Programs at B.S.U. and Dr. S. Jae Park, Senior Advisor for International Programs at B.S.U. The group held meetings with business and governmental officials, plus presidents and key administrators from eleven Asian universities throughout the 21-day trip. Mr. Budd's participation in the trade and educational mission was funded by Energize-ECI, Inc.

According to Roy Budd, "Korea is the world's 13th largest economy at over \$969 billion, showing an impressive 6% annual growth compared to U.S. growth of about 1.2%." In Seoul, I met with officials from Hyundai, LG Industries, Samsung and CJ Industries. I had an opportunity to witness firsthand, in downtown Seoul, a large organized protest of a free trade agreement with the U.S. – it seems they are concerned about fears that American beef could risk a Mad-Cow disease crisis." The following day, supporters of the free trade agreement with the U.S. were out in force, conducting their own pro U.S./Korea rally and march."

"The next stop was Korea's largest shipping port, Busan, also a vacation destination with beautiful beaches and ultra modern buildings and hotels. There I met with officials from the Busan Port Authority. Then we traveled to Daegu, Korea's second largest city where I met with the Mayor and Director of International Affairs and Trade Director, who happens to be a Ball State University alum and toured their large manufacturing center. We met with groups of enthusiastic Ball State alumni at each of our destinations. Ball State has a good number of alumni working at high levels in government, business and education. Our final stop in Korea was Incheon, where they've developed a new city and a business park from 1000 acres reclaimed from the sea. The business park features a free trade zone which will be tax free forever, and currently serves as home to over 250 worldwide companies, with more FORTUNE 500 firms locating there all the time. I met with officials of the business park. At one of the universities in Incheon, they are building 40 new buildings at the same time – quite an impressive undertaking. The people in Asia and the Pacific Rim value the importance of education in providing an opportunity to better one's life, a core principle which is often overlooked in the U.S."

"China is the world's 4th largest economy – \$3.4 trillion and continues to grow – currently at a 9% annual rate. The population is over 1.4 billion people – and they have strict laws limiting families to one child. China has more than 150 million manufacturing jobs. The national motto is for the people to "Increase Your individual Wealth!" The Chinese are extremely hard workers with a strong work ethic, and a growing middle-class. These folks are saving a good portion of their income, plus exerting a growing consumer buying power, which fuels demand for more products, petroleum, housing and more. In Beijing, I met with officials of the Chinese Chamber of Commerce, who are interested in developing business partnerships with us. Beijing features bold architecture, new buildings, airports, roads and new infrastructure, but suffers from an air pollution problem, which may be evident on the TV broadcasts of the Olympic Games this summer. China is the top emitter of greenhouse gases and pollutants – and it grows as their economy grows, compounding their pollution problems. Cars are rapidly growing in popularity, so to cushion their growing demand for petroleum (their cars burn unleaded gas); the Chinese have contracted with Kuwait to build 20 refineries in China in the next five years – I don't think the U.S. has allowed the building of any new refineries in the past 35 years."

"Our next stop was Shanghai, a growing city with beautiful futuristic architecture – the place where all the action is in China. The Pudong District was once a rice field, and now has a skyline to rival New York City. The city is encircled by 300 miles of elevated expressway. Again, we saw excellent roads and new infrastructure. They are using a new synthetic type of asphalt for road paving – a material impervious to potholes. They have the world's fastest train – over 200 mph – which runs from the suburban airport to Shanghai. We met with the Economic Development Director and the President of a large medical device manufacturer, who happened to be a Ball State University alumnae. We then traveled to Guangdong Province, an area which produces over 20% of China's Gross Domestic Product (GDP). The Pearl River Basin is known for global technology and software manufacturing. We met with many economic development officials there. One gentleman has a son now attending Ball State. Our final stop on the mainland was Kuming, a large inland manufacturing center."

"We then traveled to Hong Kong, the corporate, banking and economic center of Asia. It's very impressive – and the city smells of money. Beautiful architecture, expensive modern structures next to run down housing in some instances. Here I met with business officials, including the largest toy manufacturer in the world. To reduce the chance of problems occurring, such as the lead paint danger, the toy company is no longer sub-contracting to other suppliers, but controlling all production phases in house."

"We made great contacts with key economic development, business, governmental and educational leaders – and will continue to foster those relationships with involvement from our local area economic development officials. We have potential for business investment opportunities resulting seeds planted during our trip. Korea offers more manufacturing expansion possibilities in East Central Indiana than China, since China still has such a low cost of manufacturing. However, we are perfect for distribution centers and other opportunities. Although the Asian countries have outstanding K-12 educational systems – most elementary school children can speak English and perhaps a third or fourth language in addition to their native tongue, the U.S. is still looked to as the leader for post-secondary education. Many business leaders spoke of the importance of having their young people receive college educations in the U.S. An important part of this trip was to position Ball State University as a leader in partnering with Asian universities for 1-2-1 exchange programs. The student attends an Asian university for the 1st and 2nd years, while attending a U.S. university for years 2 & 3. It used to be a 2-2 program, with the final 2 years in the U.S., but too many Asian students wanted to remain in the U.S. – a form of Asian brain drain, so they changed to the 1-2-1 format."

"Korea and China are excellent markets for Indiana agricultural products – soybeans, corn, ducks and meats. Also, our central location and interstate highway access makes us a great site for locating logistics centers. Although China is controlled by a Communist government, it is very capitalistic – and seems to be growing more so, as more Chinese are building personal wealth resulting from their own hard work. China is investing much of the profits they make of trading with the U.S. into continually improving their infrastructure. The U.S. must seriously address our infrastructure concerns. Plus we need to restore our work ethic, personal self-reliance and also address improving our educational system. We are the leading economic power of the world, primarily because of our entrepreneurial spirit and capabilities. We have a real competitive strength in creating ideas, R&D, new products and developing technologies. We have to do all we can to retain dominance in these areas – as other parts of the world will always be able to manufacture items for less than we can produce them. We need to assess our strengths – locally, regionally and nationally – and capitalize on them, optimizing our talents, creativity, imaginations and resources. I have been to Japan five times, to Korea three times, and this was my first trip to China. With each trip, I'm left in awe about the dramatic changes I see, and the advances other counties are making in catching up to and perhaps surpassing the U.S."

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Contacts: Tom Farris - 765.284.5313 thomasfarris@comcast.net
Roy Budd - 765.254.1420 rbudd@energize-eci.org

Media Archives

Delaware County, Tuesday, August 26, 2008

Roy Budd Represents Energize-ECI on IEDC Business Development Sales Trip to Chicago

Contacts:

Tom Farris
765.284.5313
thomasifarris@comcast.net

Roy Budd
765.254.1420
rbudd@energize-eci.org

Roy Budd Represents Energize-ECI on IEDC Business Development Sales Trip to Chicago

Muncie, IN – E. Roy Budd, executive director of Energize-ECI, Inc., is a member of the official team representing Indiana during a 3 day (August 27, 28, 29) sales trip to Chicago. The business development trip was organized by the Indiana Economic Development Corporation (IEDC) and includes officials from IEDC and representatives from 18 Indiana partner economic development organizations and electric utilities. The sales team has appointments with executives from a diverse group of more than 40 companies that are considering growing, relocating or investing in Indiana. Team members will provide the prospects with information about Indiana's low-cost, pro-business environment, tax incentive programs and other business advantages offered by the various areas of Indiana. The goal of the meetings is to generate business development leads that will result in future business investment and job creation of Indiana. The IEDC will also play host to key prospects during a Chicago Cubs – Philadelphia Phillies baseball game.

Roy Budd commented, "Indiana is very pro-business and is attractive to companies wishing to expand. We are one of only a few states in the Midwest with a balanced budget. The word is out that Indiana is a great place for business expansion – and that builds a strong foundation for our case about the advantages of East Central Indiana. The IEDC is very organized and focused in their efforts to build Indiana's economic future. We are pleased to be an integral part of their efforts. We made many strong contacts, which we will continue to manage. We're competing with the world, but our ten county area has distinct business advantages for existing and expanding companies: a well-trained and educated workforce; an excellent transportation network; world-class universities; low utility costs; a temperate climate; a low cost of living and operation; and a high quality of life; easy access to nearby metropolitan centers; plus short commute times, allowing for a better work/life balance for East Central Indiana workers. Although our state has gained a reputation for having a pro-business environment, we still battle perceptions that the Midwest is a rust-belt area full of vacant manufacturing plants and not much else. We are addressing those antiquated perceptions with our sales trips, marketing programs, materials and website. I encourage everyone to visit our website www.energize-eci.org to learn more about our East Central Indiana, one of the world's best kept secrets."

Energize-ECI, Inc. also participated in IEDC sponsored business development trips to Dallas in February, New York in April, and will be on the trip in Atlanta in September.

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The regional economic development organization may be contacted at:

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email info@energize-eci.org.

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Prepared by Tom Farris / T.L. Farris & Associates P.O. Box 2542 / Muncie, IN 47307-0542 Phone: 765.284.5313 / Fax: 765.284.5314 Email: thomasifarris@comcast.net

Media Archives

Delaware County, Wednesday, August 27, 2008

Energize-ECI to Host "ED 101"

Energize-ECI to Host "ED 101" Introduction to Economic Development Class for Area Elected Officials, Board Members and Other Interested Participants

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that the ten-county regional economic development partnership will host an "ED 101" class on Saturday, September 20th, from 8:15 Am until 2:30 PM in the Alumni Center at Ball State University.

The program will be presented by Ball State University's "Building Better Communities" program. "ED 101" is an educational program designed to familiarize local elected officials, economic development corporation board members, business executives, community leaders and others with certain knowledge, tools and a basic foundation of the theory and practice of community and regional economic development. The East Central Indiana Small Business Development Center is co-sponsor of the program.

This high-quality educational program under the direction of Dick Heupel, Senior Project Director for Building Better Communities, will introduce participants to the practice of economic development. The program will include informative presentations covering Indiana's economy, an overview of economic development concepts, and the roles of state agencies involved in community and economic development. Roy Budd commented, "Because of the impact that economic development has on the growth, well-being and transformation of our communities, I encourage all elected city and county officials and members of economic development boards in East Central Indiana to attend. Business executives are welcome to participate in the program, too. Attendees will gain a better working knowledge of the subject of economic development and how to address economic development related decisions in their respective communities."

"ED 101" PROGRAM AGENDA

8:15 AM	Continental Breakfast
9:00 AM	Welcome and Introductions – Roy Budd, Energize-ECI, Inc.
9:10 AM	Overview of the Indiana Office of Community and Rural Affairs – Michael A. Thissen, East Central Community Liaison, Indiana Office of Community and Rural Affairs
10:00 AM	Break
10:15 AM	Introduction to Economic Development – Dick Heupel, Senior Project Director, Building Better Communities, Ball State University
12:00 PM	Lunch / Networking
12:45 PM	Interactive Role play on Economic Development, or Professional Site Consultant Interview
2:00 PM	Overview of the Indiana Economic Development Corporation – Brook Steed, Northeast Region Director, IEDC
2:30 PM	Adjourn

The cost of the program is \$12.50 and includes a continental breakfast and lunch. Please make reservations to Energize-ECI, Inc. by September 15th. Email reservation intentions to

Marlene Pulley mpulley@energize-eci.org. Phone number is 765.254.1420. Mail payments for

reservations to: Energize-ECI, Inc., P.O. Box 1912, Muncie, IN 47308.

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Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasfarris@comcast.net

Media Archives

Delaware County, Friday, September 05, 2008

AngelouEconomics Visits East Central Indiana

Contacts:

Tom Farris – 765.284.5313

thomaslfarris@comcast.net

Roy Budd – 765.254.1420

rbudd@energize-eci.org**AngelouEconomics Visits East Central Indiana to Perform On-Site Analysis and Evaluation of Potential Sites for Data Center Development**

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc.; announced that a team from AngelouEconomics in Austin, TX recently traveled to East Central Indiana to conduct on-site evaluations of potential sites for data center development, to study the communities in the region and to meet with local officials and utility providers in Anderson, Marion, Muncie and Richmond. This important economic development project was funded in part by a IEDC Regional Partnership Grant from the Indiana Economic Development Corporation and supported by regional funding sources including Duke Energy, Indiana Michigan Electric, Wabash Valley Power and local economic development organizations from East Central Indiana.

Roy Budd commented, "It is imperative for East Central Indiana to continue to diversify its economic base to one comprised of industries offering long-term stability, growth potential, and best fit the resources of the region. We have identified data centers as such a possibility – as data centers are utilized by most every business, are positioned for growth and offer higher paying, technology based jobs. AngelouEconomics are experts in technology based economic development and specialize in the site analysis, locating and development of data centers. East Central Indiana is a great fit with the general criteria for data center expansion, so we needed to take the next steps in identifying what sites within our ten-county region are best suited for data center development and which sites have the attributes to be marketable right now. As soon as AngelouEconomics completes their report to us, we will begin focusing on a campaign to promote our regional sites to the data center industry. We'll keep the region advised of our progress in this important endeavor."

"Data Centers are extremely capital intensive and provide high-wage, highly-skilled jobs. The Angelou study will allow us to better position Delaware County to attract this type of investment," said Terry Murphy, Vice President - Economic Development for the Muncie-Delaware County Economic Development Alliance.

Edward Merchant, President of the Grant County Economic Growth Council, advised "The Grant County Economic Growth Council sees this as another example of the power of collaboration. The Angelou project affords Grant County a rare opportunity to gain valuable insight into this unique industry."

Data centers store and serve vast amounts of data and information required to manage businesses. The data center facility houses a large number of computers and associated components, such as telecommunications and storage systems, enterprise software hosting and networking equipment. They generally include redundant (or backup) power sources, redundant data communications connections, environmental controls (air and humidity conditioning, fire suppression, etc.) and special security systems. Most medium to large-sized companies have, or use, some kind of data center – including "FORTUNE 500" corporations, healthcare, financial services, retail, telecom, and internet-based companies (search engines, e-retailing, web hosting and co-location providers). As the demand for the quick processing of information becomes even more important, there will be a growing emphasis on establishing free-standing data centers. Smaller businesses often contract their data management needs to specialty data centers.

Roy Budd summarized the overall positive outcomes associated with the data center site development project for East Central Indiana:

- Addresses regional need for high skill, high wage jobs
- Expands job creation opportunities for the region
- Develops human capital and helps retain talent
- Fosters entrepreneurialism in the region
- Targets data centers as a prime cluster opportunity
- Involves participants from all ten Energize-ECI counties
- Empowers regional leaders to address area challenges and develop opportunities in a pro-active way
- Involves a diverse collaboration of stakeholders
- Positions the region as a "hot spot" for technology industries
- Helps region have sites better prepared to meet data center needs and for other tech-based opportunities
- Sparks a spirit of collaboration in developing similar projects
- Provides a working model to others regarding collaborative efforts
- Offers potential to bring new capital investment to region

The economic development officials from all ten Energize-ECI, Inc. counties supplied descriptions of their available sites, along with information regarding utilities, workforce, incentives and other criteria. AngelouEconomics professionals then evaluated each site to determine its current potential as a site for a data center, plus advising what improvements would be needed by the non-qualifying sites. In early September, a team from AngelouEconomics traveled to East Central Indiana in conduct on-site inspections of the top four ranking sites with the greatest marketable potential for data center use. The sites are located in Madison, Grant, Wayne and Delaware counties. A summary report will be received in several weeks, advising Energize-ECI, Inc. which site(s) are most marketable, how they compare with U.S. benchmark sites and advise Energize-ECI, Inc. regarding developing strategies on connecting with companies with data center expansion plans.

AngelouEconomics is an expert in technology-based economic development planning, specializing in creating strategies for communities seeking high impact development. Since its founding in 1995, the firm has consulted with more than 100 companies and communities around the world, providing technology-based economic development strategic planning; real estate services; site analysis; industry cluster analysis and technology industry research; workforce assessments; entrepreneurial strategies and R&D assessments; economic impact studies; and site selection services. AE has quickly become the largest full-service independent economic development consulting firm in the United States.

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P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasfarris@comcast.net

Media Archives

Delaware County, Friday, September 19, 2008

Energize-ECI Mayor's Advisory Council to Hear Former Indianapolis Mayor Bart Peterson

Contacts:

Tom Farris - 765.284.5313 t
thomasfarris@comcast.net

Roy Budd - 765.254.1420
rbudd@energize-eci.org

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that Bart Peterson, former Mayor of Indianapolis (2000 - 2007), will be the guest speaker at the Energize-ECI Mayor's Advisory Council meeting, September 25th in Muncie. Peterson will speak about economic development from a Mayor's perspective. This spring, Peterson was a Fellow with the Institute of Politics at Harvard University. In March, he was selected as a Distinguished Urban Fellow for Living Cities, a national philanthropic organization that conducts research and advocates on behalf of cities to bring opportunities to urban neighborhoods and their residents. In June 2008, Peterson joined Strategic Capital Partners as Managing Director of Strategic Partners Urban Fund. He is also a Distinguished Visiting Professor of Public Policy at Ball State University. Peterson is a graduate of Purdue University and the University of Michigan Law School.

At the September Energize-ECI, Inc. Mayor's Advisory Council meeting, Roy Budd will present an update on recent Energize-ECI, Inc. activities, tradeshow and sales trips. Dr. Sally Jo Vasicko will present information about the Bowen Center for Public Affairs at Ball State University. The Energize-ECI, Inc. Mayor's Advisory Council is comprised of the Mayors representing the cities located in: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, Rush and Wayne counties. The group's mission is to work together to advance economic development growth in East Central Indiana.

According to Mr. Budd, "Bart Peterson has been one of the most successful mayors for a number of years. He understands economic development and its importance to a thriving community. He will provide valuable insight on how city officials can be more effective in advancing East Central Indiana communities. We welcome his experience, insight and counsel."

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Prepared by Tom Farris / T.L. Farris & Associates P.O. Box 2542 / Muncie, IN 47307-0542 Phone: 765.284.5313 / Fax: 765.284.5314 Email: thomasfarris@comcast.net

Media Archives

Delaware County, Tuesday, October 14, 2008

Bill Bradley Represents ECI Region on Indiana Economic Development Corporation Sales Trip to Atlanta, Georgia

Bill Bradley Represents ECI Region on Indiana Economic Development Corporation Sales Trip to Atlanta, Georgia

Muncie, IN -

E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that Bill Bradley, Jr., Executive Director of the Jay County Development Corporation was a member of the official Indiana Economic Development Corporation team representing East Central Indiana during a 3 day (September 23 - 25) sales trip to Atlanta. The business development trip was organized by the Indiana Economic Development Corporation (IEDC). The participants had pre-scheduled appointments with a diverse group of prospects and site consultants in Atlanta, to learn more about their expansion needs and to present the advantages Indiana offers to businesses. The objective was to cultivate new opportunities for economic development throughout our state, and more specifically within East Central Indiana.

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Details about Energize-ECI, Inc. and information about East Central Indiana may be viewed at the new, comprehensive Energize-ECI, Inc. website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's 48-page REGIONAL-FOCUS magazine, which contains a great overview of East Central Indiana, may be read or downloaded by going to the website.

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Media Archives

Delaware County, Thursday, October 16, 2008

Brevini Company to Locate Corporate Headquarters and Manufacturing Facility in Park One Center Near I-69 in Delaware County

Brevini Company to Locate Corporate Headquarters and Manufacturing Facility in Park One Center Near I-69 in Delaware County

Muncie, IN – Brevini Company, an international manufacturing company based in Italy will re-locate their U.S. headquarters to the ParkOneCenter just east of the SR-332 and I-69 interchange. The company will also build their first U. S. manufacturing facility at the site. The investment will exceed \$60 million and create an estimated 455 new jobs averaging over \$46,000+ each.

The lead for the new project was facilitated by Energize-ECI, Inc., assisted by Greg Winkler of Lead Climber LLC. Terry Murphy, Vice President of Muncie/Delaware County Economic Development Alliance worked extensively with Brevini officials and representatives in finalizing their relocation and expansion plans.

According to Roy Budd, Executive Director of Energize-ECI, Inc., "A large part of their decision to locate in DelawareCounty was based on the quality of the people they have met and the combination of work ethic, skill and education demonstrated within the East Central Indiana community. The presence of BallStateUniversity, the quality of life it adds to the region and the University's offer to assist Brevini in coordinating training and educational needs was an integral factor. This is an excellent example of the confidentiality and teamwork required to bring such a quality international company to our region. Thanks to everyone involved – our people really made it happen. The entire East Central Indiana should be proud of this success, a validation of the global competitiveness of our region."

Dr. Jo Ann M. Gora, President of Ball State University hosted a group from Brevini, attending the announcement ceremonies at Park One. The group included: Mr. Brevini, CEO of Brevini Holdings; members of the Brevini executive management team; Dr. Jacopo Tozzi, Sal Spada, President of Brevini USA; and Oliver Viehweider, President of Brevini Wind Power.

Brevini is one of the global leaders in the production of planetary and helical gears, producing final drive components used in many industries: including manufacturing; agriculture; transport; and mining.

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Media Archives

Delaware County, Thursday, October 16, 2008

Angelou Economics Officials Present "Project Epsilon" Site Evaluation Findings and Recommendations for Potential Data Center Sites in East Central Indiana

Angelou Economics Officials Present "Project Epsilon" Site Evaluation Findings and Recommendations for Potential Data Center Sites in East Central Indiana

Muncie, IN – Danny Klingler, Steve Vierck and Jeremy Zaborowski, professional site consultants from AngelouEconomics in Austin, TX released their findings and recommendations at a public presentation, October 8th in the HorizonCenter in Muncie, summarizing the evaluations of area sites as to marketability for possible data center development. Economic development officials from the 10-county Energize-ECI area had an opportunity to submit profiles of local sites they thought might be appropriate for development of a data center.

In May, 2008, Energize-ECI, Inc. hired AngelouEconomics to conduct a comprehensive review of the region's strengths and assets for attracting data centers. Dubbed "Project Epsilon," the engagement included three components, each designed to utilize AngelouEconomics' site selection expertise to identify the region's potential to capture data center investment. This important economic development project was coordinated by Energize-ECI, Inc. and funded by an IEDC Regional Partnership Grant from the Indiana Economic Development Corporation and regional partners including: Duke Energy; Indiana Michigan Electric, Wabash Valley Power and local economic development corporations from East Central Indiana.

Data centers are mission critical facilities that house computer servers and equipment and serve as the backbone of companies' IT operations. Due to changes in federal regulations, advances in technology, and the rapid rise of the internet, companies have begun aggressively building stand-alone data centers to prevent critical IT functions, leading to an explosion of data center construction across the country. Many of these facilities have chosen to locate outside major metropolitan areas in small cities and rural communities in order to take advantage of access to cheap electricity used to power their "server farms." Consequently, many smaller communities are seeing an influx of data centers bringing high-paying technology jobs, large capital investments, and a "Fortune 500" presence to town.

"Project Epsilon" Evaluation Process

Phase I - Competitive Assessment Initially, AngelouEconomics examined the East Central Indiana region as a whole, comparing its performance in key areas of importance to data centers with the performance of other regions that have demonstrated success in recruiting these facilities. Extensive regional data was collected and analyzed in areas such as power costs, workforce, natural disaster risk, taxes, fiber availability, and incentives. The analysis revealed ECI's overall regional strengths, capacity to satisfy key data center criteria, and ability to compete with other regions for data center investment.

Phase II - Reverse Site Selection In Phase II, AngelouEconomics submitted an RFI requesting information on specific sites in the ECI region with potential to serve data centers. In response, Energize-ECI, Inc. and its member communities submitted extensive information on 15 sites. AngelouEconomics reviewed the submitted sites and narrowed them down to 4 finalist sites with the greatest potential to satisfy the needs of data centers.

Phase III - Site Feasibility Analysis Finally, AngelouEconomics traveled to ECI to conduct site visits to the 4 finalist sites, visiting each site individually and meeting with appropriate representatives of government, utilities, and economic development. Detailed information was gathered on the specific strengths and weaknesses of each site, allowing for a final determination of site competitiveness and approval for data centers.

Conclusions and Recommendations The Data Center Assessment for the Energize-ECI, Inc. 10-county economic development partnership for East Central Indiana led to the following conclusions:

- AngelouEconomics views the ECI region as a strong, competitive region for data centers, and recommends that the regional attraction efforts focus on data centers as a target industry
- The Orchard Park West site in Anderson is highly recommended for data centers
- The Industria Centre site in Muncie; the Trout Farm site in Marion; and the Midwest Industrial Park site in Richmond are conditionally recommended for data centers

Danny Klingler, AngelouEconomics Project Manager and Director of "Project Epsilon" advised, "The East Central Indiana region is strategically located and very well positioned to capture the benefits of these high-tech, capital intensive data center facilities."

E. Roy Budd, Executive Director of Energize-ECI, Inc., added, "This project with AngelouEconomics gives East Central Indiana an opportunity to compete for data centers and technology industry projects on a national and international scale.. This is confirmed by the fact that AngelouEconomics is a proven leader in the site selection business and they have positioned our region in a favorable way to compete for data center projects."

AngelouEconomics is a respected global expert in technology-based economic development planning, specializing in creating strategies for communities seeking high impact development. Since its founding in 1995, the firm has consulted with more than 100 companies and communities around the world, providing technology-based economic development strategic planning; real estate services; site analysis; industry cluster analysis and technology industry research; workforce assessments; entrepreneurial strategies and R&D assessments; economic impact studies; and site selection services. AE has quickly become the largest full-service independent economic development consulting firm in the United States.

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Media Archives

Delaware County, Thursday, October 16, 2008

Energize-ECI Partners Represent East Central Indiana at the "2008 Roundtable in the High Desert" Expansion Management Conference in Tucson, AZ

Energize-ECI Partners Represent East Central Indiana at the "2008 Round table in the High Desert" Expansion Management Conference in Tucson, AZ

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., advised that Tim Eckerle, Executive Director - Grant County Economic Growth Council; Bryan Coats, President/CEO - New Castle/Henry County Economic Development Corporation; and Terry Murphy, Vice President - Muncie/Delaware County Economic Development Alliance; represented East Central Indiana and Energize-ECI, Inc. at the Expansion Management Conference, "Roundtable in the High Desert," October 13th through 16th, in the Westin La Paloma in Tucson, AZ. The fall 2008 conference featured eight international speakers addressing economic development and business expansion trends, challenges and opportunities. Participating in the conference were business executives, site selection professionals and economic development officials. Attending the conferences allows the East Central Indiana representatives to meet one-on-one with site selectors and business decision-makers with expansion and new-investment plans.

Regarding the Expansion Management Roundtable Conference, Bryan Coats, President/CEO - New Castle/Henry County Economic Development Corporation, commented, "At the Conference, I've had several meetings with consultants looking at the Midwest for various projects - from wind energy to logistics and distribution. East Central Indiana is well represented at this Roundtable."

"The Roundtable provides a cost effective way to market our community to the top consultants in the nation," said Terry Murphy, Vice President - Muncie/Delaware County Economic Development Alliance. "In addition, we listen to excellent presentations on key economic development issues."

Tim Eckerle, Executive Director - Grant County Economic Growth Council added, "The Expansion Management Roundtable is a unique opportunity to work with some of the top site consultants about cutting edge techniques and the great challenge of job creation in trying economic times."

The Expansion Management Roundtable Conference series is organized by EXPANSION MANAGEMENT magazine. The magazine and conferences facilitate and bring together the information needs of site selection executives and expansion-minded businesses with the marketing ambitions of economic development organizations. EXPANSION MANAGEMENT reaches over 45,000 executive decision makers, over half who are the CEO's, Chairmen, Owners or Presidents of companies with 50 to 500 employees. These companies are actively looking for the best locations to establish future manufacturing plants, distribution centers, corporate or regional headquarters, call centers, data centers or other business facilities.

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Media Archives

Delaware County, Monday, October 20, 2008

City of Muncie Joins Blackford County and Delaware County Resource & Grant Development Partnership Administered by Energize-ECI, Inc.

City of Muncie Joins Blackford County and Delaware County Resource & Grant Development Partnership Administered by Energize-ECI, Inc.

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that the City of Muncie has joined the Resource and Grant Development Partnership formed earlier this year by Blackford County and Delaware County, and administered by Energize-ECI, Inc. Holly Chaille, grant writer, researches and reviews opportunities for grants and funding, writes grant applications for securing grants and new revenue opportunities for Blackford County, Delaware County, the City of Muncie and the communities within the two counties. A primary focus of the grant development partnership will be to advance economic development, upgrade infrastructure and improve the quality of life for the participating entities. The Resource and Grant Development Partnership is housed in the Energize-ECI, Inc. Engagement Center at 122 E. Main Street, Muncie.

"The City of Muncie is very fortunate to have the opportunity to join Delaware County and Blackford County in the Resource and Grant Development Partnership administered by Energize-ECI, Inc.," stated Mayor Sharon McShurley, Mayor of Muncie. "In the statewide shift to regional economic development, we are fortunate to have the resources of Roy Budd and his staff. Adding a grant writing component makes perfect sense and cooperative initiatives result in cost savings for the City of Muncie and Delaware and Blackford counties. I thank Roy Budd and Commissioners Bennington, Brooke and Bledsoe for their cooperative spirit."

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[Media Archives](#)

Delaware County, Friday, October 24, 2008

Jeff Howe of Old National Bank Named Vice-Chair of Energize-ECI, Inc. Board of Directors**Jeff Howe of Old National Bank Named Vice-Chair of Energize-ECI, Inc. Board of Directors**

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., and Doug Bakken, Board Chair of Energize-ECI, Inc., announced that Jeff Howe has been elected Vice-Chair of the Energize-ECI, Inc. Board of Directors for the 10-county regional economic development partnership. The Board is composed of 37 members representing all of the Energize-ECI, Inc. region. Mr. Howe currently serves as Northeast Region President of Old National Bank. The Northeast region includes the Indiana communities of Anderson, Muncie, Marion, Portland, Richmond, Winchester, Losantville, Farmland, and Union City, Ohio. Howe holds a degree in Business Administration from the Miller College of Business at Ball State University. In addition to his banking career, Howe has served in leadership positions on local and regional economic development boards as well as regional, state and national workforce development boards. He recently served as Chairman of the National Association of Workforce Boards.

"We are delighted to have Jeff Howe serve as Vice-Chair of the Energize-ECI, Inc. Board of Directors," commented Roy Budd. "He has substantial financial banking experience and works for one of the premier banks in the State of Indiana. Jeff will add value to the strategic plan and vision of Energize-ECI, Inc."

Doug Bakken, Chair of the Energize-ECI, Inc. Board of Directors, added, "Jeff brings to Energize-ECI, Inc. his deep and abiding affection for East Central Indiana, his extensive banking experiences in Indiana, and his outstanding track record in serving on national, regional and local workforce organizations."

"Our past is not our future," stated Jeff Howe, Vice-Chair of Energize-ECI, Inc. "I'm eager to see and be a part of East Central Indiana's endeavor toward reaching its potential, which I believe is limitless."

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Media Archives

East Central Indiana, Friday, October 31, 2008

Latest Edition of Energize-ECI's "RegionalReport" Newsletter Highlights Region's Economic Development New Investment and Growth Success Stories

Latest Edition of Energize-ECI's "RegionalReport" Newsletter Highlights Region's Economic Development New Investment and Growth Success Stories

Blackford County

- o Blackford County Economic Development Corp. launched new website www.blackfordcoedc.org.

Delaware County

- o Miasa Automotive, LLC announced \$8.4 million expansion to their 54,000 SF facility in Yorktown, creating more than 55 new jobs by 2012.
- o Indiana Finance Company relocated its corporate headquarters to the Heartland Business Center in Daleville. The \$1.3 million investment will double employment to 90 by 2010.
- o Muncie and Delaware County officials completed a successful marketing and recruitment trip to Japan.
- o Muncie ranked as one of the leading life sciences employment regions in the nation.
- o LifeTouch will add about 7,700 SF to their facility and increase employment by 200 people.
- o Monogram Foods expanding Al Pete Meats with \$2.85 million investment and 95 to 115 new jobs over the next three years.

Fayette County

- o Indalex Aluminum Solutions made a \$22 million investment, adding 100,000 SF and 64 new jobs.
- o Connersville received a \$350,000 grant to study a multi-modal logistics facility utilizing the local airport and rail lines.
- o Connersville received a \$652,000 grant to purchase and develop "Shovel Ready" industrial site.
- o Fayette County completed a \$80,000 public funding drive to restore historic courthouse ceiling.

Grant County

- o GM's Marion Stamping Plant achieved landfill-free status.
- o Grant County Economic Growth Council received a \$100,000 USDA Rural Business Enterprise Grant.
- o Taylor University engineering programs achieved accreditation.
- o Wayne Seybold, Mayor of Marion, along with city and county officials made trip to Russia.
- o Renaissance Place announced a new multi-family development near I-69 and SR-18.
- o Indiana Corrugated relocated corporate headquarters to Marion and expanded facility.
- o Franklin Electric opened a new U.S. training center in Gas City.
- o Marion General Hospital received Magnet Status for nursing.
- o Ivy Tech Community College opened a new \$21 million Marion campus.
- o Marion General Hospital named a Thompson Healthcare "Top 100 Hospital."
- o Taylor University dedicated a new prayer chapel.
- o Indiana Wesleyan University broke ground for new \$22 million chapel and auditorium.

Henry County

- o KVK U.S. Technologies located its first U.S. plastic molding plant in New Castle.
- o The New Castle/Henry County Industrial Park has been certified "Shovel Ready."

Jay County

- o Tyson Foods announced \$4 million addition resulting in 13 new jobs.
- o Bell Aquaculture is building its 27,000 SF corporate headquarters and processing facility in Redkey.
- o Jay County Development Corporation launches comprehensive new website www.jaycountydevelopment.org.
- o AEP continues wind power generation testing in Jay County.
- o Redkey receives an OCRA grant to replace the town water tower.
- o Dunkirk receives an OCRA grant to build a new fire-EMS facility.

Madison County

- o Nestle building \$200 million, 200 SF addition, to create up to 140 new jobs.
- o City of Anderson opened a sub-center of the East Central Indiana Small Business Center in the City Hall Building.
- o The Anderson Business Incubator added two new clients: College Displays; and GraphX. The Anderson Business Incubator has now achieved full occupancy.
- o Unified Group Services announced a 9,000 SF addition, adding 15 new jobs.
- o Comfort Motion Technologies, LLC received a \$1.085 million Indiana 21st Century Research and Technology Fund grant to further develop its vehicle seat multi-position software.
- o Northstar Aerospace Inc. announced plans to hire 10 additional machinists.
- o The Corporation for Economic Development has relocated to the Flagship Enterprise Center.

Randolph County

- o Cardinal Ethanol, LLC will begin production at its \$158 million facility in November.
- o Productive Concepts, Inc. launched its hybrid school bus conversion program.
- o Tomasco Indiana LLC has completed its \$20 million expansion, adding 125 jobs.

- o AEP and Horizon Wind are collecting test data from their wind towers.
- o Randolph Eastern School Corporation plans to install a 600-KW wind turbine at Union City Community High School.
- o Ag Growth has installed equipment in the former Union City Body Company building to begin manufacturing grain storage and handling equipment this fall.

Rush County

- o Trane, Inc. is investing over \$7.4 million to upgrade its Rushville facilities, creating as many as 25 new jobs.
- o Rush County is working on the development of an agricultural park project which would generate green power.
- o Field work is being completed on over 225 acres at Rush County's "Shovel Ready Site."

Wayne County

- o TBK America purchased a 130,000 SF building in the Midwest Industrial Park for the manufacture of automotive oil and water pumps.
- o The renovation of the Crane Inc./Oberle & Associates building is utilizing green design and technology.
- o Really Cool Foods new 70,000 SF plant in Cambridge City is being constructed utilizing green design and technology.
- o Bev's Threads and Etc. has constructed a new 64,000 SF building in the Midwest Industrial Park.
- o Wayne County government and economic development officials visited Japan.
- o Hagerstown received a grant from the Economic Development Corporation of Wayne County to pursue a unique industrial park concept.
- o The Economic Development Corporation of Wayne County visited most of the manufacturing and distribution companies in Wayne County to learn about their challenges and how the EDC could be of assistance.

To read the latest edition of the Energize-ECI, Inc. "RegionalReport" newsletter, go to their website www.energize-eci.org, or contact the economic development partnership to receive a copy.

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Prepared by Tom Farris / T.L. Farris & Associates P.O. Box 2542 / Muncie, IN 47307-0542 Phone: 765.284.5313 / Fax: 765.284.5314 Email: thomasifarris@comcast.net

Media Archives

East Central Indiana, Monday, January 19, 2009

Tom Farris Completes Intensive, Week-Long Economic Development Academy Sponsored by Ball State's Building Better Communities

Muncie, IN - Tom Farris, Muncie-based business consultant and project coordinator for Energize-ECI, Inc. was one of 82 participants from two states completing the 25th

Annual Indiana Economic Development Academy held January 12-16, 2009 at the Horizon Convention Center in Muncie, Indiana. The Academy, accredited by the International Economic Development Council, offered economic developers, community leaders, government officials and business owners and executives the opportunity to gain an in-depth working knowledge of the many components of economic development.

A diverse and experienced faculty of professionals, practitioners and academicians from throughout the U.S. taught 40-hours of interactive core curriculum classes on the following topics: analyzing and profiling a local economy; managing economic development organizations; perspectives on local economies; business retention; strategic planning; marketing/business attraction; economic development finance; small business and entrepreneurship development; rural and small town development; community and neighborhood development; real estate development and reuse; workforce development; site selection and business location; and professional development. Working lunches brought in key officials from the State of Indiana as speakers. Dr. Jo Ann Gora, President of Ball State University, talked with the group on Thursday evening about Ball State's extensive resources available in the areas of building better communities and economic development.

Farris commented, "This was an excellent and intensive program. I know that the course has better prepared me to assist the communities and businesses of Indiana and Energize-ECI, Inc. to assess needs and identify opportunities, develop strategies and position communities and businesses to lead economic recovery in challenging times. It reinforced the prime importance of focusing on business retention and assisting established businesses grow, helping them return to their entrepreneurial roots and better identifying their unique advantages. All participants had many opportunities, both formal and informal, to discuss local concerns and problems, offer ideas and share resources for building better businesses and communities with the faculty and other participants. I highly recommend the course to community leaders, business executives and elected officials - it's an ideal way to learn how to effectively advance a business, community, county or region. Economic development is truly everyone's responsibility, and the first step is to learn more about the subject. I'm grateful to Vectren for providing the scholarship which permitted me to participate in the Academy."

The next Indiana Economic Development Academy sponsored by Building Better Communities at Ball State University is scheduled for January of 2010. For more information regarding the course, visit www.bsu.edu/cecd or contact Rose Wright at (765) 285-1628.

Prepared by Tom Farris / T.L. Farris & Associates
P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasifarris@comcast.net

Media Archives

East Central Indiana, Wednesday, January 21, 2009

East Central Indiana Economic Development Officials Attend ProMat Trade Exposition in Chicago

Contacts:

Tom Farris - 765.284.5313 thomasfarris@comcast.net

Roy Budd - 765.254.1420 rbudd@energize-eci.org

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., and Terry Murphy, Vice President - Muncie-Delaware County Economic Development Alliance; represented East Central Indiana at the 2009 ProMat trade exposition at McCormick Place in Chicago. ProMat is sponsored by the Material Handling Industry of America and featured displays by more than 700 international business exhibitors covering over 224,000 SF. ProMat exhibitors represented all segments of the material handling and logistics industry, from traditional manual equipment to computerized, automated systems. Because of its location and access to interstates, East Central Indiana has been identified as an ideal location for warehouse, distribution and logistics centers; and for businesses who's products are sold by the companies operating these centers; and by businesses supplying equipment to logistics centers.

According to Budd, "The trip was productive as it provided an excellent opportunity to develop new prospects, as well as to keep in touch with key companies looking at East Central Indiana for possible expansions or new facilities investments. Our central location and low cost of operations provides ECI with strong competitive advantages."

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P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasfarris@comcast.net

Media Archives

Muncie, IN, Friday, February 20, 2009

Bradley Bookout Hired By Energize-ECI, Inc. to Serve as Resource Development Manager for Blackford County, Delaware County and City of Muncie Grant Work

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that Bradley T. Bookout has been hired as Resource Development Manager. Mr. Bookout will research, investigate, write grant applications and manage all aspects of securing grants and new revenue opportunities for Blackford and Delaware counties, plus the City of Muncie. The position is the result of a collaboration between the two counties, the City of Muncie and Energize-ECI, Inc. A focus of the Resource Development Manager position will be advancing economic development, creating additional higher-paying jobs, upgrading infrastructure and improving the quality of life in Blackford and Delaware counties.

Brad Bookout is a resident of Yorktown, IN, where he resides with his wife and three sons. He is a 1991 graduate of Yorktown High School. In 1994, he studied Modern Political Philosophy and International Relations at The John F. Kennedy School of Government at Harvard. Brad is a 1995 graduate of Ball State University, with a major in Political Science and minor in Criminal Justice, and is also a 1995 graduate of the Bowen Institute at Ball State University. Brad has taken additional classes at BSU in Urban Planning, and is a 2002 graduate of the National Association Homebuilders University of Housing, Washington, DC, and a 2004 graduate of the Association's Master Homebuilder program.

Mr. Bookout currently serves as Vice President of the Delaware County Council - as an at-large member, having formerly served as President of the Council for the past two years. He has been active with the Muncie Homebuilders Association and Muncie/Delaware County Chamber of Commerce, where he currently serves on the Image Committee. Brad currently serves as the County Council's appointment to the Delaware County Redevelopment Commission. He is also a limited partner in Bookout Builders, LP and Bookout Development, LP.

Roy Budd commented, "We are delighted to have Brad Bookout join the Energize-ECI team as Resource Development Manager. He brings the right skill sets to this position along with a thorough working knowledge of East Central Indiana - its assets and needs."

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Details about Energize-ECI, Inc. and information about East Central Indiana and recent area business news may be viewed at the comprehensive Energize-ECI, Inc. website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's 48-page **REGIONAL-FOCUS** magazine, which contains a great overview of East Central Indiana - along with Energize-ECI's newsletters - may be read or downloaded by going to the website.

Media Archives

East Central Indiana, Thursday, March 19, 2009

Energize-ECI, Inc. The Regional Economic Development Partnership for East Central Indiana is Collaborating with Area Counties to Lead an

Energize-ECI, Inc.

The Regional Economic Development Partnership for East Central Indiana is Collaborating with Area Counties to Lead an Economic Transformation...

By Roy Budd, Executive Director of Energize-ECI, Inc.

The economic development needs for our region are real... Unemployment numbers keep growing and business layoffs and closures continue. We exceed state and national unemployment statistics, and fall below state and national averages for per capita and household incomes. East Central Indiana must be innovative and aggressive as we diversify our economic base to include industries offering new investment, long-term stability, growth potential, and which best utilize the resources of the region. Energize-ECI, Inc. is a 10-county regional economic development partnership positioned to help lead a regional economic transformation. The counties of East Central Indiana have united to bring about this important and much needed transformation which will reach far beyond more jobs. The time is now – and we in economic development need your involvement and support...

The role of economic development is crucial to enhancing the quality of life for area residents. An attractive quality of life requires a vibrant business community producing family-supporting jobs for the population of the region and contributing equitably to the tax base supporting critical services. According to the Merriam Webster Dictionary, energize is defined as "to give energy to; activate or invigorate." This is the type of action Energize-ECI, Inc. is achieving throughout East Central Indiana. Energize-ECI, Inc. is a public/private partnership founded in 2005 to provide pro-active services and programs facilitating collaborations to seek out and recruit new business investment throughout East Central Indiana – from the retention and growth of current businesses to the generation of new business growth through relocations, expansions and start-ups.

Local economic development organizations are integral to the business growth of their respective counties. Energize-ECI, Inc. amplifies the efforts of local economic development offices within our region. Energize-ECI, Inc. brings forth new innovative ideas to promote the region through collaborations and private-public efforts. Energize-ECI, Inc. works closely with the economical development directors and government officials of the member counties, plus the Indiana Economic Development Corporation and related organizations. Energize-ECI, Inc. markets the assets of East Central Indiana globally by:

1. Creating and implementing comprehensive regional marketing plans
2. Collaborating with the Indiana Economic Development Corporation and other state, regional and local agencies
3. Serving as the initial contact point to promote the advantages of Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, Rush and Wayne counties
4. Providing innovative global marketing to capture domestic and international investment opportunities through website www.energize-eci.org, publications, communications, business development trips, trade shows, targeted business prospecting, and relationship building with prospects and site selection professionals
5. Responding to information requests from executives around the world
6. Operating the Energize-ECI Engagement Center in Muncie, IN – a collaboration of organizations working together to advance area economic development, workforce development, education and training and small business development,
7. Acting as a catalyst, facilitator and leader for a team approach to regional economic development

The ten counties of East Central Indiana offer many important advantages to start-up businesses and companies wanting to expand or relocate. Here are some of our leading competitive advantages:

1. Central location in America - 75% of the populations of the U.S. and Canada can be reached within a 1-day truck drive
2. Excellent interstate and highway network
3. Low cost of land, buildings and available sites
4. Affordability and value – low cost of living and operation
5. Available, low cost energy resources
6. World class universities and colleges
7. Available, trained, quality workforce
8. Traditional Midwest values and work ethic
9. Temperate, four-season climate
10. Easy access to major Midwestern cities
11. Economic and cultural diversity
12. Aggressive economic development incentives
13. Clean, safe and friendly – great place to raise families
14. State offers a high-ranking business environment
15. Low taxes
16. Public-private collaborations
17. Wonderful quality of life – personalized choices
18. Short commute times benefit work/life balance
19. Vibrant community spirit
20. Close to Indianapolis, Fort Wayne, Dayton, Chicago & Cincinnati
21. Nearby recreational opportunities, lakes and rivers

East Central Indiana is positioned to capitalize on the upcoming economic upturn. Based on our regional assets, the following industry sectors are being targeted for regional growth and expansion: technology, advanced manufacturing, green industries, agribusiness / food processing, life sciences, biotechnology, education, retail, energy, financial services, logistics / distribution, service / professional, medical, new media and research.

Energize-ECI, Inc. has identified the following 2009 goals for the East Central Indiana region:

1. Support job creation (retention, expansion and recruitment).
2. Expand the number of business visits. Bring additional qualified prospects and site consultants to the region for a first-hand look at our sites and resources
3. Update website – create a separate section for site consultant use
4. Continue aggressive marketing and prospect development
5. Continue to attend national conferences and sales trips
6. Develop an EB-5 Immigrant Investor Visa Regional Center to encourage

foreign investment in the ECI region

7. Continue to educate elected officials about importance of economic development
8. Advocate for continuing workforce and infrastructure development
9. Take advantage of our location and proximity to interstates and highways
10. Increase media relation efforts summarizing regional success stories

For more information about Energize-ECI, Inc. and the entire 10 county East Central Indiana region, visit www.energize-eci.org.

Article written by:

Roy Budd, Executive Director, Energize-ECI, Inc.
122 E. Main Street
P.O. Box 1912
Muncie, IN 47308-1912
Phone: 765.254.1420
Fax: 765.254.1450
Email: rbudd@energize-eci.org

Media Archives

Muncie, IN, Monday, April 06, 2009

Energize-ECI Partners Represent East Central Indiana at "Roundtable in the Rockies" Expansion Management Conference in Vail, Colorado

Muncie, IN - Representing East Central Indiana at the Expansion Management Conference, "Roundtable in the Rockies," March 30th through April 2nd, in Vail, Colorado were Rob Cleveland - Executive Director, Blackford County Economic Development Corporation; Terry Murphy - Vice President, Muncie-Delaware County Economic Development Alliance; and Roy Budd - Executive Director of Energize-ECI, Inc., Muncie.

The conference featured eight international speakers who addressed economic development and business expansion trends, plus the challenges and opportunities presented by the global economic downturn. Participating in the conference were business executives, site selection professionals and a limited number economic development officials. Attending the conferences allowed the three East Central Indiana representatives to meet one-on-one with site selectors, program presenters and business decision-makers contemplating expansion, relocation, consolidation and new-investment plans.

According to Roy Budd, "Our primary objectives were to continue to build relationships with site selection decision-makers, to learn more about upcoming corporate expansion needs and how they are being affected by economic conditions, and to present the many important advantages East Central Indiana offers to businesses interested in expanding or relocating. During the one-on-one opportunities, dinners and free-time we were able to learn firsthand of the expanding company's needs, so we can better address the benefits of locating in East Central Indiana. It is through building these relationships that we may have the opportunity to turn an idea or a contact into the reality of a new or increased investment in the region. Our goal is to diversify the economic base of the region, bringing in more businesses with higher paying jobs and to support the growth of businesses currently located here."

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P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasifarris@comcast.net

Media Archives

East Central Indiana, Friday, April 10, 2009

"The Employee Free Choice Act / Card Check" My View**"The Employee Free Choice Act / Card Check" My View**
By E. Roy Budd

Congress is now considering the passage of the "Employee Free Choice Act" (S.1041) – also referred to as "Card Check." Since both of my parents were union members, I think I understand something about unions – why they were formed, their benefits, their weaknesses, and the reasons for their current decline in membership numbers. However, the proposed "Employee Free Choice Act / Card Check" is not truly "Free Choice," nor do I think it is beneficial or fair to the more than 100 million American workers, nor is it fair to business owners. In today's economic downturn, it would severely damage the global cost competitiveness of American businesses of all types and sizes at a time when their existence is most vulnerable. I encourage you to carefully study this legislation before it is passed and make your own decision – don't let the "Employee Free Choice Act" title mislead you.

The "Employee Free Choice Act / Card Check" allows unions to establish representation through a card check process instead of the secret ballot system used by unions for generations and by Americans for over 200 years. Card check is a procedure where an employer must recognize a union once that union produces evidence that a majority (just over 50%) of the employees have signed authorization cards. Once a majority has signed, the union is certified – no election is required. The union has to only present their side of the story.

Here's an example of how the procedure works. To keep things simple, we'll assume that the employer, ABC Company, has 100 employees. A union interested in unionizing the workforce can go around to employees to get them to sign union cards. They may tell employees that signing the card is only showing interest in the union organizational process. They do not have to tell the employer or all of the employees that they are trying to win certification. Under card check, if the union gets 50% plus one of the employees to sign a union card they are certified – and that's only 51 employees. In this case 49 employees may have had no opportunity to exercise their own rights to hear both sides, discuss and vote on unionization. Following certification, the union will offer a contract to the employer. If the employer does not agree with the union on the contract within 90 days, it automatically goes to an unsupervised mediation process utilizing a third party, where the contract may be forced on the business. The "Employee Free Choice Act / Card Check" does not offer free choice – we have that now under the secret ballot, which the act will eliminate.

With so much at stake for the unions, the possibilities of employee intimidation come to mind. With the card check system, the union organizers know exactly which employees support them and which don't – perhaps subjecting them to a misrepresentation of facts, psychological manipulation or the possibility of harassment. Personally, I'd much rather vote my free will in the secrecy of the current ballot box than having to tell a group of union organizers what my position is on unionizing where I work. I've been using the secret ballot box for local, state and national elections since being old enough to vote. Since the unions don't have to inform the employers of the card check program, what rumors could be spread about a business or employees to coerce card check signings?

We know that union membership has been decreasing for decades – today about 12% of American workers are unionized – with union growth occurring in the governmental sector. Many laws exist to protect workers – safety, age, labor, discrimination, working conditions, labor and more – an original purpose of the unions. Since Indiana is not a "Right to Work" state, when a business becomes unionized, all employees will be required to join the union and pay 1-2% of their wages as union dues – whether or not they support the union. In America, employees dissatisfied with their jobs, wages, benefits, hours, conditions or advancement opportunities have the free-will to find a better job. If additional training or education is required for a new position, these opportunities are readily available. These are choices available to us living in a democracy.

Only a secret ballot system protects employees from both unions and employers and potential abuses. The current secret ballot system that is overseen by the National Labor Relations Board (NLRB) would be eliminated by this act, perhaps opening the door for corrupt practices and intimidation. The proposed act undermines the democratic rights of all American employees and the rights, fairness and protection of the secret ballot to determine if the employees truly desire in voting for or against union representation.

Why are many in Congress supporting this bill? The unions and their political action committees poured hundreds of millions of dollars into the campaigns electing President Obama. Quick passage of this act is a mistake.

Publicly signed union cards do not reveal an employee's choice of free will. The process allows unscrupulous union organizers to threaten workers who may refuse to sign the card. Even when organizers obey the law, card-check allows union organizers to manipulate workers psychologically – by presenting only one side of the story and rushing them to make a quick "on-the-spot" decision to join the union with little time for thought. Since the organizers know the names and addresses of the holdouts, they may return to harass the employees to change their minds and sign the union card. The "Employee Free Choice Act / Card Check" (S.1041) does not offer free choice to all the nation's employees – and does not truly represent if the workers want to join a union. The government should not take the rights of over 100 million American workers to vote in privacy with a secret ballot when deciding to unionize.

If the "Card Check" bill (S.1041) is passed it would:

- Force millions of additional American workers to pay union dues under the threat of losing their jobs
- Reduce the number of jobs in this country by encouraging employers to outsource jobs
- Negatively place the American workforce in an unfavorable global position
- Eliminate the rights to a secret ballot of more than 100 million workers

What can you do? Please contact our Indiana Senators and Representatives today to voice your position. Vote NO on the "Employee Free Choice Act / Card Check" – (S.1041).

Senator Richard G. Lugar
306 Hart Senate Office Building
Washington, DC 20510
Phone: 1-202-224-4814
Fax: 1-202-228-0360
Indianapolis Phone: 317-226-5555

Senator Evan Bayh
Russell Senate Office Building
Building 40, Suite 2
Washington, DC 20510
Phone: 1-202-224-5623
Fax: 1-202-228-1377

Congressman Daniel Burton (House District 5)
2308 Rayburn House Office Building
Washington, DC 20515
Phone: 1-202-225-2276
Fax: 1-202-225-0016
(District 5 includes Grant County)

Congressman Mike Pence (House District #6)
1605 Longworth House Office Building
Washington, DC 20515
Phone: 1-202-225-3021
Fax: 1-202-225-3382
District 6 includes Blackford, Delaware, Fayette, Henry, Jay, Madison,
Randolph, Rush and Wayne counties)

Letter written by:

E. Roy Budd
122 East Main St.
P.O. Box 1912
Muncie, IN 47308-1912

Phone: 765.254.1420
Fax: 765.254.1450
Email: rbudd@energize-eci.org

Media Archives

Delaware County, Thursday, May 14, 2009

Energize-ECI Regional Update - 1st Quarter 2009**Energize-ECI, Inc. The Regional Economic Development Partnership for East Central Indiana is Collaborating with ECI Area Counties to Lead an Economic Transformation...**

The economic development needs for our region are real...

Unemployment numbers keep growing and business layoffs and closures continue. We exceed state and national unemployment statistics, while falling below state and national averages for per capita and household incomes. East Central Indiana must continue to be innovative and aggressive as we diversify our economic base to include industries offering new investment, long-term stability, growth potential, and which best utilize the resources of the region. Energize-ECI, Inc. is a 10-county regional economic development partnership positioned to help lead a regional economic transformation. The counties of East Central Indiana have united to bring about this important and much needed transformation which will reach far beyond more jobs. The time is now -- and we in economic development need your involvement and support...

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3. Serving as the regional contact point to promote the advantages of Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, Rush and Wayne counties
4. Providing innovative global marketing to capture domestic and international investment opportunities through website www.energize-eci.org, publications, communications, business development trips, trade shows, targeted business prospecting, and relationship building with prospects and site selection professionals
5. Responding to information requests from executives around the world
6. Operating the Energize-ECI Engagement Center in Muncie, IN -- a collaboration of organizations working together to advance area economic development, workforce development, education and training and small business development,
7. Acting as a catalyst, facilitator and leader for a team approach to regional economic development

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2. Excellent interstate and highway network
3. Low cost of land, buildings and available sites
4. Affordability and value -- low cost of living and operation
5. Available, low cost energy resources
6. World class universities and colleges
7. Available, trained, quality workforce
8. Traditional Midwest values and work ethic
9. Temperate, four-season climate
10. Easy access to major Midwestern cities
11. Economic and cultural diversity
12. Aggressive economic development Incentives
13. Clean, safe and friendly -- great place to raise families
14. State offers a high-ranking business environment
15. Low taxes
16. Public-private collaborations
17. Wonderful quality of life -- personalized choices
18. Short commute times benefit work/life balance
19. Vibrant community spirit
20. Close to Indianapolis, Fort Wayne, Dayton, Chicago & Cincinnati
21. Nearby recreational opportunities, lakes and rivers

East Central Indiana is positioned to capitalize on the upcoming economic upturn. Based on our regional assets, the following industry sectors are being targeted for regional growth and expansion: technology, advanced manufacturing, green industries, agribusiness / food processing, life sciences, bio-technology, education, retail, logistics / distribution, service / professional, medical, energy, financial services, new media and research.

Energize-ECI, Inc. has identified the following 2009 goals for the East Central Indiana region:

1. Support job creation (retention, expansion and recruitment).
2. Expand the number of business visits. Bring additional qualified prospects and site consultants to the region for a first-hand look at our sites and resources
3. Update website -- create a separate section for site consultant use
4. Continue aggressive marketing and prospect development
5. Continue to attend national conferences and sales trips
6. Develop an EB-5 Immigrant Investor Visa Regional Center to encourage foreign investment in the ECI region
7. Continue to educate elected officials about importance of economic development
8. Advocate for continuing workforce and infrastructure development
9. Take advantage of our location and proximity to interstates and highways
10. Increase media relation efforts summarizing regional success stories

For more information about Energize-ECI, Inc. and the entire 10 county East Central Indiana region, visit www.energize-eci.org.

Article written by:

Roy Budd, Executive Director, Energize-ECI, Inc.
122 E. Main Street
P.O. Box 1912 Muncie, IN 47308-1912
Phone: 765.254.1420

Fax: 765.254.1450
Email: rbudd@energize-eci.org



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Media Archives

Muncie, Friday, June 05, 2009

Energize-ECI Participates in Indiana Economic Development Sales Trip to New York

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., represented East Central Indiana on a new business recruitment sales trip to New York City, coordinated by the Indiana Economic Development Corporation and led by Indiana Commerce Secretary Mitch Roob. The Indiana delegation was in New York from Tuesday, June 2nd through Thursday, June 4th. According to Mr. Budd, "The purpose of the trip was to make new contacts for generating business investment and job creation for Indiana and East Central Indiana. We had an opportunity to provide information about Indiana's inviting business climate and incentive programs to twenty-one companies considering growth, consolidation, relocating or investing in Indiana. We will continue to build relationships with these and other targeted prospects from previous trips and keep them updated about the many business advantages offered throughout East Central Indiana. We appreciate the efforts of the Indiana Economic Development Corporation in organizing this trip and scheduling our appointments with interested business leaders. The State of Indiana is well-positioned for business growth and expansion."

Energize-ECI, Inc. is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. Energize-ECI, Inc. acts as the initial point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals, site consultants and companies researching the area. Energize-ECI, Inc. researches and answers inquiries regarding sites, buildings and regional information, then directs leads to the appropriate local economic development groups. Energize-ECI, Inc. provides support to: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, Rush and Wayne counties. Funding for trade missions, exhibits, marketing, programs, services and materials is provided by public and private entities throughout East Central Indiana, by foundations and grants.

Details about Energize-ECI, Inc. and information about East Central Indiana may be viewed at the comprehensive Energize-ECI, Inc. website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420, fax (765) 254.1450 and by email info@energize-eci.org. The Spring 2009 edition of Energize-ECI's 12-page Regional-Report newsletter, which contains a great overview of recent economic development activity in East Central Indiana may be read or downloaded by going to the organization's website.

[Media Archives](#)

Muncie, IN, Friday, June 26, 2009

Energize-ECI Participates in Regional Economic Development Sales Trip to Cleveland

Energize-ECI Participates in Regional Economic Development Sales Trip to Cleveland

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., announced the regional economic development partnership, along with area economic development officials, planned and participated in a sales trip to Cleveland, Ohio – June 25 -26. Local area economic development officials from the Energize-ECI, Inc. region participating in the trip included: Rob Cleveland, Executive Director of the Blackford County Economic Development Corporation; Brad Buening, Executive Director, Rush County Economic & Community Development Corporation; Tim Eckerle, Executive Director, Grant County Economic Growth Council; Bill Bradley, Executive Director, Jay County Development Corporation; Jake Mummert, representing the Anderson Corporation for Economic Development; and E. Roy Budd, of Energize-ECI, Inc.

According to Mr. Budd, "The purpose of this business development trip was to familiarize leading site selection professionals based in Cleveland about the many business advantages of expansion and relocation opportunities in East Central Indiana. It follows our successful Energize-ECI sales trip to Cleveland last year. We had appointments scheduled with members of five leading site consultant firms, businesses who research new location possibilities for corporations. We find it effective to meet in person with the site selectors to point out the specific competitive advantages of our region as they relate to the company's specific projects. Having economic development representatives from six of our ten counties participating in the meetings was very impressive to the consultants. They appreciated experiencing our regional collaboration and visiting with our very knowledgeable local economic development officials. Our team learned much about what selection criteria businesses are currently considering when reviewing site candidates as businesses contemplate consolidation and expansion plans as the economic environment begins to improve for some industry sectors."

About Energize-ECI, Inc.

Energize-ECI, Inc. is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. Energize-ECI, Inc. acts as a single point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals, site consultants and companies researching the area. Energize-ECI, Inc. answers inquiries regarding sites, buildings and regional information, then directs leads to the appropriate local economic development groups. Energize-ECI, Inc. provides support to: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph, Rush and Wayne counties. Funding for trade missions, exhibits, marketing, programs, services and materials is provided by public and private entities throughout East Central Indiana, by foundations and grants.

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Prepared by Tom Farris / T.L. Farris & Associates
P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasifarris@comcast.net

Media Archives

Muncie, IN, Wednesday, August 12, 2009

Energize-ECI Participates in Indiana Economic Development Corporation Sales Trip to Chicago

Energize-ECI Participates in Indiana Economic Development Corporation Sales Trip to Chicago

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., represented East Central Indiana on a sales trip to Chicago, coordinated by the Indiana Economic Development Corporation and led by Indiana Commerce Secretary Mitch Roob. The trip began on Monday, August 10th and concluded Wednesday, August 12th. According to Mr. Budd, "We had an opportunity to provide information about Indiana's inviting business climate and incentive programs to more than thirty site consultants, firms and companies in Chicago that are considering growing, relocating or investing in Indiana. We will continue to build relationships with these contacts and other targeted prospects to keep them updated about the many business advantages offered throughout East Central Indiana and specific site and building opportunities. The goal of the trip was to generate leads – now and in the future – that will result in future business investment and job creation in East Central Indiana."

The Chicago business development trip was the third such trip for the IEDC this year. The IEDC traveled to Dallas in February, New York City in June, and plans to conduct a trip to Atlanta in September. Participating partners for the Chicago sales trip included: Energize-ECI, Inc.; Indiana Municipal Power Agency; Dearborn County Economic Development Initiative; Greater Lafayette Commerce; Hoosier Energy; NIPSCO; Northeast Indiana Regional Partnership; The Indy Partnership; Duke Energy; Hamilton County Alliance; North Central Indiana Economic Development Partnership; Montgomery County and Indiana Michigan Power. In addition to participating in IEDC sponsored business development trips, Energize-ECI arranges for their own regional trips to cities throughout the U.S., developing business investment leads for the 9-county region.

Energize-ECI, Inc. is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. Energize-ECI, Inc. acts as the initial point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals, site consultants and companies researching the area. Energize-ECI, Inc. answers inquiries regarding sites, buildings and regional information, then directs leads to the appropriate local economic development groups. Energize-ECI, Inc. provides support to: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties.

Details about Energize-ECI, Inc. and information about East Central Indiana and member counties may be viewed at www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's newsletters, summarizing economic development activities throughout the region, may be read or downloaded by going to the website.

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Prepared by Tom Farris / T.L. Farris & Associates
P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasifarris@comcast.net

Media Archives

Muncie, IN, Thursday, August 20, 2009

Energize-ECI Partners Participate in Regional Economic Development Sales Trip to Georgia and South Carolina

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., announced the regional economic development partnership, along with four area economic development officials, planned and participated in a sales trip to Atlanta, Georgia and Greenville, South Carolina - August 17 - 18. Participating in the business development trip were: Rob Cleveland, Executive Director of the Blackford County Economic Development Corporation; Terry Murphy, Vice President, Muncie-Delaware County Economic Development Alliance; Bill Bradley, Executive Director, Jay County Development Corporation; Tim Eckerle, Executive Director, Grant County Economic Growth Council; and E. Roy Budd.

About the trip, Terry Murphy commented, "Regional marketing trips are an important component of our county's overall marketing efforts and this trip has allowed us to meet with eight key site location specialists and acquaint them with information and opportunities in East central Indiana."

Roy Budd added, "We had appointments with site selection firms in Atlanta and Greenville which represent businesses with expansion/consolidation plans and a specific interest in Indiana. The purpose of the trip was to familiarize these business executives and site selection professionals about the many business advantages of expansion, relocation and consolidation opportunities in East Central Indiana. It was a follow-up trip to revisit site consultants we had met on previous trips as well as to introduce the region to several new contacts. It is very important to keep building these relationships and to keep our contacts updated about current opportunities in our nine county Energize-ECI, Inc. area. When dealing with corporate expansion and consolidation plans, you never know when the next new business opportunity will occur. Having Rob, Terry, Bill and Tim representing East Central Indiana was impressive to the contacts. I'm sure our Energize-ECI team learned much about what specific selection criteria businesses these executives are using when reviewing site possibilities - especially when facing economic uncertainties. We will learn from this trip and continue to keep in touch with these professionals, encouraging investment in East Central Indiana."

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Details about Energize-ECI, Inc. and information about East Central Indiana may be viewed at the comprehensive Energize-ECI, Inc. website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's newsletters, highlighting regional economic development activities may be read or downloaded by going to the website.

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P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasfarris@comcast.net

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Muncie, IN, Monday, August 31, 2009

Roy Budd of E-ECI to Represent East Central Indiana during Governor's Trade Mission to China and Japan

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., will represent the economic development interests of East Central Indiana as a member of a delegation of Hoosier business leaders and elected officials on the first economic development mission to China by an Indiana Governor in more than a decade. Mr. Budd, Governor Daniels and the delegation will also make economic development stops in Japan and attend the Japan-U.S. Midwest Conference. This trip will mark Mr. Budd's third trip to China and second trip to Japan in the past five years.

The delegation will depart Indiana on September 5th and return on September 16th. Mr. Budd and the delegation will travel to China from September 6th through September 11th, participating in meetings scheduled in Shanghai and Zhejiang, Indiana's Chinese sister-state. They will travel to Japan September 11th through 16th, visiting Tochigi Prefecture, Indiana's Japanese sister-state, and attend the Japan-U.S. Midwest Conference in Tokyo. Meetings have been scheduled with government and business leaders in both China and Japan and the Governor will host three business receptions for potential investors.

More than 42,000 Hoosiers are employed by the more than 200 Japanese companies in the state with investments of more than \$9.8 billion. A number of these companies are located in East Central Indiana. Governor Daniels hopes to see modest Chinese investment in the state parallel the growth of Japanese investment in the future. Budd commented, "East Central Indiana has welcomed a number of international companies to our region because of our resources and many competitive advantages – and we plan to encourage more businesses to invest in our region. It is important to continue building these relationships and I commend the Governor for initiating such an important trip, benefiting the residents of Indiana. We will also have an opportunity to visit several Hoosier companies with plants in China. As an active member of the Japan America Society of Indiana, I look forward to meeting with friends, colleagues and prospects at the Society's conference in Tokyo."

The cost of the state delegation, represented by Governor Daniels and Mitch Roob – Indiana's Secretary of Commerce – is being covered entirely through private donations to the Indiana Economic Development Foundation and uses no tax dollars. Mr. Budd's trip was paid for by Energize-ECI, Inc. and by the Energize-ECI LEDO'S Council, a group represented by the local economic development officials of the nine member counties of Energize-ECI.

Energize-ECI, Inc. is a public/private partnership providing pro-active services and programs to encourage new business investment in East Central Indiana. Energize-ECI, Inc. acts as the primary point of contact for promoting the many advantages of operating a business in the region, collects and cultivates leads and assists individuals, site consultants and companies researching the area. Energize-ECI, Inc. answers inquiries regarding sites, buildings and regional information, directing leads to the appropriate local economic development groups. Energize-ECI, Inc. provides support to: Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties. Funding for trade missions, exhibits, marketing, programs, services and materials is provided by public and private entities throughout East Central Indiana, by foundations and grants.

Details about Energize-ECI, Inc. and information about East Central Indiana may be viewed at the comprehensive Energize-ECI, Inc. website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's newsletters, summarizing the economic development successes of East Central Indiana, may be read or downloaded by going to the website.

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Prepared by Tom Farris / T.L. Farris & Associates
P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomaslfarris@comcast.net

[Media Archives](#)

Muncie, IN, Tuesday, September 08, 2009

Energize-ECI Grant Work Results in \$2.3 Million Rail Spur Development Grant for Park One Site

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc., and Brad Bookout, Energize-ECI Resource Development Manager, announced they have been notified that \$2.3 million in federal funds have been allocated to complete a rail spur at Park One Industrial Park adjacent to I-69 at SR-332. The spur will be an extension from a nearby rail line and be used by Brevini USA, Brevini Wind and VAT Energies to ship completed green energy components. Save-A-Lot also operates a large grocery store product distribution center at Park One. Initial work on the grant application began over two years ago, with the efforts completed by a team led by Brad Bookout of Energize-ECI and Terry Murphy, Vice president of the Muncie-Delaware County Economic Development Alliance, with assistance from the Delaware County Commissioners and others. The County Commissioners had previously earmarked \$1.9 million in local funds to help develop the spur, an incentive used to add economic development value to the industrial park and to encourage Brevini USA to locate in Delaware County. Funding for the project was awarded by the Economic Development Administration of the U.S. Department of Commerce, and is part of the American Reinvestment and recovery Act of 2009.

Roy Budd commented, "I'd like to thank all of those who were involved in the rail spur grant application process for the past 20 months. The Park One rail spur will serve to attract additional investment and jobs to Delaware County and will benefit East Central Indiana. The rail spur was the priority project for Delaware County to be completed from the 2009 Comprehensive Economic Development Strategy Report (CEDS)."

The Energize-ECI Resource Development Group is a grant resource entity managed by Energize-ECI, Inc. - and was initially formed by a partnership between Blackford County, the cities of Montpelier and Hartford City, plus Delaware County.

Details about Energize-ECI, Inc. and information about East Central Indiana and recent area business news may be viewed at the comprehensive Energize-ECI, Inc. website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's regional business newsletters may be read or downloaded by going to the website.

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Prepared by Tom Farris / T.L. Farris & Associates
P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasfarris@comcast.net

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Muncie, IN, Tuesday, September 22, 2009

Brad Buening Represents ECI Region on Indiana Economic Development Corporation Sales Trip to Atlanta, Georgia

Muncie, IN – E. Roy Budd, Executive Director of Energize-ECI, Inc., announced that Brad Buening, Executive Director of the Rush County Economic & Community Development Corporation represented East Central Indiana as a member of the official Indiana Economic Development Corporation team during a 3 day (September 16-18) sales trip to Atlanta. The business development trip was organized by the Indiana Economic Development Corporation (IEDC). The participants had pre-scheduled appointments with a diverse group of prospects and site consultants in Atlanta, to learn more about their expansion needs and to present the advantages Indiana offers to businesses. The objective was to cultivate new opportunities for economic development throughout our state, and more specifically within East Central Indiana. This follows an August business development trip to Atlanta and Greenville organized by Energize-ECI, on which five Energize-ECI member economic development officials met with site selection decision makers.

Mr. Budd commented, "Atlanta is home to many leading site selection consultancies, so it is important to continue to develop relationships with new and old contacts – with the goal of getting them enthused about the advantages offered by East Central Indiana. Brad Buening has a strong background in economic development and did a great job in representing the region."

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P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasifarris@comcast.net

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Media Archives

Muncie, IN, Friday, October 16, 2009

Energize ECI Brownfield Assessment Coalition

Energize ECI Brownfield Assessment Coalition FACT SHEET

The purpose of this fact sheet is to give community stakeholders who are involved in the Energize ECI (EECI) Indiana Brownfield Assessment Coalition a general understanding of the project. The U.S. Environmental Protection Agency (EPA) requires that coalition partners be well-informed on the projects with which they are involved—and the EPA may contact coalition partners to “quiz” them on their project, so it is imperative that your organization knows some of the more important details of this undertaking. Here are some of the basics:

The Brownfield Assessment Grant Program

The EPA recently announced a funding opportunity for units of government and nonprofits to inventory and assess brownfield sites in their communities. The total amount of funding available for assessment activities is \$37.3 million. Eligible applicants may apply on their own for up to \$400,000 or as part of a larger coalition for up to \$1 million. Grant funds may be used for inventory, assessment, and cleanup planning for brownfield sites. EPA has set a deadline of October 16, 2009, for applications to be submitted. Awards are expected to be announced in May 2010, and project activities could begin after funds are released in October 2010.

Coalition Partners

EECI will serve as the applicant for this grant and the coalition will include the counties of Delaware, Grant, Blackford, and Jay. EECI will approach each county's health department, local economic development organizations, and Purdue Cooperative Extension Service, as well as various other environmentally- and economic development-focused organizations to be partners in this endeavor.

Brownfield Basics

A brownfield is “real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.” (“Small Business Liability Relief and Brownfields Revitalization Act”, PL 107-118, 11 January 2002.) In layman's terms, a brownfield is a property that is difficult to develop because it is contaminated or believed to be contaminated.

Project Activities

The scope of work for this project encompasses four tasks:

- 1) Community outreach - educating the community about brownfields in general and the brownfield assessment coalition specifically
- 2) Inventory and prioritization - collecting information on existing brownfields throughout the coalition area and prioritizing them based on project readiness, economic impact, and other factors
- 3) Site assessments - performing 40 Phase I and 25 Phase II environmental site assessments on the highest priority brownfields to determine the existence and extent of any contamination
- 4) Cleanup planning - creating Remedial Action Plans and/or Human Health and Ecological Risk Assessments, as necessary, to guide the cleanup and/or redevelopment process

Brownfield Liability Issues

A political subdivision or unit of federal or state government is not liable to the state for costs or damages associated with hazardous substances on, in or at a property acquired involuntarily (such as bankruptcy, tax delinquency, receivership, abandonment). In addition, the “All Appropriate Inquiry” Rule is utilized by the state and federal Brownfields programs to evaluate a property's environmental conditions and assess potential liability for any contamination. This process ensures future prospective purchasers eligibility for an exemption from liability. Furthermore, parties who by law or public policy should not be held liable for a site's contamination can request Comfort Letters or Site Status letters from the State to minimize liability and facilitate redevelopment. Brownfield sites that are owned by the party responsible for the contamination can be eligible for assessment under this program, as long as the owner gives EECI permission to access the site. However, contaminated sites owned by the responsible party are not eligible for remediation funding from the EPA or the State Brownfield Program.

Media Archives

Muncie, IN , Tuesday, October 27, 2009

SBDC and Energize-ECI Collaborate with USDA on ECI Rural Revolving Loan Fund Program to Serve Area

Muncie, IN – Ted Baker, Regional Director of the Indiana Small Business Development Center (SBDC), E. Roy Budd, Executive Director of Energize-ECI, Inc. (E-ECI), and Philip Lehmkuhler, State Director of the United States Department of Agriculture (USDA) Rural Development in Indiana, announced that the organizations have collaborated to make available a new Rural Revolving Loan Fund (RRLF) program to qualifying businesses in East Central Indiana. The announcement took place October 26th at the Energize-ECI Engagement Center in Muncie, where Mr. Lehmkuhler presented Mr. Baker and Mr. Budd a check for \$50,000 to initially fund the ECI Rural Revolving Loan Fund. The presentation was attended by officials from the USDA, SBDC, E-ECI and the nine counties served by the ECI RRLF. The ECI RRLF program is funded by the USDA and is being administered by the regional Small Business Development Center. A Rural Revolving Loan Fund is a pool of public and private sector funds that recycle money as loans are repaid. Objectives of RRLF's are to: (1) provide a dependable financing source for long-term economic development; (2) fill a credit gap for start-ups, expansions and retentions; (3) spur economic growth by making loans as affordable as possible; and (4) customize loans to the financial needs of each individual business.

The ECI Rural Revolving Loan Fund loans are administered by the East Central regional SBDC office with Mike Schmaltz of Star Financial Bank acting as financial advisor. The SBDC directs the prospective client through the application process. Qualifying applicants are then reviewed by the SBDC RRLF Board, which consists of a member from each of the nine counties in the region. Interest rates charged on RRLF loans are considerably less than conventional commercial loan market rates. To be eligible to apply for a loan, qualifying rural businesses must be located in Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties. Applicants must be registered as a SBDC client, have a completed business plan and have received a recent loan "turn-down" letter from a bank. Businesses interested in learning more about the program should contact Ted Baker, Regional SBDC Director or Vickie Bevans, SBDC Project Coordinator for the East Central Small Business Development Center, located in the Energize-ECI Engagement Center, 122 E. Main St., Muncie. Phone 866.576.7232 (toll-free), 765.282.9950 or email eastcentral@isbdc.org.

USDA Development State Director Phil Lehmkuhler said, "With the establishment of a revolving loan fund, Energize East Central Indiana will be able to assist numerous rural small businesses who, in the past, have had very few options for alternatives to traditional bank financing. The revolving loan fund will assist rural small businesses in Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties."

This latest grant is one of several recently awarded in Indiana by USDA Rural Development. "These grants are in keeping with the mission of USDA Rural Development which is to provide equity and technical assistance to finance and foster growth in homeownership, business development, and critical community and technology infrastructure," added Lehmkuhler. "USDA Rural Development is committed to improving the quality of life in rural Indiana. When rural Indiana makes progress, all of Indiana benefits."

"The East Central Indiana Small Business Development Center is very pleased to have this opportunity available as we assist businesses in the rural areas of our region," advised Ted Baker, SBDC Regional Director. "We look forward to bringing qualified candidates to the ECI Revolving Loan Fund Board for the possibility of receiving funds for their businesses. Thank you Energize-ECI for your vision and leadership in this cause."

According to Roy Budd, Executive Director of Energize-ECI, Inc., "The opportunity to help existing rural small businesses fits our mission of regional economic development, so when Vickie Bevans of the SBDC brought the USDA program to our attention and needed an organization to obtain the RRLF grant, I asked Brad Bookout, Energize-ECI Resource Development Manager, to get involved. Brad applied for the grant with the assistance of the SBDC office, making available the initial \$50,000 to begin the fund. Energize-ECI's involvement is only from the grant writing perspective and serving as the holder of funds. The Small Business Development Center has the contract to actually manage all aspects of the RRLF loan program here in East Central Indiana."

About the Indiana Small Business Development Corporation

The Small Business Development Center (SBDC) network has been serving small businesses and entrepreneurs since 1985, providing expert training, counsel and networking to Indiana business owners and people wanting to start a business. Now being hosted by Ivy Tech Community College, SBDC consulting services are offered free of charge to start-ups, new businesses, existing businesses and people with an idea for a business. From business feasibility studies, business plan development, strategic planning and how to secure financing, the SBDC has a host of professional services personalized for specific needs. The East Central SBDC region has offices in Muncie and Richmond, serving eleven area counties. The SBDC phone numbers are (toll-free) 866.596.7232 and 765.282.9950, or email eastcentral@isbdc.org.

About Energize-ECI, Inc.

Established in 2005, Energize-ECI, Inc. develops a mission of globally marketing the 9-county East Central Indiana region and teaming with local economic development organizations (LEDOs) in Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties to bring new jobs and commercial investment to the area.

For more information about Energize-ECI, Inc. visit their website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's Regional Report newsletters and news releases, summarizing recent economic development highlights in East Central Indiana, are available on the website.

Photo of Check Presentation Included with Release as an Attachment

IDENTIFICATION OF PEOPLE IN "\$50,000 USDA ECI RURAL REVOLVING LOAN FUND CHECK PRESENTATION PHOTO: (From left to right) Curtis Johnson, USDA Muncie Area Specialist; Roy Budd, Executive Director of Energize-ECI, Inc.; Anthony Kirkland, Muncie Area Director of the USDA; and Ted Baker, Regional Director of the Indiana Small Business Development Center.

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Prepared by Tom Farris
P.O. Box 2542 / Muncie, IN 47307-0542
Phone: 765.284.5313 / Fax: 765.284.5314
Email: thomasifarris@comcast.net

Media Archives

Muncie, IN, Wednesday, November 11, 2009

Muncie Ranked #2 in Nation by Coldwell Banker's Annual College Town Home Price Affordability Index

Muncie Ranked #2 in Nation by Coldwell Banker's Annual College Town Home Price Affordability Index

Muncie, IN - For the second year in a row, Muncie, Indiana (home of Ball State University) ranked 2nd in the nation in Coldwell Banker's "Annual College Town Home Price Affordability Index." Every fall, college football fans feel nostalgic for the tradition, lifestyle and spirit of their college towns as they cheer on their favorite teams. This year's Coldwell Banker College Home Price Affordability Index comparison reveals that these school-centric areas also sport very affordable homes, in addition to the culture and economic stability associated with institutions of higher education - making them great areas in which to purchase real estate.

The 2009 Annual College Town Home Price Affordability Index released by Coldwell Banker Real Estate LLC provides an apples-to-apples comparison of similarly sized 2,200 SF, four-bedroom, two-and-one-half bathroom rooms in college markets home to the 120 Football Bowl Subdivision Schools. This year, Akron, Ohio (University of Akron) is ranked as the most affordable college town, where a typical four-bedroom home costs \$121,885. Muncie, Indiana (Ball State University) took the No. 2 spot for the second consecutive year at \$144,996. Ranked No. 3 was Ann Arbor, Michigan (University of Michigan) with a home price average of \$148,000.

Other Indiana Division I-A Football School college towns were ranked as follows:

9th	Bloomington	Indiana University	\$164,433
23rd	South Bend	University of Notre Dame	\$183,938
29th	West Lafayette	Purdue University	\$189,000

The top three "most expensive" college towns for the typical 2,200 SF four-bedroom home are Palo Alto, California (Stanford University) at \$1,489,726; Los Angeles, California (UCLA and USC) at \$1,347,125; and Boston/Chestnut Hill, Massachusetts (Boston College) at \$1,337,578. The top ranked "most affordable" conference in the College Town Home Price Affordability Index is the Mid American Conference with an average price of \$182,322. Ball State is a member of the MAC Conference. The most expensive conference according to Index is the PAC-10 with a \$747,180 average. The PAC-10 features a number of west coast schools as members.

Overall, the 2009 College Town Home Price Affordability Index revealed that real estate buyers can find a typical four-bedroom home (as described) for less than \$250,000 in 62 percent of the college markets surveyed. Further research indicates that the charm and affordability of college towns is appealing to more than just students, with college towns typically high ranked in polls focusing on community growth and quality of living. College towns are also favorites of retirees, because of the cultural, educational and recreational advantages of the communities. Muncie's affordability ranking proves that the area is a great place for people wanting to live in Florida or Arizona in the winter season to have a second home.

"College markets, such as Muncie, have long-been one of the real estate industry's best-kept secrets," said Mike Lunsford, President and CEO of Coldwell Banker Lunsford Real Estate, based in Muncie. "Real estate professionals have been investing in college towns for years, often purchasing homes for their student-aged children to live in while attending school. College communities are also favored by empty-nesters and families attracted to the quality health care systems, culture attractions and overall quality of life that college towns like Muncie offer."

Coldwell Banker Lunsford serves the complete real estate needs of East Central Indiana from regional offices at 3601. W. Bethel Ave., Muncie, IN 47304. Information: phone - (765) 289.2228; toll-free - 1.888.602.2228; or website - www.cbllunsford.com. Since 1906, the Coldwell Banker organization has been a premier provider of real estate services. The Coldwell Banker system has approximately 4,000 residential and commercial real estate offices and 127,700 sales associates in 30 countries and territories. Each office, such as Coldwell Banker Lunsford, is independently owned and operated.

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Prepared by Tom Farris / T.L. Farris & Associates
 P.O. Box 2542 / Muncie, IN 47307-0542
 Phone: 765.284.5313 / Fax: 765.284.5314
 Email: thomasfarris@comcast.net

Media Archives

Muncie, IN, Wednesday, November 11, 2009

Energize-ECI Regional Planning District Elected to Membership in the Indiana Association of Regional Councils (IARC)

Energize-ECI Regional Planning District
Elected to Membership in the
Indiana Association of Regional Councils (IARC)

Muncie, IN - E. Roy Budd, Executive Director of the Energize-ECI Regional Planning District announced that the organization has been elected to membership in the Indiana Association of Regional Councils (IARC). IARC is a statewide association of 14 organizations that provide comprehensive, regional planning services which are coordinated with local governments in Indiana. Most of the IARC members were formed under Indiana Statute I.C. 36-7-7 more than 25 years ago, are funded by member county dues, multiple grant sources and fee-based services, and have governing boards comprised primarily of local elected officials.

Mr. Budd commented, "Membership in IARC provides us with an excellent opportunity to learn more about grant possibilities and to build relationships with peer organizations throughout the state. Indiana is known for its top-notch regional planning agencies. Collaborations and information-sharing benefits everyone involved. We've already put information and ideas gained from IARC meetings into action for our four-county district serving Blackford, Delaware, Grant and Jay counties."

Established in 1997, IARC provides a statewide forum for directors, staff and board members of member regional planning organizations in Indiana to network and share ideas that promote economic and community development, transportation planning, smart growth and a multitude of other issues on a regional basis statewide. IARC supports regional development efforts that prioritize and categorize local community and economic development needs and projects based on urgency, feasibility and determined regional priority.

Current member organizations of IARC include:

- Eastern Indiana Development District
- Economic Development Coalition of Southwest Indiana
- Energize-ECI Regional Planning District
- Indiana 15 Regional Planning Commission
- Kankakee-Iroquois Regional Planning Commission
- Madison County Council of Governments
- Michiana Area Council of Governments
- Northeastern Indiana Regional Coordinating Council
- Northwestern Indiana Regional Planning Commission
- Region III-A Economic Development District & Regional Planning Commission
- River Hills Economic Development District & Regional Planning Commission
- Southeastern Indiana Regional Planning Commission
- Southern Indiana Development Commission
- West Central Indiana Economic Development District

About Energize-ECI Regional Planning District

Founded in 2009, the Energize-ECI Regional Planning District is a state designated (Indiana Statute I.C. 36-7-7), multi-county economic development and planning district serving the economic development, infrastructure and planning needs of Blackford, Delaware, Grant and Jay counties in East Central Indiana. These counties were not affiliated with a designated regional district until the formation of the Energize-ECI Regional Planning District. The organization's scope of work is established by the State of Indiana, the U.S. Economic Development Administration of the Department of Commerce and focuses on the needs of the participating counties. In 2009, the Energize-ECI Regional Planning District has been involved in over \$9 million of funding - and successfully secured \$4,051,825.00 worth of local, state and federal funding, year to date.

About Energize-ECI, Inc.

Established in 2005, Energize-ECI, Inc. develops a mission of globally marketing the 9-county East Central Indiana region and teaming with local economic development organizations (LEDOs) in Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties to bring new jobs and commercial investment to the area.

For more information about Energize-ECI, Inc. visit their website www.energize-eci.org. The organization may be contacted at the Energize-ECI Engagement Center, 122 E. Main St., Muncie, IN 47305 (P.O. Box 1912, Muncie, IN 47308-1912); by phone at (765) 254.1420; fax (765) 254.1450 and by email info@energize-eci.org. Energize-ECI's Regional Report newsletters and news releases, summarizing recent economic development highlights in East Central Indiana, are available on the website.

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Prepared by Tom Farris

Energize-ECI Regional Planning District
P.O. Box 1912 / Muncie, IN 47308-1912
Phone: 765.254.0116 / Fax: 765.254.1450
Email: thomasifarris@comcast.net

Media Archives

Muncie, IN , Wednesday, November 18, 2009

Energize-ECI, Inc. Regional Economic Development Officials Market ECI on Sales Trip to Dallas

Muncie, IN - E. Roy Budd, Executive Director of Energize-ECI, Inc. announced the regional economic development partnership, along with EECI member area economic development officials, planned and participated in a business development sales trip to Dallas, Texas, November 11th - 12th. Participating in the trip were: Terry Murphy, Vice President - Muncie-Delaware County Economic Development Alliance; Bill Bradley, Executive Director - Jay County Development Corporation; Angie Lindahl, Project Manager - Grant County Economic Growth Council; Josh MacInnes, representing the Corporation for Economic Development - Anderson/Madison County; and Roy Budd. According to Mr. Budd, "The purpose of the Dallas trip was to familiarize a new group of site selection consultants about the many competitive advantages offered to new business investment, expansion and consolidation in East Central Indiana. We want to be top-of-mind when business investment projects are given the green light to active status. Right now, the economy has forced many business projects to be put on hold. I think we proved our case that East Central Indiana has much to offer for new business investment - and is worthy of serious consideration."

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Prepared by Tom Farris
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Energize-ECI Partners Supporting Regional Economic Development in 2010

- Ameriana Bank and Trust
- Avis Corporation
- Ball Brothers Foundation
- Ball State University
- Cardinal Health System, Inc.
- Community Foundation of Muncie/Delaware County
- DeFur Voran, LLC
- Eastern Indiana Regional Workforce Board
- First Merchants Bank
- First Merchants Corporation
- First Merchants Trust Company
- Garmong Construction Services
- George and Frances Ball Foundation
- Hannum, Wagle & Cline Engineering
- Ice Miller
- Indiana Michigan Power / AEP
- Indiana Wesleyan University
- Ivy Tech Community College
- Muncie Power Products
- Mutual Bank
- Star Financial Bank
- Taylor University
- Vectren
- Weaver Popcorn

Indiana is Top Ranked for Business

- **Indiana ranks first** in the Midwest for business tax competitiveness in the Tax Foundation's 2010 Business Tax Climate Index.
- **Indiana ranks first** in the Midwest as a "Best State to do Business." (March 2009, Chief Executive)
- **Indiana ranks first** in the Midwest for "Low Cost of Doing Business." (August 2008, Milken Institute)
- **Indiana ranks first** in the Midwest "In Terms of Economic Outlook." (March 2009, American Legislative Exchange Council)
- **Indiana ranks first** in the Industrial Midwest for "Cost of Doing Business and Business Friendliness." (July 2009, CNBC)
- **"In 2008 Indiana ranked as the fastest-growing state for wind energy installations.** Today, Indiana continues to be the state where wind power is growing at the fastest rate." - Kathy Belyeu, Manager of Industry Information Services, American Wind Energy Association.

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Energize-ECI, Inc.
P.O. Box 1912
Muncie, IN 47308-1912



"If You Knew More About Us, You'd Already Be Here"

THE PARTNERSHIP FOR EAST CENTRAL INDIANA



FOUNDED IN 2005



Fisher Building, Muncie - Home to Energize-ECI, Inc.

Energize-ECI, Inc.
Regional Economic Development

345 S. High St., 2nd Floor
P.O. Box 1912
Muncie, IN 47308-1912
Phone: 765.254.1420
Fax: 765.254.1450
Email: info@energize-eci.org
Website: www.energize-eci.org



Energize-ECI Includes:

- Blackford County
- Delaware County
- Fayette County
- Grant County
- Henry County
- Jay County
- Madison County
- Randolph County
- Rush County

Regional Report

Regional Magazine of The Partnership for East Central Indiana



The front of the new 130,000 SF Brevini Wind headquarters and manufacturing plant in Park One near I-69.

Brevini Wind, LLC Celebrates Topping Off Ceremony of Facility

Delaware County - December 1, 2009, about 6 months after the ground-breaking, Brevini Wind, LLC celebrated the topping off ceremony for their 130,000 SF manufacturing facility located in the Park One Business Park at the intersection of SR-332 and I-69 in western Delaware County. The new facility should be completed in March and shortly after, production will begin to manufacture gear boxes for electricity-producing wind turbines. Brevini Wind invested over \$60 million in the project and hopes to employ a workforce of 455 to produce 1,000 turbine gearboxes annually. A rail spur to Park One, to serve Brevini and other businesses, is being completed.

Renato Brevini, Brevini Group President and CEO stated, "A win for Brevini is a win for Muncie." Jacopo Tozzi, CEO of Brevini Wind advised that the Italian-based company opened its first manufacturing facility in Delaware County because of low taxes, available skilled labor, and superior logistics. Terry Murphy, Vice President of the Muncie-Delaware County Economic Development Alliance commented, "Having Brevini USA, Brevini Wind, VAT Energies, VAT Services and other green technology and alternative energy companies come to Delaware County helps position the area as a leader in green industries, plus a perfect environment for international businesses."

"Indiana has quickly become a hub for investment from global, clean-tech firms ranging from electric vehicle makers to lithium-ion battery producers, wind turbine component manufacturers and many others. Our low-cost business environment

(continued on page 3)



More than 100 business leaders and officials attended the Dec. 1st ceremony.

If You Knew More About Us, You'd Already Be Here!



Energize-ECI, Inc. Executive Director's Perspective

Greetings and Happy 2010:

The recession storm has left its path with significant job loss for East Central Indiana. Now that the recession is over, there will be a calm but weak jobless recovery for the first two quarters of 2010 for East Central Indiana and the whole State for that matter. This sounds like a pessimistic way to approach 2010, a year which promises recovery. But think again, not only does subdued growth for the region and the state seem the most likely path next year; it is enormously better than the alternative – heading back into recession.

Now, in 2010, is the time for Energize-ECI to stay the course and continue an aggressive marketing campaign to continue to foster business investment in the Region. Our scheduled sales trips with the State and the Region are in place to market the assets of the Region to business investors and site consultants across the globe. We are starting a target industry study with Ginovus, an economic consulting firm from Indianapolis, to help us focus the region's assets with selected industry clusters. We are also aggressively pursuing foreign investment by applying to establish an EB-5 Visa Regional Investment Center (the first such center in the State). This center will encourage foreign investment of at least \$1 million per entity and create a minimum of ten jobs.

In 2010, the challenge will be to refocus on the long-term for East Central Indiana. To prepare for the long-term (next five years), Energize-ECI is implementing a new strategic plan focusing on leveraging regional assets and partnerships for a select group of industry clusters. We appreciate our partners continued support and investment in our regional organization. Working together, we can focus on the future of the region and make 2010 a foundation year for regional growth and job creation.

Sincerely,

E. Roy Budd

E. Roy Budd
Executive Director
Email: info@energize-eci.org

2010 E-ECI SALES TRIPS, TRADE SHOWS, MEETINGS and CONFERENCES CALENDAR

Feb.	3	E-ECI LEDO* Group Board Meeting IEDC Sales Trip - Dallas, TX
March	3	E-ECI LEDO* Group Board Meeting E-ECI Regional Sales Trip – Chicago, IL
	29-1	Expansion Management Roundtable Conference - Colorado
April		E-ECI Board Meeting
	7	E-ECI LEDO* Group Board Meeting
May		IEDC State Sales Trip – Chicago, IL
	5	E-ECI LEDO* Group Board Meeting
	3-6	BIO International Convention – Chicago, IL
	10-26	Trip to Turkey
	23-26	Windpower 2010 Conference & Exhibition - Dallas, TX
June	2	E-ECI LEDO* Group Board Meeting
	14-17	Expansion Management Roundtable Conference - South Carolina E-ECI Regional Sales Trip – Cleveland, OH
July		IEDC State Sales Trip – New York
		E-ECI Board Meeting
	7	E-ECI LEDO* Group Board Meeting
Aug.		E-ECI Regional Sales Trip- Greenville, SC/ Atlanta, GA
	2-4	IEDC State Sales Trip - Chicago, IL
	4	E-ECI LEDO* Group Board Meeting
Sept.	1	E-ECI LEDO* Group Board Meeting
	8-10	IEDC State Sales Trip – Atlanta, GA
	12-14	Midwest US Japan Conference - Detroit, MI
Oct.		E-ECI Board Meeting
	6	E-ECI LEDO* Group Board Meeting
	11-14	Expansion Management Roundtable Conference - Arizona
Nov.		E-ECI Regional Sales Trip – Dallas, TX
	3	E-ECI LEDO* Group Board Meeting
Dec.	1	E-ECI LEDO* Group Board Meeting *LEDO - Local Economic Development Officers

Other Trade Shows and Trips for 2010

		WINDIANA Conference State of Indiana Japan Trip
Feb.		
	9-11	Plastics/Plastec West - Anaheim
	23-25	Renewable Energy/ World Conference & Expo Austin, TX
Apr.		
	26-29	Logistics/Distribution - Cleveland, OH
Sept.		
	13-18	Manufacturing Technology Show - Chicago
Oct.		
	31-3	Packaging Expo & Process Expo -Chicago, IL



Formation of a New Multi-County Planning District

In October, E. Roy Budd, Executive Director of Energize-ECI, Inc., along with the County Commissioners from Blackford, Delaware, Grant and Jay counties, and Governor Mitch Daniels announced the formation of a new multi-county planning district, a valuable resource for assisting local governments and communities. The district is an operating division of Energize-ECI, Inc., the 9-county regional economic development partnership, and is known as the Energize-ECI Regional Planning District. The organization's scope of work is established by the State of Indiana, the U.S. Economic Development Administration, focusing on local needs of the participating counties. "The creation of this new planning district is a tremendous resource for the four counties," said David Terrell, Executive Director of the Office of Community and Rural Affairs (OCRA). "Taking a regional approach connects communities with new opportunities for successful local economic planning and development."

The formation of the new Economic Development and Planning District was the Number One Initiative of Action Strategy One of the Comprehensive Economic Development Strategy (CEDS Report) of the four counties, revised April 3, 2009. The multi-county planning district has applied to the EDA of the U.S. Department of Commerce for a \$50,000 multi-county planning grant and will initiate the process of achieving EDA Regional District certification in 2010. E. Roy Budd is the Executive Director of the District. Brad Bookout serves as Resource Development Manager and Tom Farris is Project Coordinator.

The primary responsibility of the district is to develop and manage the CEDS Report for the four counties, an organized, grass-roots-developed plan, identifying the needs and priorities of the counties which impact economic development and growth. Using the plan as a road-map, needs can be turned into grant opportunities to benefit the counties and their communities. As the organization develops, additional services may be provided with other revenue streams possibly being captured.

Benefits gained by membership in the multi-county planning district include:

- Eligibility to apply for EDA regional planning grants

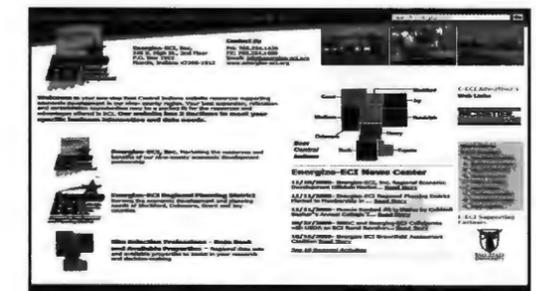
- Continual identification and review of local needs of communities, counties and region
- Focuses on accomplishing local, area and regional priorities
- Addresses common problems and sharing technical staff
- Encourages grassroots community involvement and input
- Community, county and regional vision development and advocacy
- Leverages the power and resources of a regional collaboration
- Direct access to state and federal grant and loan programs
- Priority grant development status received by a multi-county planning district
- Improves the quality of life for residents throughout the District
- Support growth of existing businesses and new investment
- Determine infrastructure needs
- Provide valuable resources to community, economic developers, government officials and residents

Energize-ECI Members Participated in Many U.S. & Global Sales Trips in 2009

Energize-ECI, Inc. members participated in many business development sales trips during 2009. Members conducted their own group E-ECI trips to Chicago, Cleveland, Atlanta, Greenville and Dallas. E-ECI representatives attended Indiana Economic Development Corporation trips to Dallas, New York City, Chicago and Atlanta, plus the state trade mission to Japan, Korea and China. Members also represented the region at Expansion Management Round Table conferences in Colorado, South Carolina and Arizona.

Visit Our Newly Updated Website!

www.energize-eci.org



Rush County News

www.rushecdc.org

- **Omnicity Corporation officials say it will create 100 jobs by 2012 as part of an expansion project in Rushville.** The rural wireless broadband provider plans to invest \$2.5 million toward a wireless infrastructure and a new corporate office to house its call center, collections and distribution operations in the North Rushville Industrial Park. In 2009, Omnicity expanded its rural wireless coverage into a number of northern and northeast Indiana counties, with continuing growth plans in the works for 2010.
- **Jordan Manufacturing Company is planning to bring 70 manufacturing jobs to Rush County.** The operation will produce parts that are currently made in China.

Largest Communities in East Central Indiana

(Source – Stats Indiana – 2008)

Rank	Community	Population	County
1.	Muncie*	64,975	Delaware
2.	Anderson*	57,282	Madison
3.	Marion*	30,212	Grant
4.	New Castle*	18,339	Henry
5.	Connersville*	13,931	Fayette
6.	Elwood	9,027	Madison
7.	Yorktown	8,523	Delaware
8.	Hartford City*	6,302	Blackford
9.	Portland*	6,158	Jay
10.	Rushville*	6,068	Rush
11.	Alexandria	5,854	Madison
12.	Gas City	5,683	Grant
13.	Winchester*	4,601	Randolph
14.	Pendleton	4,207	Madison
15.	Fortville	3,732	Madison
16.	Upland	3,642	Grant
17.	Union City	3,324	Randolph
18.	Dunkirk	2,950	Jay
19.	Fairmount	2,734	Grant
20.	Middletown	2,354	Henry
21.	Albany	2,311	Delaware
22.	Knightstown	2,015	Henry
23.	Edgewood	1,867	Madison
24.	Frankton	1,860	Madison
25.	Lapel	1,845	Madison

* County Seat

Balance in East Central Indiana

Since ECI workers don't have to deal with long commutes (Indiana has the 2nd shortest commuting times in the nation), they have more time to spend with their families, hobbies, community involvement and other interests. Work-life balance is achieved when workers feel equally satisfied about their occupations and personal lives. East Central Indiana provides an opportunity for residents to control more of their time.

ECI is a region of choices. Live your dream – in the country, on a golf course, in a city or town, downtown, in the suburbs – you have plenty of choices in our region to fit your lifestyle. The cost of doing business and living in ECI is stable and about 90% of the national average – benefiting you, your employees and your business. Live your best life in East Central Indiana.

Our world-class colleges and universities: Anderson University, Ball State University, Indiana Wesleyan University, Ivy Tech Community College and Taylor University provide a focus on education. They are great assets to the region with their diverse cultural and recreational opportunities. The internationalization of our universities supports the growing globalization of our business community.

East Central Indiana is an ideal place to raise a family – friendly, clean, safe and full of activities. Our residents are known for their Midwestern values, integrity and work ethic. Plus, we are only minutes away from larger cities such as Indianapolis, Fort Wayne, Dayton, and hours away from Chicago, Cincinnati, St. Louis, Columbus and Detroit.

Core Industries of East Central Indiana

The area is known for its industrial innovation and is diversifying its economic base to reflect the technology resources of the region. We may be a perfect fit for your business. East Central Indiana core industries include:

Advanced Manufacturing	Agribusiness
Alternative Energies	Automotive/Transportation
Education	Food Processing/Culinary
Glass Containers	Green Industries
Healthcare Services	Life Sciences
Logistics/Distribution	New Media
Retail	Software/Technology

and qualified workforce has put Indiana on the map as a destination of choice for the next generation of auto and wind energy supply chain companies. We will continue to work aggressively to generate new jobs for Indiana workers in this growing sector." - said Mitch Roob, Indiana Secretary of Commerce and Chief Executive Officer of the Indiana Economic Development Corporation.

ECI Regional Reports

Blackford County News

www.blackfordcoedc.org

- **The Blackford Industrial Park** site has been designated by the IEDC as "Shovel Ready." The 37 acre industrial site is one of 55 "Shovel Ready" sites in Indiana. "With more and more companies looking for sites where they can have a shovel in the ground as quickly as possible, our "Shovel Ready" program gives Indiana an advantage when it comes to competing with other states for new investments and new jobs," said Mitch Roob, CEO of the Indiana Economic Development Corporation.
- **Hartford City received a \$600,000 Community Fund grant** for a sewer rehabilitation Project. The Indiana Office of Community and Rural Affairs (OCRA) administers the grant, which was funded through the federal Community Development Block Grant program. Hartford City will separate sewer and stormwater lines in the north and central parts of the city, which will eliminate two combined sewer overflows. In past rain events, numerous homes have dealt with sewage back-ups and flooded basements.

Delaware County News

www.muncie.com

- **Ball State University began construction of the nation's largest geothermal heating and cooling system.** The \$65 million system will service more than 40 university buildings, realizing significant annual energy savings and cutting carbon emissions by approximately 80,000 tons per year.
- **Ball State University Institute for Mobile Media Research** has reached a collaboration agreement with LaViaz Mobile for the creation, testing, and practical application of mobile media for consumers, businesses and academia.
- **Monogram Comfort Foods is investing \$3.4 million** in expanding its corndog and fritter manufacturing

capacity, resulting in 50 new jobs. "Monogram could not be happier about being part of Delaware County," said Steve Hofford, Monogram Comfort Foods Vice President and General Manager. "The tremendous labor force and the central location of Muncie makes this facility a great addition to our perishable plants in the U.S. The level of dedication of the people in Muncie and Delaware County will help us grow exponentially in the coming months and years."

- **The Muncie-Delaware County Chamber of Commerce and Economic Development Alliance** announced the hiring of Jay Julian as President and CEO. Julian is a veteran of economic development positions in East Central Indiana.
- Joann McKinney has been appointed President and CEO of the **Horizon Convention Center** in Muncie. The Horizon Convention Center is host to local, regional, state, national and international events which have significant economic impact on Muncie and Delaware County.
- **Sierra Resources has invested \$10 million** in Delaware County to develop natural gas wells in Trenton Field, the area that produced East Central Indiana's historic gas boom from 1886 to 1910.
- **VAT-Getriebetechnik, a German-based international manufacturer** of vertical vane wind turbines and renewable energy powered lighting systems has located its U.S. and first North American manufacturing and service facility in Park One Business Park in Delaware County. VAT Energies, LLC and VAT Service, LLC plan to create from 105 - 120 new jobs by 2011 and make a \$3.3 million capital investment. It is the second international company to establish USA headquarters in Delaware County in the past two years.
- **Saint-Gobain Containers, Inc.**, headquartered in Muncie, has been honored by the U.S. Environmental Protection Agency (EPA) with the 2009 ENERGY

(Delaware County continued to page 5)



INDIANA MICHIGAN POWER
A unit of American Electric Power

Connected to Communities

Visit indianamichiganpower.com for more about I&M's involvement in economic development

Meet the Director

Terry Murphy, CEcD
Vice President

**Muncie-Delaware County
Economic Development
Alliance**

tmurphy@muncie.com



Terry Murphy, with more than 25 years experience in the field of economic development, came to the Muncie-Delaware County Economic Development Alliance in 1991. He has been involved in all areas of economic development, including: business marketing and recruitment, business retention and expansion, shell building and incubator program development, downtown development, international business development, technology development, infrastructure development, and fund raising.

The Muncie-Delaware County Economic Development Alliance is one of the twenty-five "Accredited Economic Development Organizations (AEDO)" in the United States by the International Economic Development Council (IDEC). There are approximately 15,000 economic development organizations in the United States. AEDO members are recognized as organizations of excellence in the field of economic development.

During the first three years of the five-year Vision 2011 program, Murphy and the EDA office have been instrumental in the recruitment and expansion of companies that are projected to create over 2,133 new or retained jobs in the community with \$74.8 million in annual payroll when all jobs are in place, and with a projected capital investment of over \$204 million dollars.

- VAT Energy / VAT Services \$3.3 million capital investment 105-120 jobs (Second USA headquarters office location in two years by an international company)
- Bell Aquaculture \$92 million 75 jobs
- Mursix / Twoson Tool \$12 million 150- 250 new jobs
- Monogram Foods \$3.4 million 50 jobs
- Munciana Volleyball Inc. \$2.2 million 7 jobs

Other assistance projects included: Ken-Don, Indiana Ticket/Muncie Novelty, Muncie Mold & Engineering, Hometown Ice

Prior to coming to Muncie, Murphy worked as the Director of Economic Development at the Mo-Kan (Missouri-Kansas) Regional Council and Economic Development District.

Murphy's education and professional certificates include: a Bachelor of Science Degree in Business Administration from Missouri Western State University; Graduation from the Economic Development Institute at the University of Oklahoma; Designation as a "Certified Economic Developer" (CEcD) from the International Economic Development Council; Designation as "Economic Development Finance Professional (ADFP)" from the National Development Council; and Graduation from the Institute for Organizational Management (Chamber Institute) at the University of Delaware.

Murphy also serves on several committees and organizations, including:

- Board of Directors President of the East Central Indiana Economic Development Council
- Board of Directors and Officer of the Indiana New Market Tax Credit Advisory Services
- Board of Directors of the Muncie Sports Commission
- Indiana Life Science Economic Development Board
- Board of Directors of Energize-ECI (Regional Economic Development Organization)
- Board of Directors of the Yorktown Redevelopment Commission
- Purdue University Industrial Advisory Board

In 2006 Murphy was named "Person of the Year" in Muncie-Delaware County by the Muncie Star-Press. In 2008 Murphy received an "Honorary Secretary of Commerce" award in recognition of his outstanding contribution in the field of economic development. He currently resides in Yorktown, IN. Murphy has three daughters: Jennifer, Melissa and Sarah.

Murphy's goals for 2010 in Delaware Co. include:

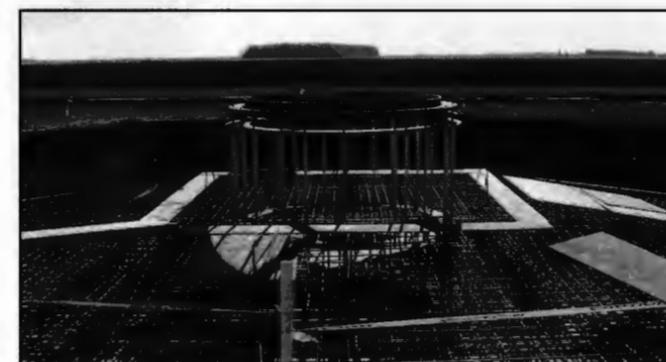
- (1) Continue to work toward the nine goals outlined in the Vision 2011 document
- (2) Continue an aggressive outreach effort in marketing to new businesses
- (3) Continue our strong focus on assistance to existing business
- (4) Seek a "site-ready designation" for a targeted industry
- (5) Finish update of new muncie.com website
- (6) Possibly expand overseas initiatives into Europe and/or Korea

- **Nestle's expanded Anderson facility** currently employs over 500, with a capital investment greater than \$600 million.
- **Affiliated Computer Services**, a call center, added 200 jobs bringing their total employee count to 700.
- **Alliance One call center** added 70 jobs bringing their employee count to 125.
- **Hickory Furniture Design** has relocated their company to the former C.J. Boots Casket Company building after a fire destroyed their old facility in Lapel. They added 10 new jobs with the move.

Randolph County News

www.randolph-county.org

- **Wind turbine construction is underway in Union City.** Excavation and concrete work have been completed on the Union City Community Wind Turbine Project, a partnership between the Randolph Eastern School Corporation and Union City. The project involves erecting two IMW 300+ foot wind turbines. Barring weather setbacks, the turbines should be operational in early 2010.



Wind Turbine being constructed in Union City.

- **The former Champion Home Builders facility in Ridgeville, which had been vacant for six years, is now back in use.** The Randolph Economic Development Corporation took ownership and negotiated with an expanding Randolph County business to purchase the property. **Stone Station Elevator** specializing in grain hauling and storage, purchased the facility in December and began operations. The 16 acre property has two buildings totaling over 106,000 SF under roof.



Ridgeville Stone Station Elevator.

- **Downtown revitalization is a priority in Randolph County's three Indiana Main Street Communities.** Each of the communities has recently utilized grants from the Indiana Office of Community & Rural Affairs (OCRA) for facade renovation projects. Rehabilitation of key buildings is underway in Farmland, with completion expected by mid-2010. The City of



Reconstruction of Pizza King in Winchester.

Winchester has completed an architectural study of key buildings and will be applying for a construction grant in the spring of 2010. Union City has completed an architectural study and was recently awarded a \$500,000 Downtown Enhancement Grant, just like Farmland.



The Chocolate Moose in Farmland undergoing revitalization.

- **The Chocolate Moose**, a cornerstone business in historic downtown Farmland, recently reopened under new management. The new owners transformed the restaurant into a retro 1950's soda shop. Complete with mid-century memorabilia. The improvements to the facility are ongoing. The Chocolate Moose building, the centerpiece of downtown Farmland, is an essential element of the OCRA funded revitalization project.

Mission of Energize-ECI, Inc.

Established in 2005, Energize-ECI, Inc. globally markets the nine-county East Central Indiana region; teams with local economic development officials to bring new jobs and commercial investment to the area; encourages public/private collaborations to enhance economic development; and engages area leaders to advance the quality of place throughout ECI.



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FDIC

(Madison County News continued from page 11)

- **The City of Anderson** has started working on a \$6.5 million wastewater improvement project required to comply with the federal Clean Water Act. The project is being funded through the federal stimulus package and the Indiana State Revolving Fund.
- **Bright Automotive Inc. has launched an eSolutions initiative in conjunction with a \$1.4 million contract with the U.S. Army** for a demonstration project on low-cost, plug-in hybrid electric options for non-tactical military vehicles.
- **Remy International Inc. announced a contract to supply its new "off the shelf" HVH250 electric motor to EBO Group subsidiary eZhybrid Drives, Inc.** The customer will use the new motor to help enable the addition of electric power to hydraulic drives on construction and mining equipment.
- **Anderson City and economic development officials** made a two-week economic development trip to China and Korea, meeting with over 80 companies, many involved in alternative energy industries. Anderson hopes to capitalize on the electrical engineering expertise within the community.



Rendering of the Flagship Enterprise Center's 2nd Accelerator Building, ground breaking slated for Spring 2010. Current Accelerator has been at full capacity for 2 years.

- **The Flagship Enterprise Center will construct a \$4 million facility for light manufacturing and prototyping**, designed to house up to eight new businesses. The 80,000 SF building will have 12 docks and 2 drive-in bays. It will be LEEDS certified, using geothermal heating and cooling units, passive solar panels and green construction practices. The

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site of the building will be near I-69 at Exit 22.

- **C.J. Boots Casket Co. moved into a 43,000 SF building in downtown Anderson.** The space, at 516 Meridian St., more than doubled their previous facility and will allow the company to expand production of their lines of "green," oversized and entry-level hardwood caskets. The move permitted C.J. Boots Casket Co. to add 10 new employees. The company has manufactured about 20,000 caskets in ten years of operation, shipping caskets to fourteen states.



Bill Nagengast is lit up with different LED lights that are part of Continental's Lighting 101 exhibit to assist new customers in their lighting needs.

- **Continental Design & Engineering Inc., builds new niche in LED lighting.** The Anderson-based company was a major supplier of headlights and taillights for General Motors. With the decline in the automotive industry, the company has used their lighting expertise to adapt to changing markets. Continental designers and engineers are developing a variety of lighting products for a diverse group of industries. The company currently employs about 125 people.
- **Myers Autoworld opens a new Ford dealership in Anderson.** Co-owners Mary Jamerson and Pam Hockerman have opened a new Ford dealership, Ford Autoworld, at 2721 Broadway, near the Myers Autoworld General Motors dealership. The new location offers all Ford cars and trucks, both new and used – and has created over 30 new jobs in management, service, parts and sales. Ms. Jamerson, president and CEO of Myers Autoworld and Ford Autoworld received the Anderson/Madison County Chamber of Commerce's 2009 Entrepreneur Award. She began her automotive industry career in 1978 and was promoted to president, CEO and co-owner in 1990.

(Madison County News continues on page 13)

Meet the Director

Kevin Law
Executive Director

Randolph Economic Development Corporation

kevin@randolph-county.com



Kevin is a native of Randolph County, Indiana. He graduated cum laude from Ball State University with a Bachelors Degree in Urban Planning and Development and is currently enrolled in classes at the University of Oklahoma Economic Development Institute. Law held various positions at the Randolph EDC before taking over the directorship in late 2008. In addition to managing EDC, Law also serves on several of the boards, which range from the local chamber of commerce to regional non-profits. He and his wife, Jordan, reside in Winchester, enjoy boating, and are active members of the Lynn Friends Church.

Major Accomplishments in Randolph County in 2009 include:

- REDC completed sale of the largest vacant manufacturing space in Randolph County to a local business. The buildings, over 100,000 sq. ft. in total, were sold to Stone Station Elevator to accommodate the company's expansion needs.
- The Randolph County Area Plan Commission developed an ordinance that will guide wind farm development in Randolph County. The ordinance is expected to be adopted by 2010.
- The Randolph Eastern School Corporation and the City of Union City partnered to launch a landmark wind project involving two 1MW wind turbines. The turbines are scheduled to be operational in early 2010.
- The proposed wind farm projects by Horizon and AEP are still in the data collection phase, but details on project feasibility are expected to be revealed in early 2010.
- The Chocolate Moose, a restaurant in Farmland re-opened with a new motif - 1950's-style soda shop. The restaurant is also an integral part of the downtown facade renovation project that is underway.
- Farmland, Union City, and Winchester all received grants from the Indiana Office of Community and Rural Development for facade renovation projects.

Kevin's major ED Goals for 2010 include:

- (1) Revamp the Randolph EDC website to appeal to our target industries and improve site navigation.

- (2) Establish wind farm development timeline with current wind prospects.
- (3) Launch new Business Retention and Expansion Program.

(Delaware County continued from page 3)

STAR Partner of the Year Award. The honor recognizes companies that practice outstanding energy management to reduce greenhouse gas emissions. Saint-Gobain, the first glass manufacturer to receive the award, was honored for its commitment to save energy across its entire operation, including a recently announced goal of using at least 50 percent recycled glass to make new glass jars and bottles by 2013.

- **Garmong Construction Services completed an 81,000 SF shell building** on Muncie's southwest side.

The building can be expanded to 240,000 SF, and will be used by the Muncie-Delaware County Economic Development Alliance to attract companies looking for ready to customize space.

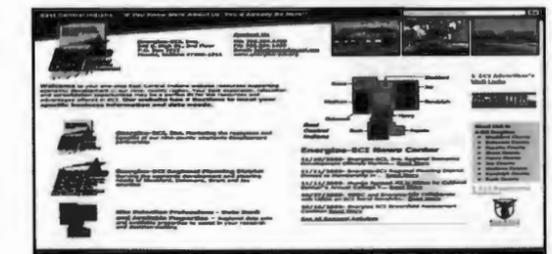


- **The Muncie plant of Magna E-Car Systems, part of Magna International** received \$40 million in federal stimulus funds to be shared with the company's Holly, MI plant. The funds will be used to boost the development of electric cars.

- William Marstellar, Youngstown, OH businessman, purchased the closed BorgWarner Automotive facility and renamed the property **Muncie International Commerce Park**. The plant features 1.2 million square feet of office, production and laboratory space and is nearly 1/2 mile long. The space may be easily divided to suit a number of companies.

- **AT&T** announced the expansion of its high-speed mobile broadband network to the Muncie and Anderson areas, along with other sections of Delaware and Madison counties.

(Delaware County continued on page 6)



Visit our updated website: www.energize-eci.org

(Delaware County continued from page 5)

- Delaware and Madison counties join the **Central Indiana Regional Transportation Authority**. CIRTA is working with the private and public sectors to make regional mass transit a reality for Central Indiana.
- **Ball State University** has raised about 90 percent of its \$200 million target for its **Bold Capital Campaign**. The four-year campaign is in its second year.
- **Ivy Tech Community College plans to invest \$6 to \$7 million** into the development of a downtown Muncie campus, bringing about 2,600 students, faculty and staff into the inner city. Janice Fisher and the late John Fisher gifted the Fisher Building, the three-story former headquarters of Ball Corporation to Ivy Tech, while the Muncie Redevelopment Commission donated the former Star-Press



Fisher Building - Gift to Ivy Tech from John & Janice Fisher.

property to the College. Ivy Tech then acquired additional properties adjacent to the Star-Press site. Ivy Tech has also leased space in the Patterson Building for Culinary Arts classes, a practice kitchen and cooking work stations for about 150 students. Ivy Tech is also leasing space in the building for classes for an additional 750 students this semester.

- **Bell Aquaculture, LLC moves forward with plans for a \$92 million expansion** at its fish farm site in Albany. A new Tax Incremental Financing district (TIF) was established to benefit economic growth in the area. The company raises and processes yellow perch. The expansion may result in 75 new jobs.
- **Ball State University was named as one of Indiana's healthiest employers in 2009**. BSU was honored by Healthiest Employers, a national organization, for its comprehensive wellness programming and success in fostering a healthier workforce.
- **Ball State University's undergraduate entrepreneurship program** is ranked among the top 25 in the nation for a third consecutive year in a joint survey by Entrepreneur Magazine and the Princeton Review. Since it was founded more than 25 years ago, the BSU Entrepreneurship Program

has consistently ranked among the nation's elite, including being listed in the top 10 by U.S. News & World Report since 1999.

- **Delaware County received \$2.3 million in federal funds to complete a rail spur** to the Park One Business Park on SR-332 and I-69. The rail spur will assist Brevini USA and Brevini Wind in shipping of the large gear units manufactured for wind turbines, plus benefit other current and future businesses in the park.
- **Fisher Meats, which has operated in Portland since 1945, has opened a location in Muncie**. It is the second specialty meat operation to open in Muncie in the past year. **Lahody's Meats** opened in the spring of 2009.
- **Ball State University emerging media expertise** has allowed the University to join Harvard and MIT in creating new software applications for Google's cell phone operating system.
- **Muncie hosted the 2009 Governor's Arts Awards at the Cornerstone Center for the Arts**. It was held in conjunction with a three-day celebration of arts work shops, exhibitions and performances.
- **The first wind and solar powered street lights** have been installed in the Park One Business Park. The lights are a product by Delaware County based VAT Energies, LLC. Park One received 23 of the lights, with 27 units being placed at other locations.



New wind and solar powered lights installed at Park One.

- **Burriss School** in Muncie will use the new Your Instant Info (YII) systems to communicate with students, staff and families. The YII system provides communications through email, text messaging and other technologies. YII is based in the Innovation Connector in Muncie.
- **Ball State University's Center for Business and Economic Research (CBER)** won three national Awards of Excellence presented by the Association for University Business and Economic Research.

(Delaware County continued on page 8)

Madison County News

www.cedanderson.com

- **Community Networks has relocated from the Anderson Business Center to new offices at the Flagship Enterprise Center**. Community Networks specializes in digital signage for advertising venues. The move was necessary to provide additional space for the growing business.



Photo of the Bright IDEA vehicle from Bright Automotive Website.

- **Electric vehicle producer Bright Automotive Inc. has applied for \$35 million in federal government stimulus fund grants to help the Anderson based company accelerate production of its plug-in electric vehicle (PHEV) called the IDEA**. Bright Automotive CEO John Waters said the funding would help the country reach President Obama's goal of putting one million PHEVs on the road by 2015. Bright officials are also marketing the IDEA vehicle around the world. The company still plans to have the vehicle ready for mass production by the fourth quarter of 2012.
- **Truck Emission Control Technologies Inc., a developer and manufacturer of diesel emission control products** will establish its new headquarters and manufacturing operations in Anderson's Flagship Enterprise Center with the help of a \$2 million grant from the state's 21st Century Research and Technology Fund. TECT's emission control technology is designed to collect diesel soot particles in the sub-micron and nano-size range at a higher efficiency than standard OEM filters.
- **The Madison County Community Health Center** will add a \$6 million, 20,300 square foot addition to its building on Ohio Avenue in Anderson. Upon completion, the center will include 25 exam rooms, 12 dental stations, 2 optical exam stations and 6 social services stations and other specialized areas.
- **The Falls School of Business at Anderson University unveiled a new website - www.anderson.edu/falls**. The easy to navigate site provides information on a variety of areas such as the undergraduate, MBA and DBA programs along with new areas for current and prospective students, admissions, parents and alumni. Anderson Univer-

sity is a private Christian university of 2,800 students.

- **The Anderson University School of Nursing** has partnered with Saint John's Health System and Saint Vincent Health to create the Saint John's Center for Clinical Excellence. The center will be utilized by Saint John's Community Hospital Anderson and Saint Vincent Mercy Hospital in Elwood for nursing education, training and testing. AU officials state the new nursing education facility will have the "next generation" in patient simulators to assist in training nursing students.
- **Pendleton based Remy International Inc. has launched its first "off the shelf" electric motor, the HVH 250, for hybrid and electric vehicles**. The new product could bring additional production work to Remy's Indiana plants. Officials believe the new motor could generate \$500 million worth of business within five years.
- **Soveryn Inc., a software developer providing e-commerce software solutions, custom made web applications and viral marketing tools, has relocated to the Flagship Enterprise Center**. The company was founded in 2005 and has built up a clientele of retailers from across the country by offering software solutions that provide innovative e-commerce opportunities.



New Ivy Tech campus will be off of Interstate 69 at Exit #26.

- **Ivy Tech Community College plans to build a new campus** along I-69 in Anderson, between 60th street and the interstate, west of Exit 26. The \$20 million facility will be constructed on 40 acres of farmland, which is being purchased by the city and donated to Ivy Tech. Work on the 85,000 SF facility could begin this spring. The new facility is needed to accommodate the double-digit growth in student enrollment.

(Madison County News continues on page 12)

Ball Memorial Hospital
has earned
Baby-Friendly designation
for its commitment to infant health.

Jayden Iva

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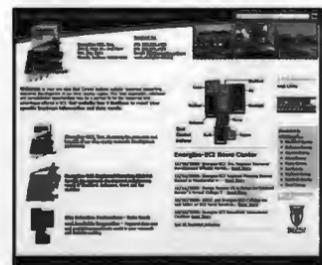
(Henry County News continued from page 9)

- **Grede Foundries, Inc.** announced an increase in employment due to a rebound in the auto industry. The company also expects to increase its Henry County workforce as it phases out operations in South Carolina, Michigan and Kansas. Grede employs nearly 300 workers in New Castle.



Midwest Logistics trucking company plant south of New Castle.

- **Midwest Logistics, an Ohio-based trucking company,** is building a facility in the New Castle - Henry County Industrial Park - visible from SR-3. Midwest Logistics will transport automotive parts between New Castle's TS Tech and the Honda plant in Greensburg. The facility is being constructed by Runnebohm Construction Co. and scheduled to be completed this February. Midwest Logistics is slated to bring up to 40 new, \$45,000-a-year jobs to the area.
- **Mr. Fuel has announced plans to develop a travel plaza** on 9.5 acres at the I-70 and SR-3 interchange. Besides a fuel/convenience store, the development may include a fast-food restaurant, a full-menu restaurant, and a hotel, bringing approximately 300 jobs to the interchange. Groundbreaking for the project is scheduled for later this Spring.



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Jay County News www.jaycountydevelopment.org

- **Portland based Sertech Heating and Air Conditioning Inc. was awarded a \$77,000 grant** from the U.S. Department of Agriculture to further develop its proprietary technology which traps and stores solar energy for discretionary use of fuel. Under development for five years, Sertech's "Solar Energy Storage Vessel" is similar in size to a residential water heater and contains a proprietary blend of environmentally friendly chemicals that effectively store the sun's heat. Sertech is using the grant to fund a feasibility study with Ball State University.
- **Jay Products has requested a five-year tax abatement on \$1.3 million worth of equipment** being moved to Portland from Michigan. The move is expected to create 27 new jobs with salaries totaling over \$779,000.
- **Jay County is gearing up for the 2010 Census** with an extensive marketing outreach program to seek the participation of everyone in Jay County.
- **Geesaman Industries, a Wisconsin based metal polishing company,** is planning to create between 50 and 100 jobs in occupying two vacant buildings in Portland. A federal grant is being requested to assist with purchasing equipment and a building for the operation.
- **Jay County Community Visioning Process** was undertaken in the spring of 2009 and will conclude with a final report in the spring of 2010 will be a road map for the future growth and development of Jay County. This process was undertaken with the guidance of the Portland Foundation, the United Way of Jay County, the Jay County Chamber of Commerce and the Jay County Development Corporation.
- **The City of Dunkirk** has received a grant of \$642,500 for the purpose of replacing ten water lines and a new water treatment plant. This grant was received from the Office of Community and Rural Affairs (OCRA) and is being complimented by a \$1.5 million State Revolving Fund (SRF) loan to the community.
- **The Town of Redkey** has a new water tower along with a water treatment plant and five new water lines. Be watchful for next Christmas, as the new Redkey Christmas lights will be adorning the water tower along US 67 between Portland and Muncie.
- **The Town of Pennville** welcomes a new publisher to its midst - **The Dog Reporter**. It publishes widely in dog show circles and is published with the assistance of Ric Routledge, who has free-lanced East Central Indiana publications.

2010 Board of Directors

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Blackford County Economic Development
- Terry Murphy** - Muncie, IN*
Muncie-Delaware County Economic Development Alliance
- Bryan Coats** - Connersville, IN*
Fayette County Economic Development
- Tim Eckerle** - Marion, IN*
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- Penny York** - New Castle, IN*
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Randolph County Economic Development
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Rush County Economic & Community Development Corporation

*Local Economic Development Official

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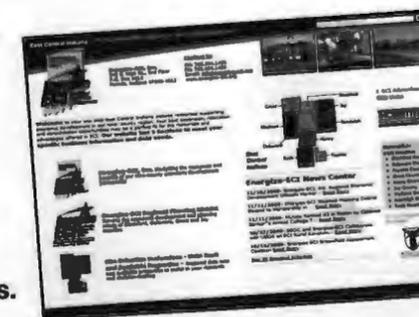
Michelle Boyd - Indianapolis, IN
Top Notch

Bob Hawk - Noblesville, IN
Weaver Popcorn Company, Inc.

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- Japan America Society of Indiana
- Indiana Chamber of Commerce
- Indiana Economic Development Association (IEDA)
- Indiana Economic Development Corporation (IEDC)
- Site Selector Database
- World Economic Development Alliance (WEDA)
- Regional Workforce Board (associate)
- Hartford City Chamber of Commerce
- Muncie-Delaware County Chamber of Commerce
- Yorktown Chamber of Commerce
- Fayette County Chamber of Commerce
- Marion-Grant County Chamber of Commerce
- Gas City Chamber of Commerce
- New Castle-Henry County Chamber of Commerce
- Jay County Chamber of Commerce
- Chamber of Commerce for Anderson & Madison County
- Winchester Chamber of Commerce
- Union City Chamber of Commerce
- Rush County Chamber of Commerce

(Delaware County continued from page 6)

- **Indiana Ticket Co., Inc. / Muncie Novelty** announced an expansion of its production facilities north of Muncie, including a \$775,000 investment in new production equipment.
- Officials from the Muncie-Delaware County Economic Development Alliance and local government traveled to Washington, DC to advocate for the survival of **Sallie Mae**, the student loan company which employs over 750 in Muncie.
- **Entrepreneurship students at Ball State University will partner with the U.S. Navy** to find commercial opportunities for government patents and intellectual property.
- **Munciana Volleyball Inc. completed a \$2.2 million volleyball training and recreation facility in Yorktown**, resulting in 7 new jobs. The facility is connected to the new Yorktown YMCA. Funding assistance was provided by The Revolving Loan Fund.
- **Ball State University** reports an overall increase in enrollment, plus increases in the numbers of international and honors students. There are 17,627 undergraduate and graduate students on campus. BSU exceeded last year's retention rate of 78 percent.
- **2009 Activity Highlights of the Muncie-Delaware County, Indiana Economic Development Alliance Included:**
 - **Achieved the 2,000 job creation/retention goal of Vision 2011** in the first three years of the five year program – despite the worst economy in our lifetime.
 - **Organized two "Supplier Conferences"** that Attracted over 900 people –designed to promote opportunities to existing businesses from new companies we helped attract to the area.
 - **Logged over 25,000 miles in marketing trips** to Japan (2x), Colorado, California, Nevada, Arizona, North Carolina, South Carolina, Georgia, Texas and Illinois.
 - As a result of the trip to Japan, we were able to **match a Japanese company with two existing local companies** (a manufacturer and service business). The companies have since won contracts with the Japanese company.
 - **Assisted with the \$2.3 million Park One EDA rail spur grant.**
 - **Assisted new and expanding businesses to obtain nearly \$1 million in tax credits and new job training grants.**
 - **Received a record number of prospect visits – 25 in 2009.**

- In addition to the prospects mentioned above, we assisted **Ken-Don Corp., Indiana Ticket Co., Inc., Muncie Novelty, Muncie Mold & Engineering and Hometown Ice** with projects.
- **A total of 436 jobs projected to be created and/or retained, \$14.5 million in annual payroll when all jobs are in place, and \$104.8 million in new capital investment.**

- **Twoson Tool, a division of Mursix Corp., is expanding in Delaware County.** The company is investing more than \$12 million to purchase the TK Constructors building in the Park One Business Park and build an additional 100,000 SF of manufacturing space. The expansion will result in the addition of 150-200 new jobs.



Rendering of Twoson Tool/Mursix expansion project in Park One.

Fayette County News

www.edgconnersville.com

- **US Internet, a Minnesota-based technology company**, has opened a facility in Connersville – which could result in about 85 new jobs in Fayette County. US internet is using the Connersville site as a customer service location for its Wi-Fi unit. US Internet will also locate the sales, tech support and customer service positions for a recently acquired Canadian phone company to Connersville.



Carbon Motors new production facility in Connersville.

- **The Carbon Motors project is moving forward in Connersville.** In October, the company officially accepted an incentive package from the state to locate its headquarters and production facility in

(Fayette County continues on page 9)

Connersville. Carbon Motors could create as many as 1,550 jobs in Fayette County, utilizing the 1.8 million square foot factory on a 183 acre site that Visteon closed in 2007. The state has transferred \$500,000 left over from the cleanup of a landfill to the City of Connersville to help rehabilitate the former Visteon plant in August. Carbon Motors filed an application for a \$310 million loan from the U.S. Department of Energy, under the federal Advanced Technology Vehicles Manufacturing Incentive Program – which is still under review. Carbon Motors has developed a specially designed police car, the Carbon E7, which it plans to manufacture in Connersville.

Update: In late December, the City of Connersville closed on the deal to purchase the former Visteon plant, which will become the manufacturing headquarters for Carbon Motors. The City entered into an agreement to purchase the facility, which had been tied up in bankruptcy court.

Grant County News

www.grantcoindevelopment.com

- **TriEnda, which celebrates its one-year anniversary in Marion**, is planning to expand the operation by about 50 percent. The plastics manufacturer will add new machinery, plus introduce a grinding operation, requiring the hiring of additional employees.
- **Weaver Popcorn Company will invest \$400,000** to install new equipment and technology in its VanBuren facility. The 80 year old, family owned company distributes popcorn products in more than 90 countries.
- **General Motors will invest \$247 million** in the expansion and further equipping of its stamping plant in Marion. The expansion could result in another 100+ jobs.
- **General Cable has undertaken a \$5 million expansion** and modernization program for its Marion plant.



Aerial view of the Indiana Wesleyan Campus in Marion.

- **Indiana Wesleyan University lands NAIA National Outdoor Track and Field Championships for 2010 through 2012.** Approximately 1,300 athletes, 500 coaches and support personnel, plus 3,000 spectators are expected to attend. The University will make \$300,000 in improvements prior to hosting the events.

- **Avionic Structures will relocate from California to Grant County** and will immediately employ 17 workers in the manufacturing of fire truck bumpers.
- **Angelina Lindahl has joined the Grant County Economic Growth Council as the new Project Manager.** Lindahl is a 2009 media communications graduate of Taylor University and has worked as an intern for the Vera Bradley Creative Marketing Department and the Department and Narcotics Affairs Section of the US Embassy in Bogota, Columbia.
- **Taylor University** reported an increase in undergraduate and graduate student enrollments, boosting enrollment to more than 2,500.
- **Grant County received a \$1 million grant** to provide economic assistance to three manufacturers – Avionic Constructions, Atlas Foundry and General Cable – in Marion, affected by the flooding of June, 2008. The approval, under the Disaster Recovery Fund, is expected to create 50 jobs.
- **The Marion City Council approved resolutions for the Marion Redevelopment Commission to take out up to \$3.5 million in bond anticipation notes.** The funding would be available for the commission to purchase land or offer incentives, for up to three years, to attract companies to the area.
- **Taylor University is conducting its 6th Annual Business Plan Competition, sponsored by the Innovative Network and the Grant County Economic Growth Council.** The program is designed to promote entrepreneurship through a professional competition that rewards ideas offering the greatest potential for commercialization.

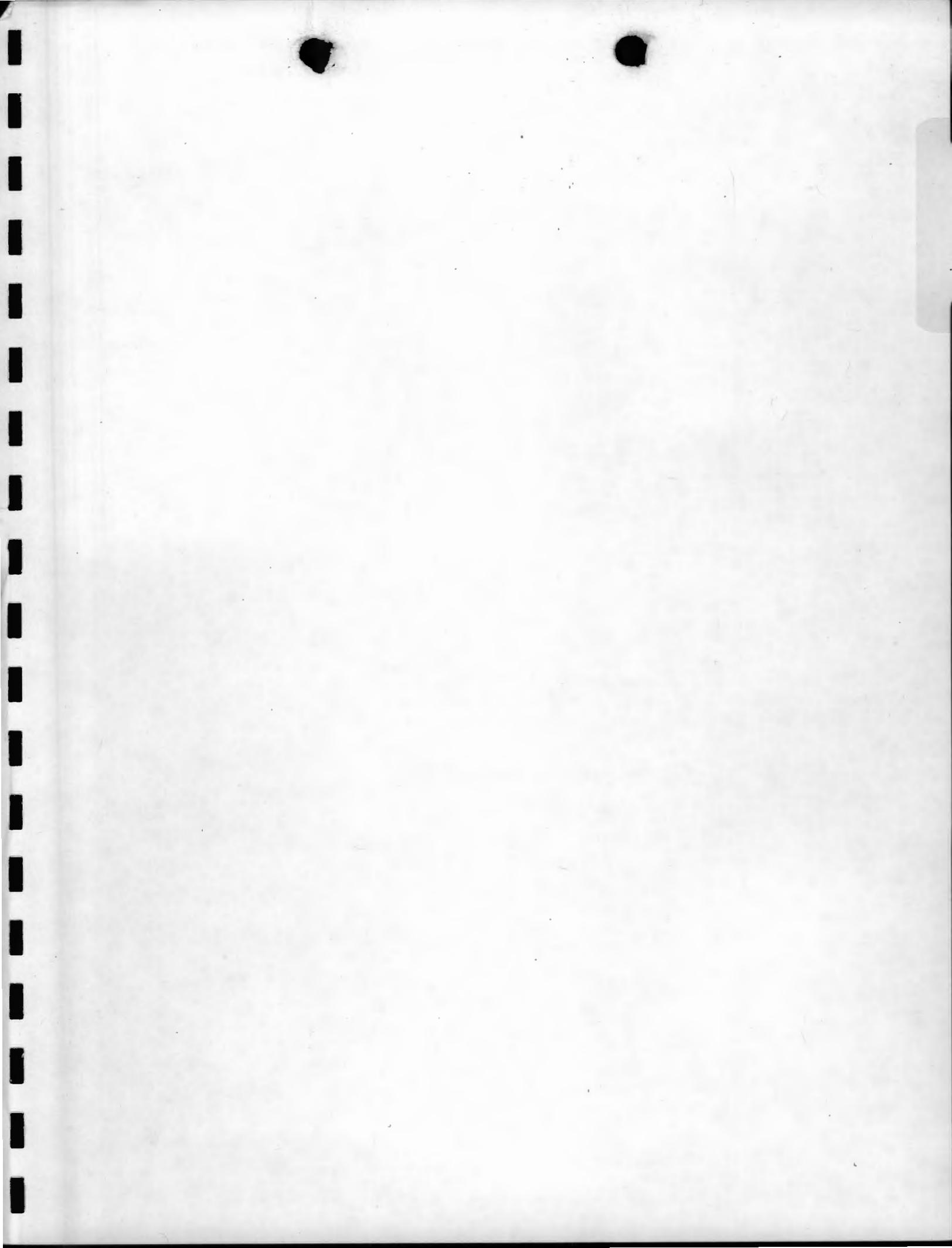
Henry County News

www.midwestdevelopment.org

- **New Castle based Ameriana Bancorp (Ameriana Bank)** received approval from the Indiana Department of Financial Institutions to convert its charter from an Indiana savings to an Indiana commercial bank. Bank officials say the conversion represents a better fit to execute their business strategy.

(Henry County News continues on page 10)

An advertisement for First Merchants Bank. It features a photograph of a modern building at night with lights on. The text reads: "Bankers committed to your community", "Headquarters in Muncie", "27 ECI locations", and "First Merchants Bank www.firstmerchants.com". There is a small FDIC logo in the bottom right corner.



ENERGIZE-ECI, INC.

INSTRUCTIONS FOR INVESTOR SUITABILITY QUESTIONNAIRE

(b) (4)



ENERGIZE-ECI, INC.

INVESTOR SUITABILITY QUESTIONNAIRE

(b) (4)



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____(k)

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____(o)



The information certified above is true and correct as of the date set forth below.

For ENTITY investors:

For INDIVIDUAL investors:

(Name of Entity)

(Signature of Subscriber)

(Signature of Authorized Representative)

(Name of Subscriber)

(Name of Authorized Representative)

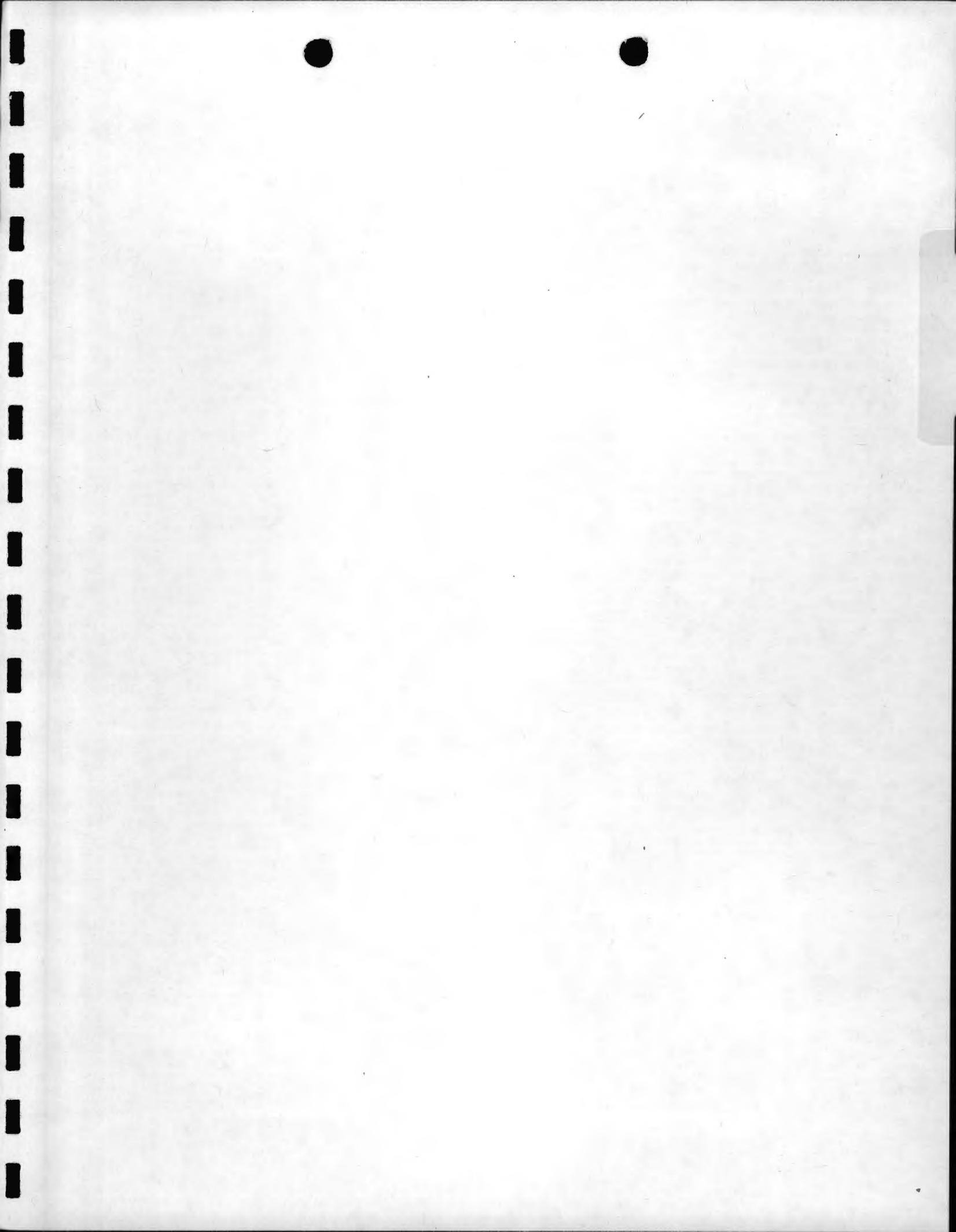
(Signature of Co-Subscriber)

(Title of Authorized Representative)

(Name of Co-Subscriber)

Date: _____

Date: _____



NAME OF OFFEREE: _____

MEMORANDUM NO.: _____

**CONFIDENTIAL
PRIVATE PLACEMENT MEMORANDUM**

**[COMPANY NAME]
[ADDRESS]
[ADDRESS]**

_____ () NONVOTING Units of Membership Interests
Offered at \$ _____ per Unit of Interest

Total Aggregate Offering Price for Offered Nonvoting Units: \$500,000.00

Dated: _____, 20__

These securities have not been registered under the Securities Act of 1933, as amended, or any state securities laws and are being offered and sold only to a limited number of "accredited investors." Accordingly, this Memorandum has been produced in limited quantities and may not under any circumstances be passed, copied or otherwise distributed to any person other than the offeree named above and its authorized representative. The receipt and use of this Memorandum and the information herein, or made available by or on behalf of [COMPANY NAME] are subject to strict confidentiality restrictions as described herein. For inquiries, please contact [NAME], [TITLE], [COMPANY NAME] at [PHONE NUMBER].

CONFIDENTIAL PRIVATE PLACEMENT MEMORANDUM

[COMPANY NAME]

\$500,000 of NONVOTING Units of Membership Interests

This Confidential Private Placement Memorandum (including the attachments, this "Memorandum") relates to a private placement by [COMPANY NAME], an Indiana limited liability company ("[COMPANY NAME]" or the "Company"), of [NUMBER OF UNITS] () Class B non-voting units of membership interest in the Company (the "Class B Units", the "Units" or the "Securities"). All of the Securities are being offered by the Company. There is no public market for the Securities and no such market is expected to develop following the offering of the Securities (the "Offering").

(b) (4)



(b) (4)



(b) (4)



All communications or inquiries relating to these materials or to a possible purchase of Securities should be directed to the following individual:

[NAME]
[TITLE]
[COMPANY NAME]
[ADDRESS]
[ADDRESS]

Telephone: _____

Facsimile: _____

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USE OF PROCEEDS

CERTAIN MATERIAL FEDERAL INCOME TAX CONSIDERATIONS

FINANCIAL INFORMATION

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- Exhibit A: Investor Suitability Questionnaire
- Exhibit B: Subscription Agreement
- Exhibit C: Operating Agreement
- Exhibit D: Company Articles of Organization
- Exhibit E: Joinder Agreement
- Exhibit F: Investment Escrow Agreement
- Exhibit G: Expense Fee Escrow Agreement

EXECUTIVE SUMMARY

The following Executive Summary is qualified in its entirety by the more detailed information, including RISK FACTORS, appearing elsewhere in this Memorandum. This Memorandum contains certain forward-looking statements. The Company's actual results could differ materially from the results anticipated in these forward-looking statements due to factors set forth under RISK FACTORS and elsewhere in this Memorandum. You should not assume that the information contained in this Memorandum is correct on any date after the date of this Memorandum, even though this Memorandum is delivered or Securities are sold pursuant to this Memorandum on a later date.

Business Description

[DESCRIBE BUSINESS]

Unmet Need

[DESCRIBE UNMET NEED]

Market Opportunity

[DESCRIBE MARKET OPPORTUNITY]

Product/Service Offering

[DESCRIBE PRODUCT/SERVICE TO BE OFFERED BY COMPANY]

Competition

[DESCRIBE COMPETITION]

A further analysis of the competitive market can be found in the *BUSINESS OVERVIEW—COMPETITION* section of this Memorandum.

Management Team

[DESCRIBE MANAGEMENT TEAM]

For biographies of these key personnel, please see the *LEADERSHIP* section of this Memorandum.

Investment Considerations

[DESCRIBE ANY SPECIFIC INVESTMENT CONSIDERATIONS]

An investment in the Units involves several inherent risks that should be considered prior to investing. Please see the *RISK FACTORS* section of this Memorandum for a more detailed description of certain of those risks.

Summary Financial Projections

The following table sets forth a summary of five-year actual and projected unaudited financial data and should be read in conjunction with the *FINANCIAL PROJECTIONS* section of this Memorandum. The projected financial information has been prepared by the Company and is based on the assumptions described in the *FINANCIAL PROJECTIONS* section. Actual future results and trends may differ materially depending on a variety of factors over which the Company may have no control. See *RISK FACTORS* for more detailed information.

[DESCRIBE SUMMARY OF FINANCIAL PROJECTIONS]

SUMMARY OF PRINCIPAL TERMS

The following summary does not purport to be complete and is qualified in its entirety by the detailed information included elsewhere in this Memorandum (including the attachments hereto), the Operating Agreement, dated as of _____, 201__, among the Company and its members, a complete copy of which is attached to this Memorandum as Exhibit C (the "Operating Agreement") and any other information made available by or on behalf of the Company.

The Company:

Amount of Financing:

Minimum Investment:

Company Capitalization:

Units:

Price per Unit:

Voting Rights:

Priority:

Transfer Restrictions:

Distributions:

Use of Proceeds:

Risk Factors:

(b) (4)



(b) (4)

Securities Restrictions:

Investor Suitability:

Subscription Procedures:

CAPITALIZATION

(b) (4)



[INSERT CAPITALIZATION TABLE]

Equity Capitalization

[DESCRIBE EQUITY CAPITALIZATION]

Debt Capitalization

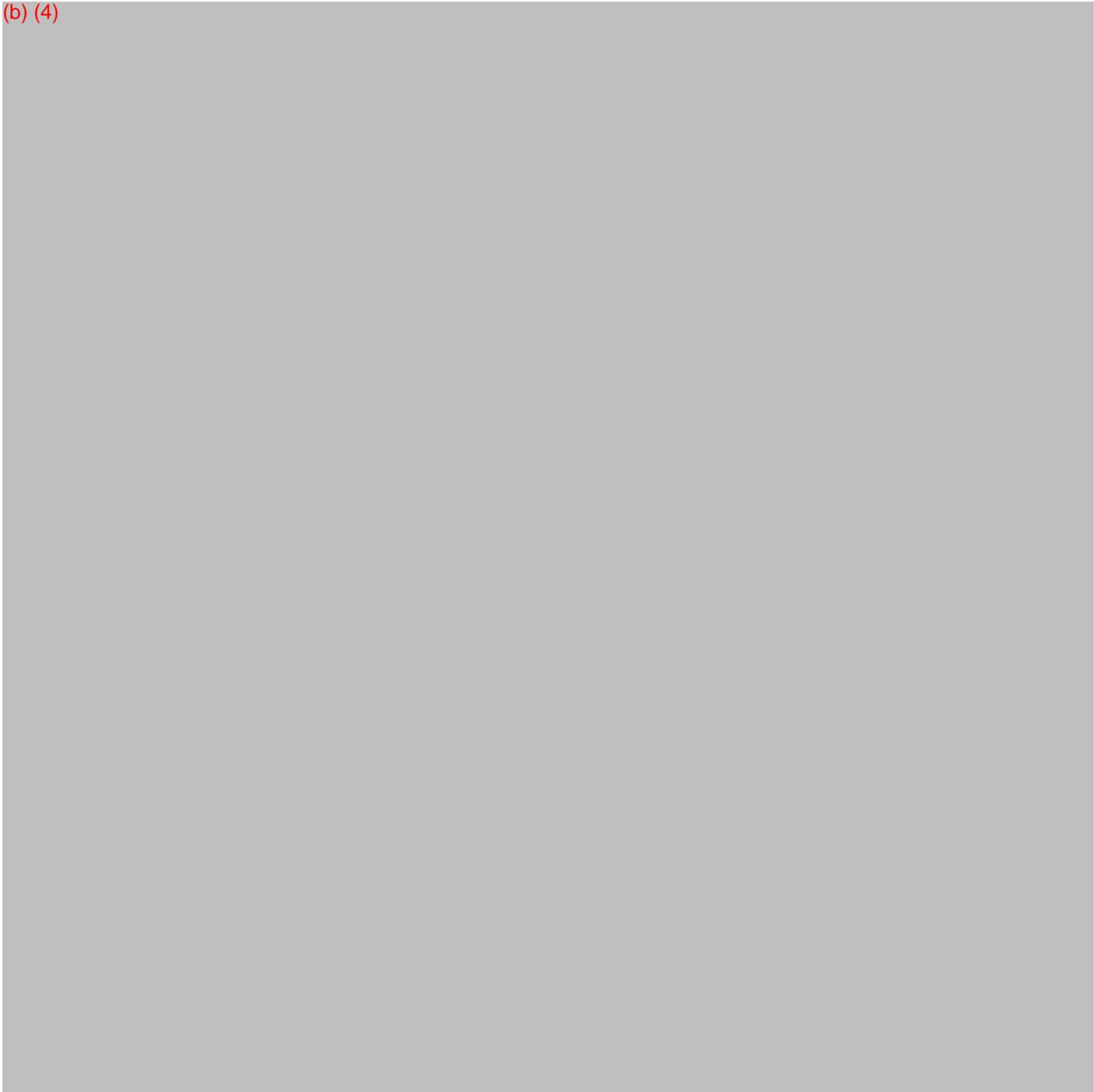
[DESCRIBE DEBT CAPITALIZATION]

RISK FACTORS

Potential investors should carefully consider the following risks and uncertainties regarding an investment in the Securities, as well as all of the other information contained in this Memorandum, before deciding whether to purchase any of the Securities. Any of the following risks could materially adversely affect the Company's business, financial condition, or operating results and could result in a partial or complete loss of an investor's investment.

The risks and uncertainties described below are not, however, the only ones that the Company may face. Additional risks and uncertainties not currently known to the Company, or that the Company currently believes are not material, could also have a materially adverse effect on the Company's business, financial condition or operating results.

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(b) (4)



In conclusion, investors should be aware that an investment in the Company involves a significant degree of risk, and no assurance can be given that any return will be achieved on sums invested or that investors will not lose their entire investment. Investors are cautioned to read this entire Memorandum and the Operating Agreement and to seek consultation with appropriate advisors prior to making any investment decision.

BUSINESS OVERVIEW

[COMPANY DESCRIPTION]

Unmet Need

[DESCRIBE UNMET NEED]

Market Analysis

[DESCRIBE MARKET ANALYSIS]

Financial Discussion

[DESCRIBE FINANCIAL DISCUSSION]

Competition

[DESCRIBE COMPETITION]

Marketing

[DESCRIBE MARKETING STRATEGIES]

Legal and Accounting Service Providers

[DESCRIPTION]

Strategic Relations

[DESCRIPTION]

Timeline of Significant Events

[DESCRIPTION]

LEADERSHIP

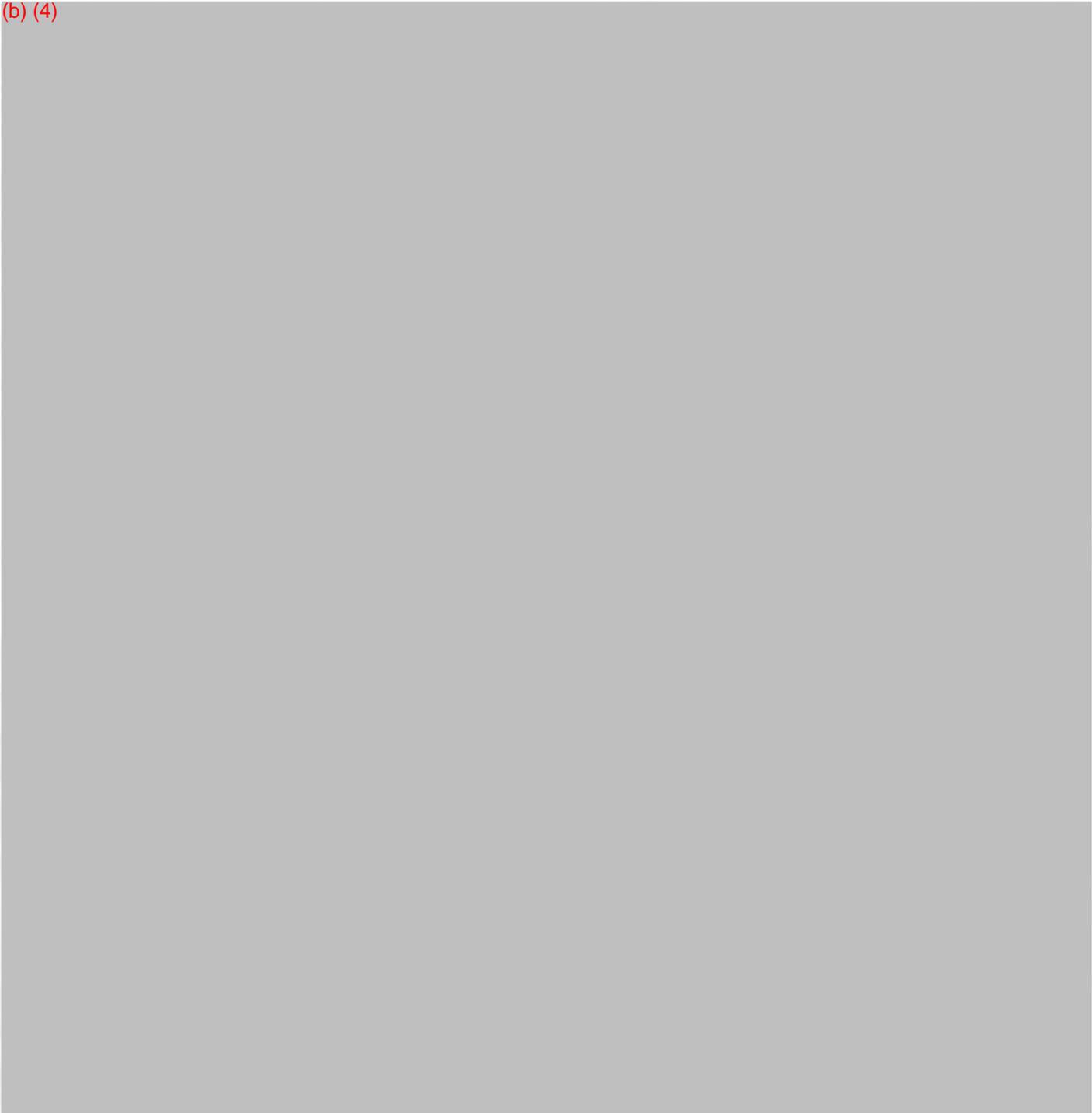
[DESCRIPTION OF MANAGERS AND OTHER EXECUTIVES/LEADERS OF COMPANY]

DESCRIPTION OF UNITS

The following description of the Class B Units of membership interest of the Company is subject to, and qualified in its entirety by, the provisions of the Indiana Business Flexibility Act of 1993, as amended (the "Act"), the Company's Articles of Organization and Operating Agreement, attached hereto as Exhibit D and Exhibit C, respectively.

General

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(b) (4)



Each of the foregoing permitted transfers will be further subject to securities law requirements and other conditions set forth in the Operating Agreement.

TERMS OF THE OFFERING

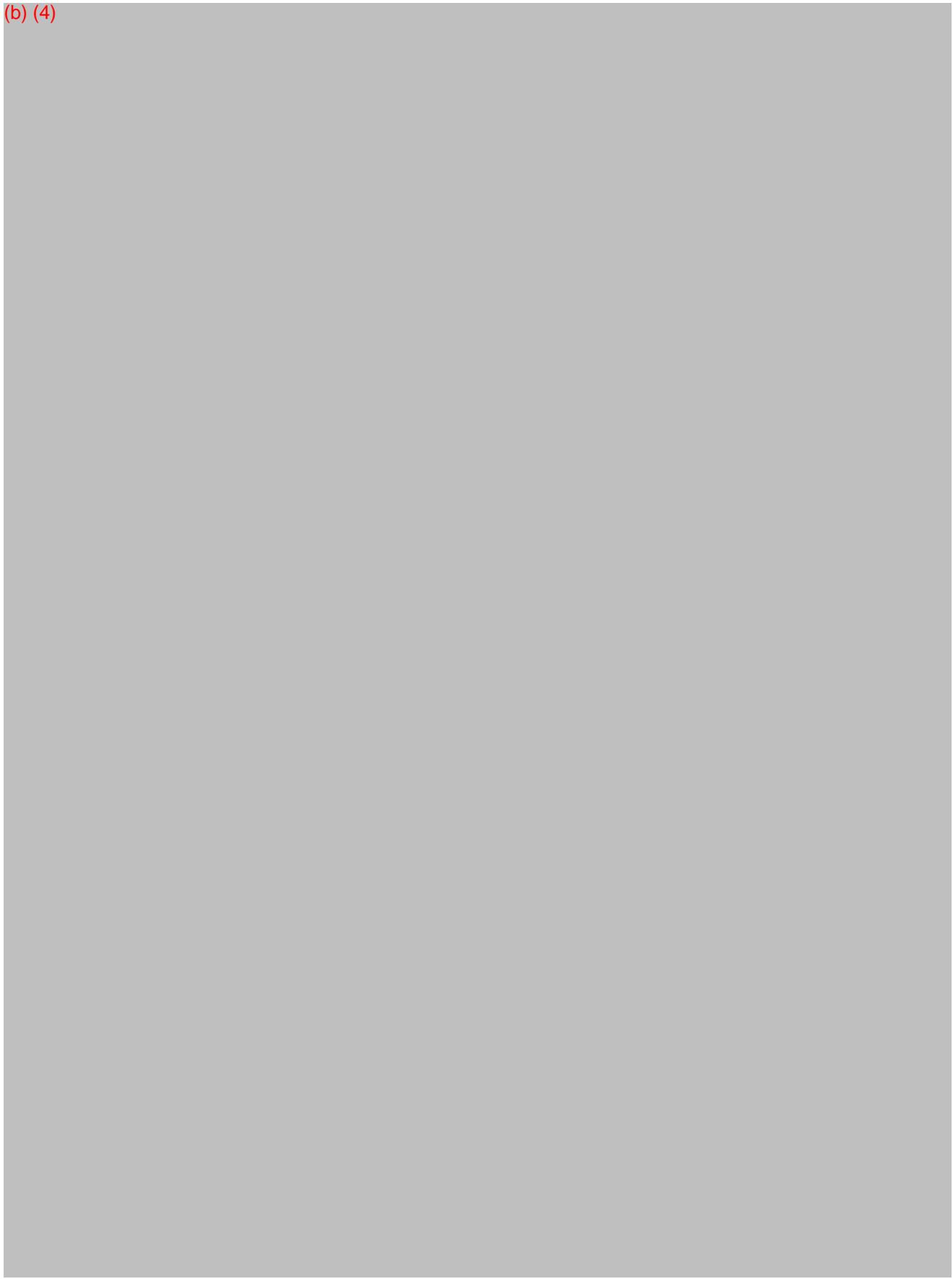
General Nature and Scope of Offering

The Company is offering for sale up to \$ _____ of the Class B Units. The Offering is subject to the condition that the Company must sell a minimum of \$ _____ in aggregate amount of the Securities in order to sell any Securities. The Securities are to be sold in increments of \$500,000, and the minimum investment is one \$500,000 purchase of Class B Units. The Company reserves the right to reject any subscription, in whole or in part, for any reason whatsoever, in which event the subscription funds will be returned in full to the rejected subscriber without deduction.

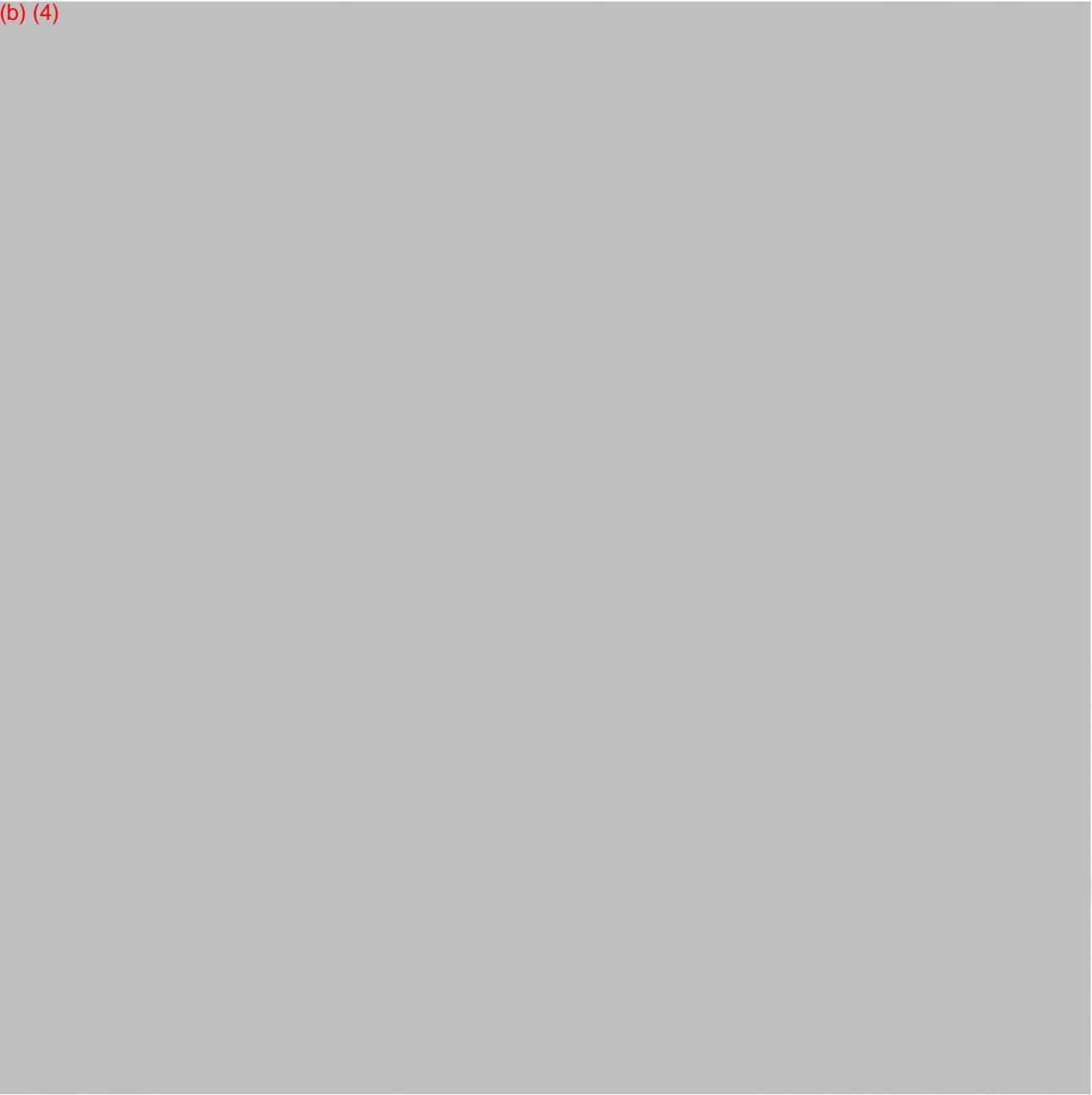
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(b) (4)



(b) (4)



SELLING ARRANGEMENTS AND HOW TO INVEST

The Securities have not been registered under the Securities Act and will be subject to significant resale restrictions discussed under the heading *TERMS OF THE OFFERING—RESTRICTIONS ON TRANSFERABILITY OF SECURITIES*. Prior to the Offering, there has been no active market for the Securities, and the Company has no reason to believe that such a market will develop in the future. Accordingly, the Company can give no assurance as to the liquidity of, or the development or continuation of trading markets for, the Securities.

How to Invest

(b) (4)



USE OF PROCEEDS

The following table sets forth the total and net proceeds from this Offering:

(b) (4)



CERTAIN MATERIAL FEDERAL INCOME TAX CONSIDERATIONS

PROSPECTIVE PURCHASERS OF THE SECURITIES ARE URGED TO CONSULT THEIR TAX ADVISORS CONCERNING THE FEDERAL, STATE AND LOCAL INCOME TAX CONSEQUENCES OF ACQUIRING, OWNING, AND DISPOSING OF, THE SECURITIES AS WELL AS THE APPLICATION OF STATE, LOCAL AND FOREIGN INCOME AND OTHER TAX LAWS. ANY FEDERAL TAX DISCUSSION CONTAINED IN THIS MEMORANDUM, INCLUDING ANY ATTACHMENTS, WAS WRITTEN IN CONNECTION WITH THE OFFERING OF THE SECURITIES BY THE COMPANY, AND IS NOT INTENDED OR WRITTEN TO BE USED, BY ANYONE FOR THE PURPOSE OF AVOIDING FEDERAL TAX PENALTIES THAT MAY BE IMPOSED. NOTHING CONTAINED IN THIS MEMORANDUM SHALL BE DEEMED TAX OR LEGAL ADVICE BY THE COMPANY, ITS MANAGEMENT, OR STOCKHOLDERS.

General

The following discussion summarizes the material federal income tax aspects of the purchase, ownership, and disposition of the Securities. This summary is based upon the Internal Revenue Code of 1986, as amended (the "Code"), and interpretations thereof as of the date of this Memorandum. No assurance can be given that future legislative or administrative changes or court decisions will not significantly modify the statements expressed in this Memorandum.

The following discussion is a general discussion of federal income tax consequences of investing in the Securities and cannot address of the specific tax consequences of all investors, including foreign nationals and dealers in securities. This discussion is not intended as a substitute for careful tax planning. Any federal tax discussion contained in this Memorandum, including any attachments, was written in connection with the offering of the Securities by the Company, and is not intended or written to be used, by anyone for the purpose of avoiding federal tax penalties that may be imposed by the federal government. Prospective investors are urged to consult their own tax advisors to determine the specific applications of the tax laws to their own situations.

Tax Consequences of Class B Unit

- **Distributions Received on Class B Units.** Distributions received on the Class B Units generally are taxable as _____ income, and are subject to _____ tax rates than income taxable as ordinary income.
- **Gain or Loss on Disposition.** If the Units are sold, the seller will recognize capital gain or loss equal to the difference between the amount realized from the sale and the adjusted basis in such stock. Capital losses are subject to annual deduction limits, although they normally can be fully absorbed against any capital gains generated by a taxpayer. Long term capital gains are subject to tax rates which are generally lower than individual income tax rates applied against ordinary income. Long term capital gains or losses result when a capital asset is held more than twelve months.

FINANCIAL INFORMATION

Historical Financial Statements

The following historical financial statements have not been audited or reviewed by any independent third party. The financial statements have been compiled under the accrual basis of accounting, however the Company does not represent that the financial statements have been prepared in accordance with accounting principles generally accepted in the United States.

[INSERT, IF ANY]

Financial Projections

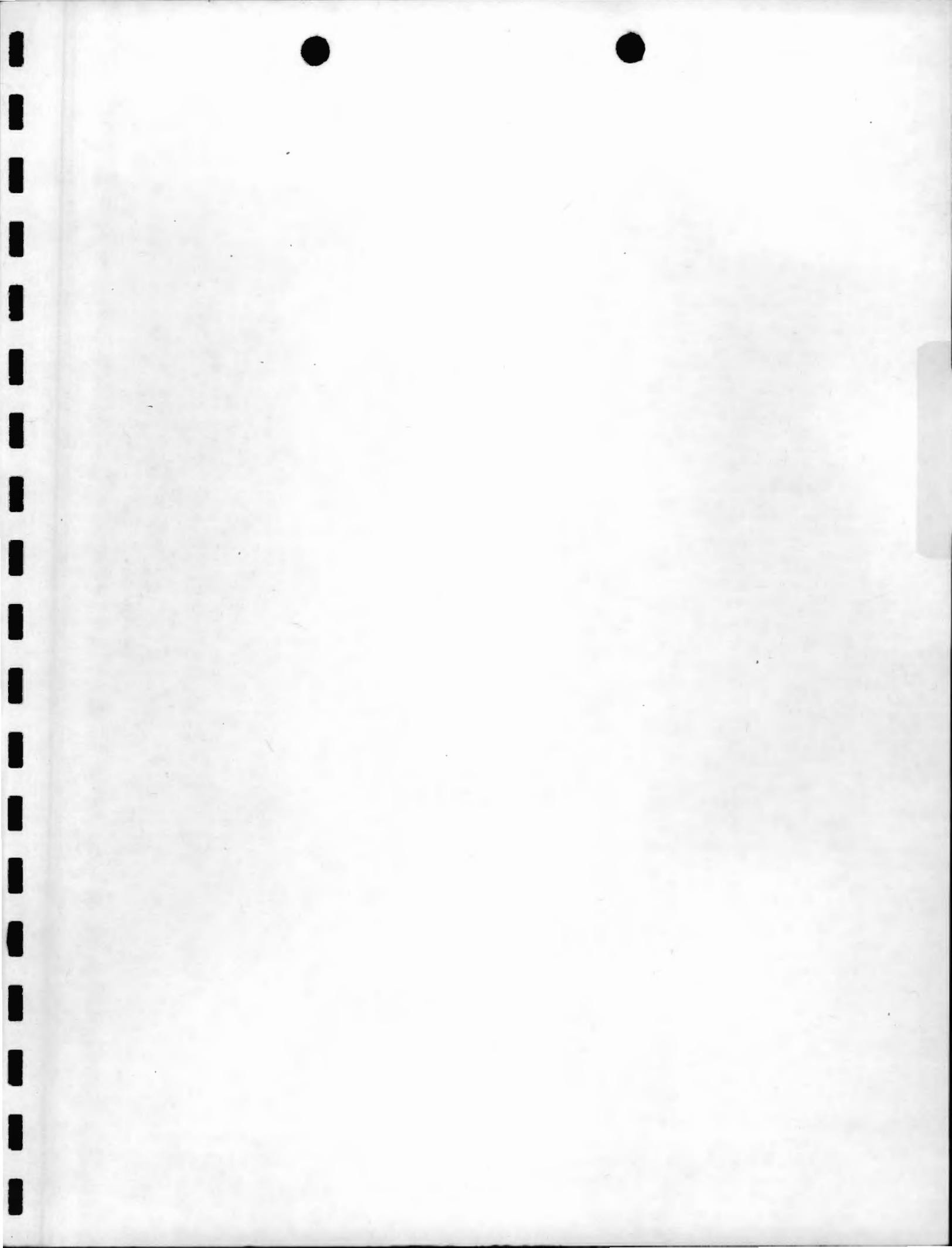
The following are certain financial projections prepared by or on behalf of the Company based on the Company's assessment of current and anticipated market conditions. The projections were not prepared with a view toward compliance with published guidelines of the Securities and Exchange Commission or the American Institute of Certified Public Accountants regarding projections. While presented with numerical specificity, the projections are based upon a variety of assumptions relating to the business of the Company, which, although considered reasonable by the Company, may not be realized and are subject to significant uncertainties and contingencies that may be beyond the control of the Company. The Company makes no express or implied representation or warranty as to the attainability of the projected financial information set forth below or as to the accuracy or completeness of the assumptions from which that projected information is derived. The projections are only an estimate of future result; actual results may vary from the projections, and such variations may be material. Consequently, the inclusion of the projections herein should neither be regarded as a representation by the Company, nor any other person, that the projections will be achieved. Prospective investors are cautioned not to place undue reliance on the projections. The projections should be read in conjunction with the information contained in the BUSINESS OVERVIEW, RISK FACTORS and other sections appearing elsewhere in this Memorandum.

Key Assumptions to Financial Projections

The Financial Projections in this section were developed based on the market analysis and on investment consideration as described in the *BUSINESS OVERVIEW* section of this Memorandum. The following are the key assumptions that were made by Management in the preparation of the Financial Projections:

[INSERT ASSUMPTIONS]

[INSERT FINANCIAL PROJECTIONS]



**OPERATING AGREEMENT
OF
[COMPANY NAME], LLC**

This Operating Agreement is entered into as of [Effective Date], by and among [Company Name], LLC, an Indiana limited liability company (the "Company"), and certain individuals who qualify as Members hereunder and agree to be bound by the terms hereto (the "Members").

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(b) (4)



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(b) (4)



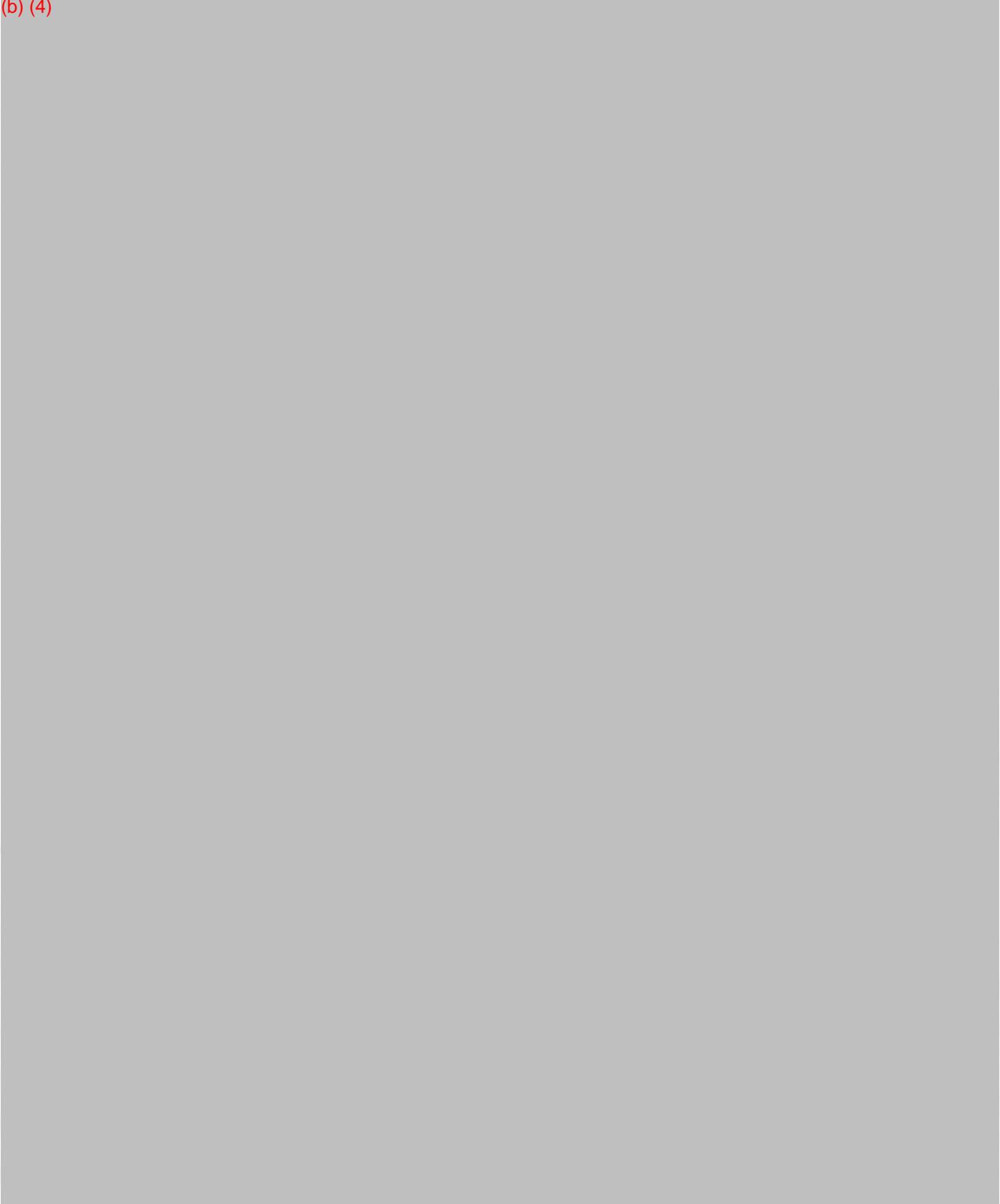
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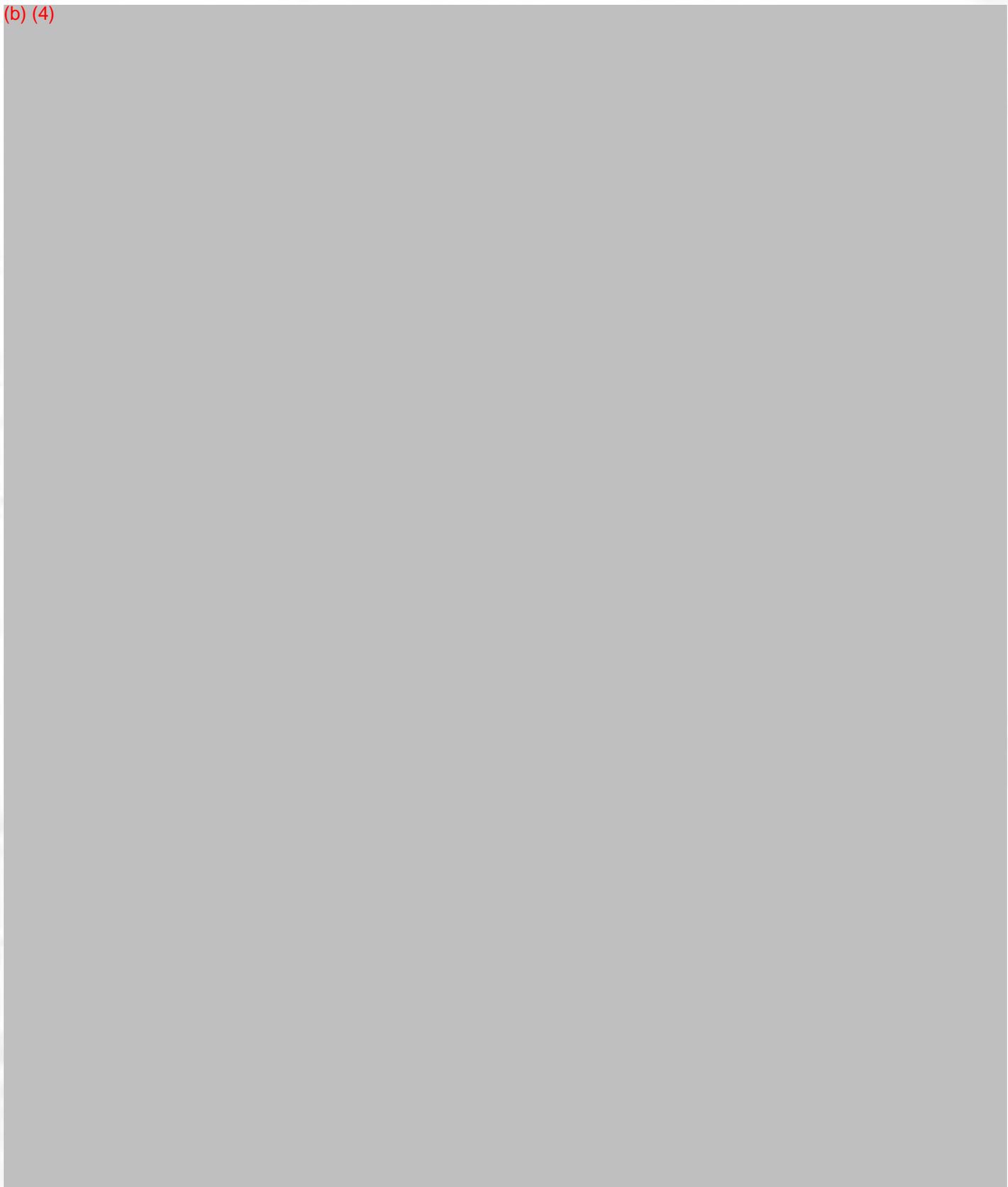
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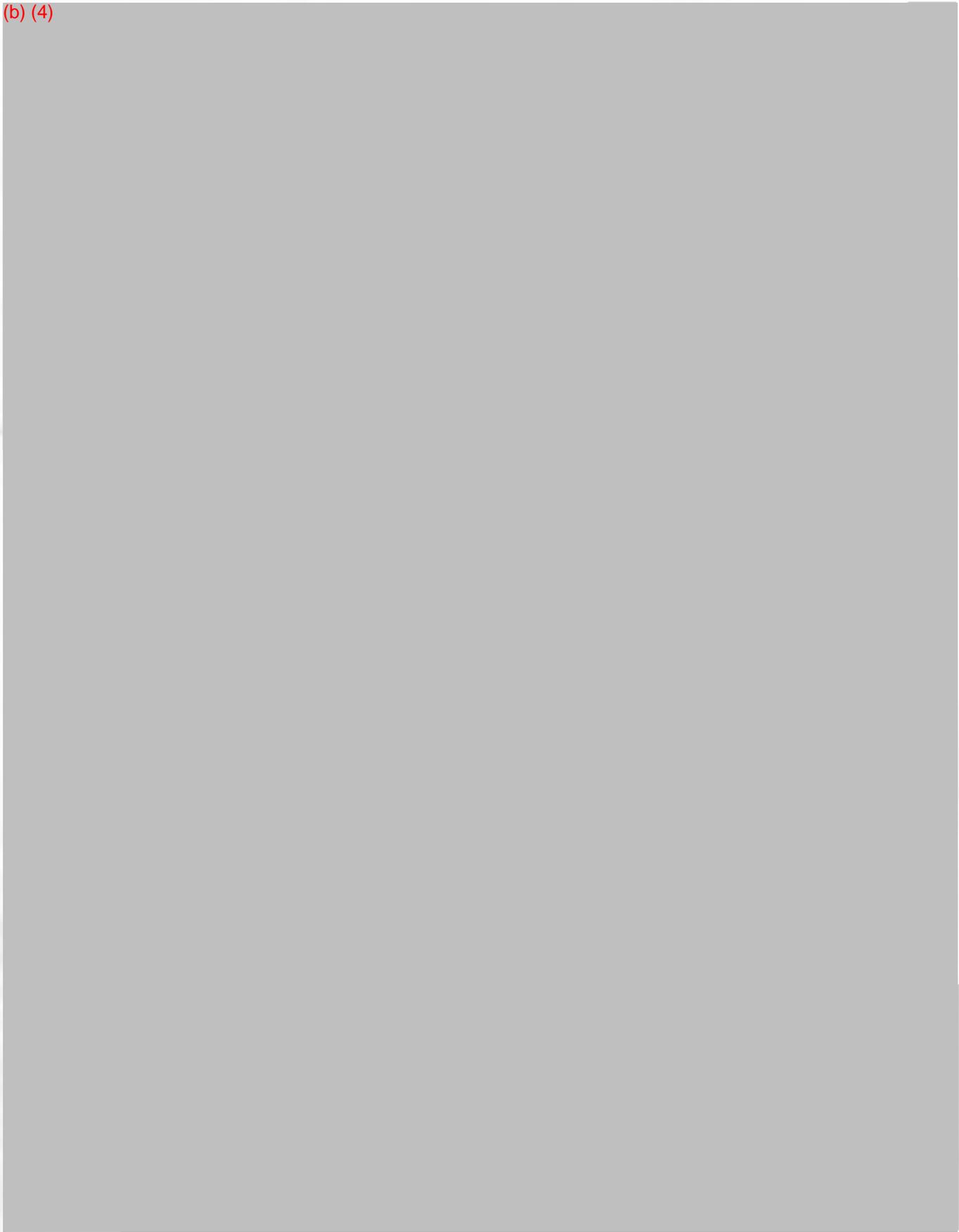
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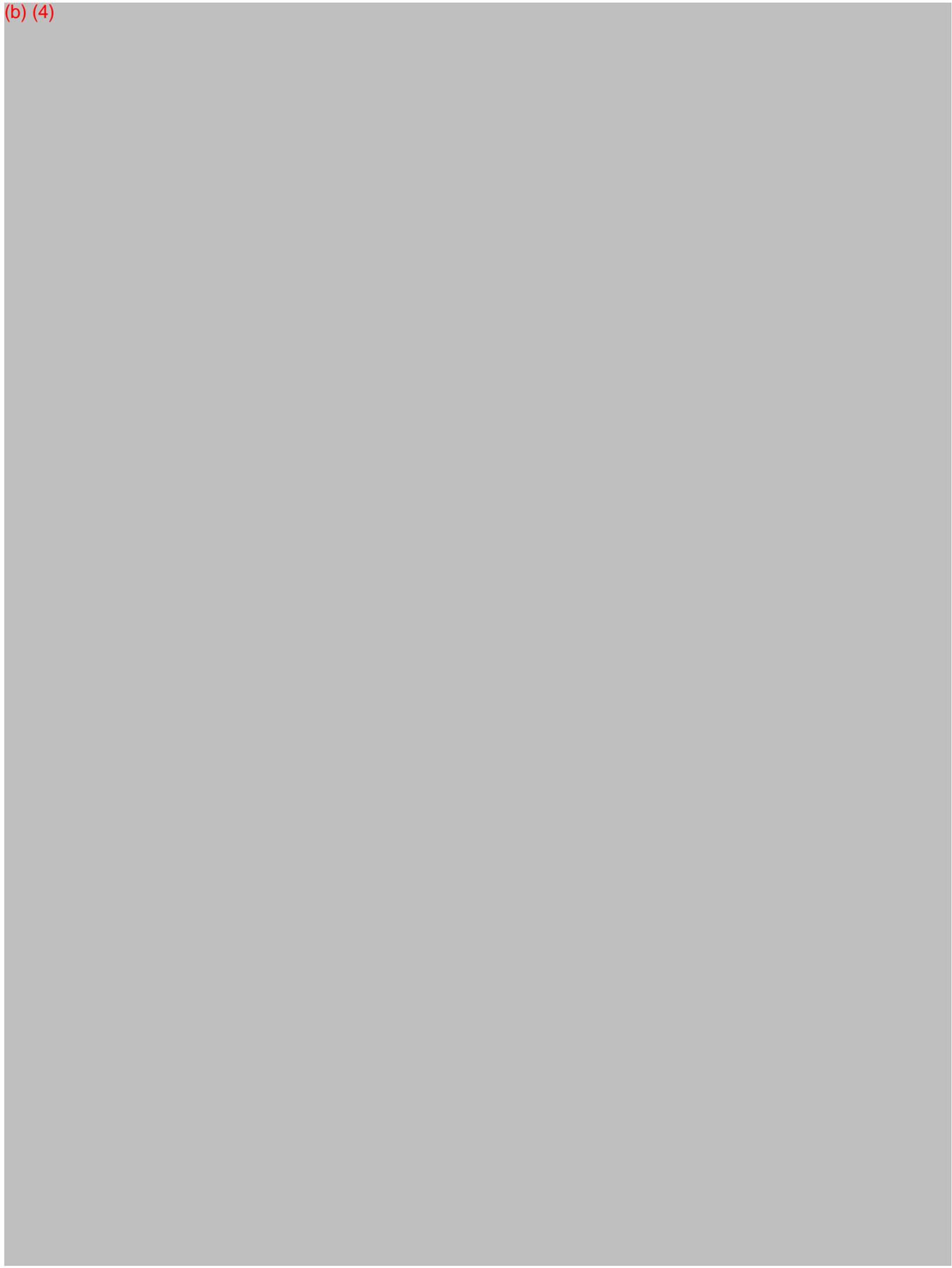
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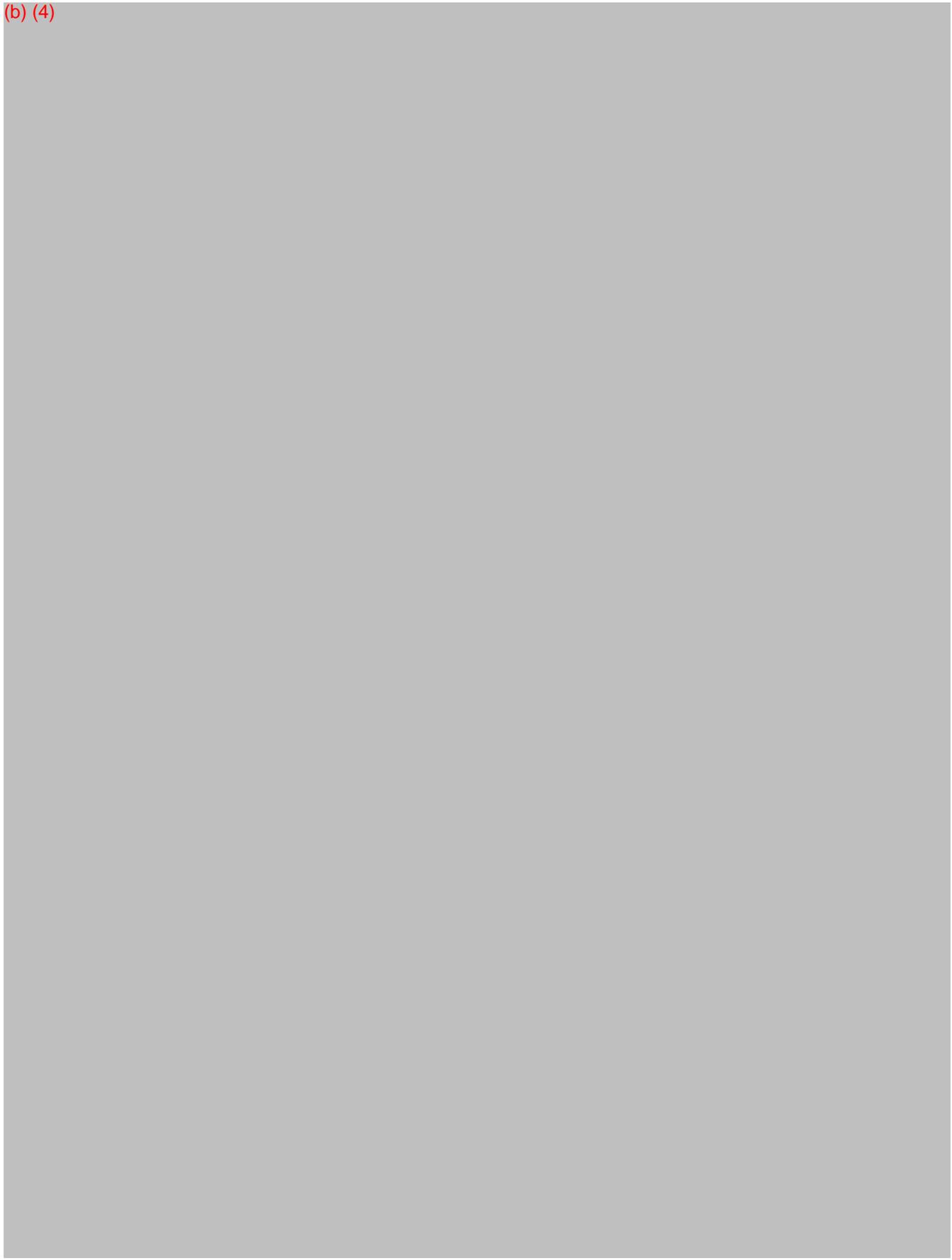
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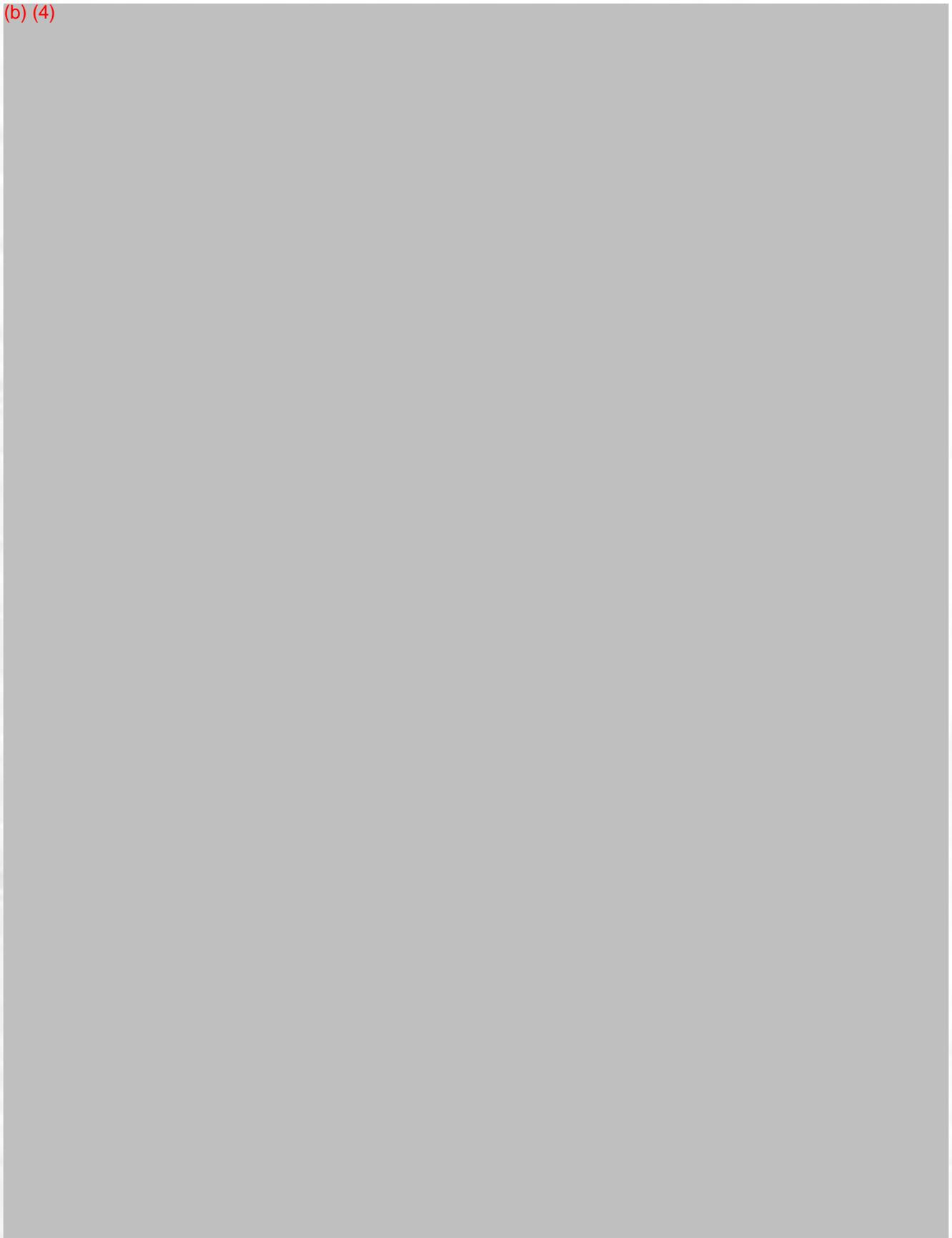
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(b) (4)



[Remainder of page intentionally left blank]

IN WITNESS WHEREOF, the undersigned have executed this Agreement as of the date first written above.

“COMPANY”

[COMPANY NAME]

By: _____
_____, Manager

“CLASS A MEMBERS”

“CLASS B MEMBERS”

SCHEDULE A

LIST OF MEMBERS

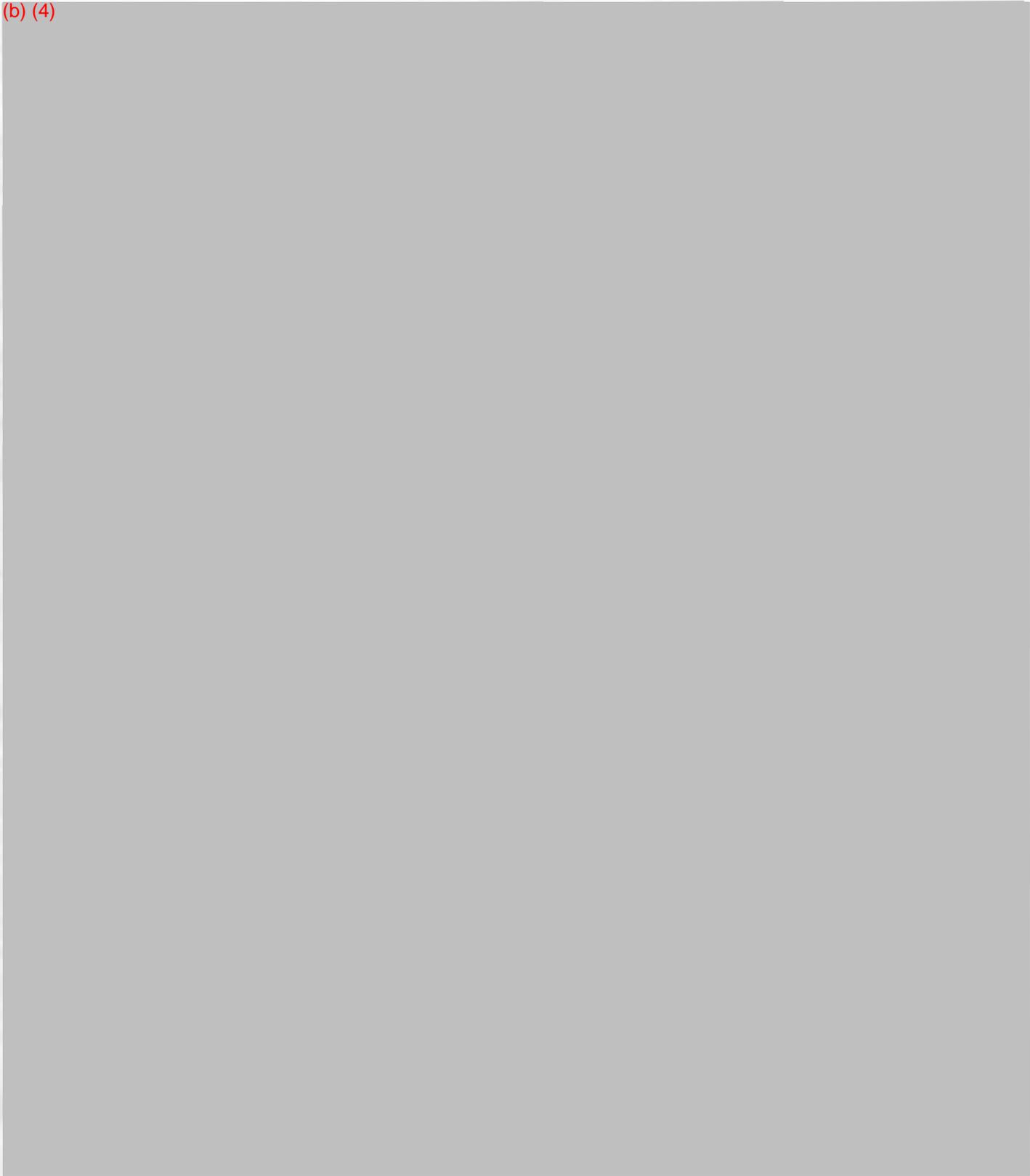
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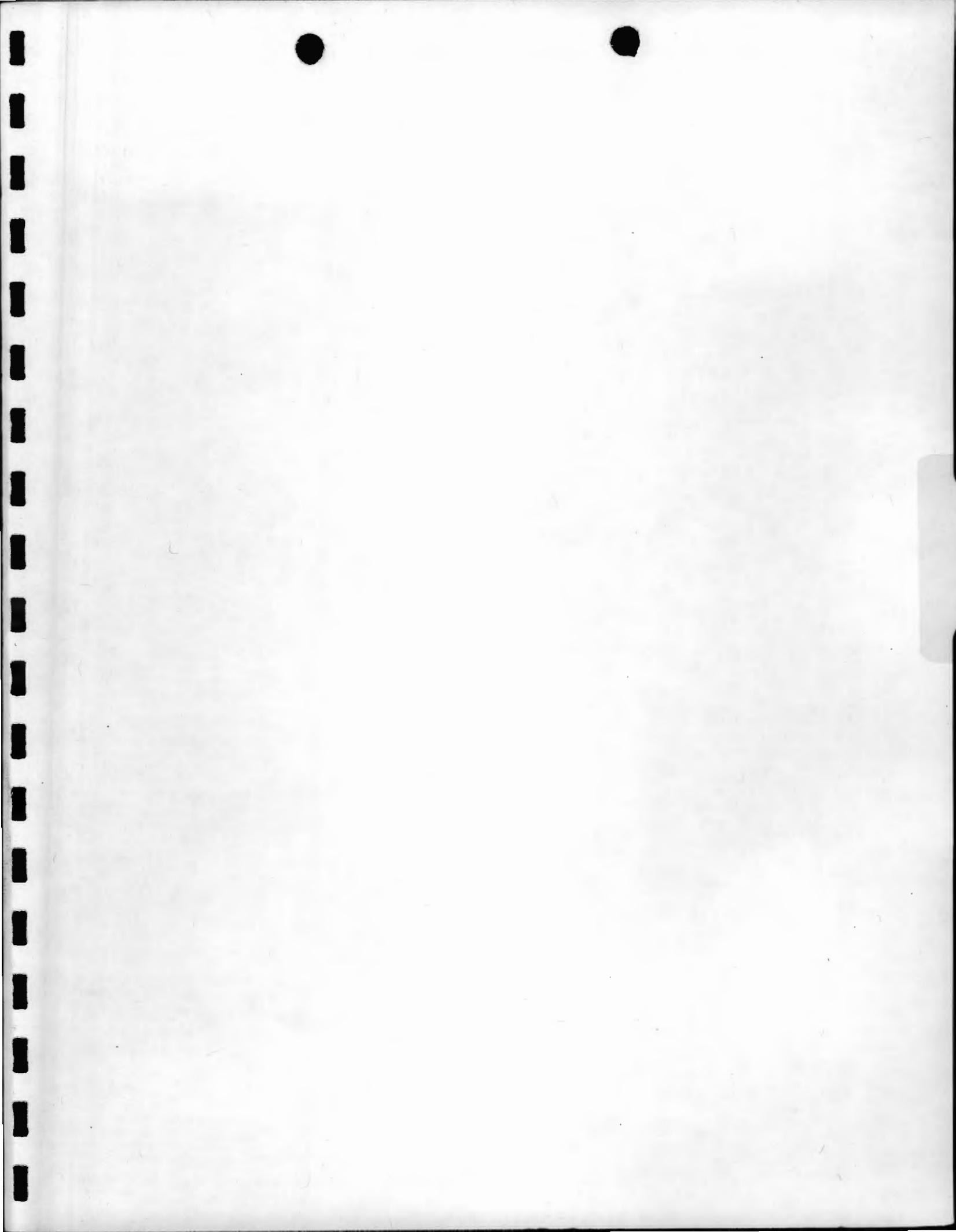


EXHIBIT A

INSTALLMENT PROMISSORY NOTE

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INVESTMENT ESCROW AGREEMENT

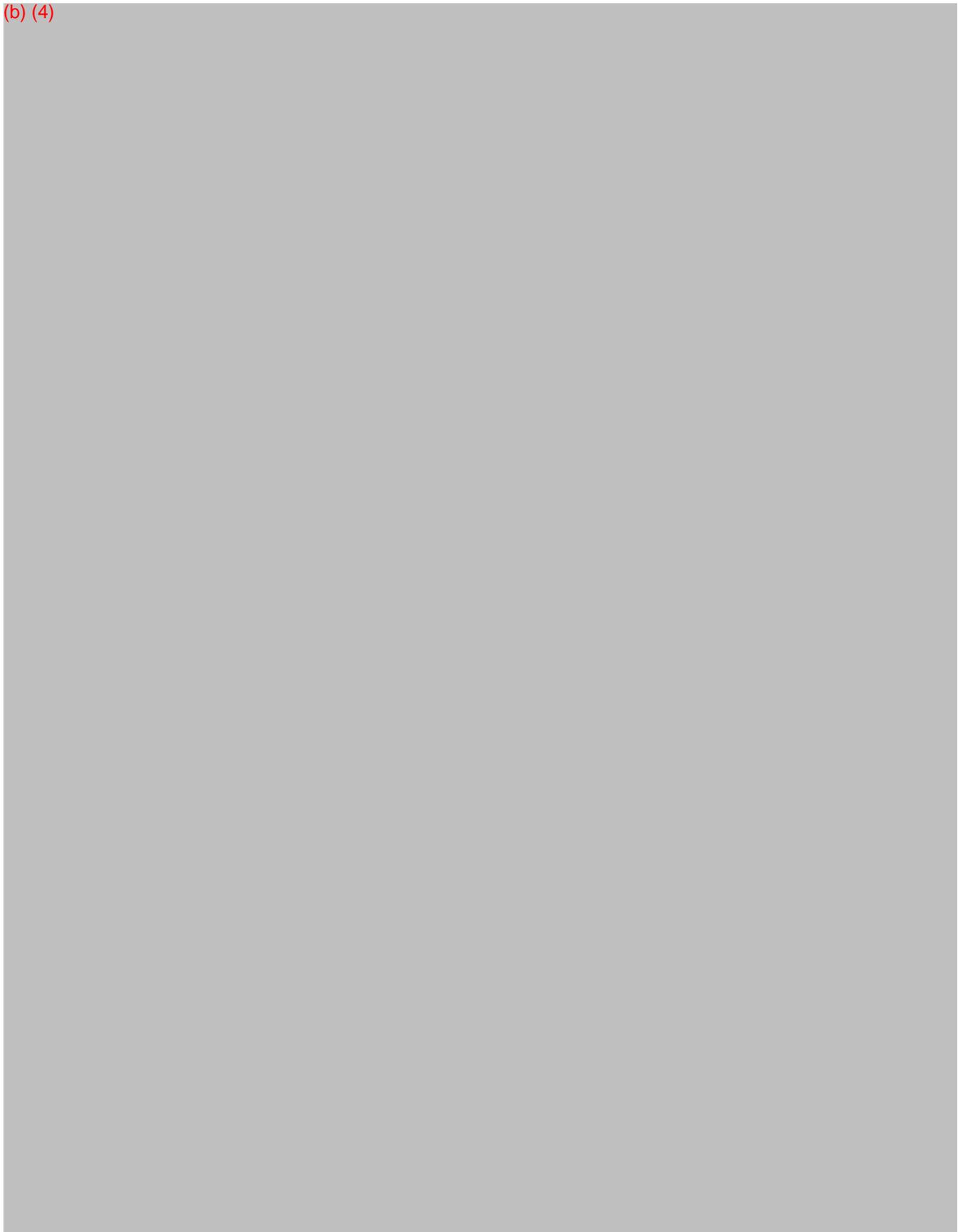
THIS INVESTMENT ESCROW AGREEMENT (this "Agreement") is entered into this _____ day of _____, 201__, by and between _____, an Indiana limited liability company ("Company"), and _____, a(n) _____ ("Escrow Agent").

WITNESSETH:

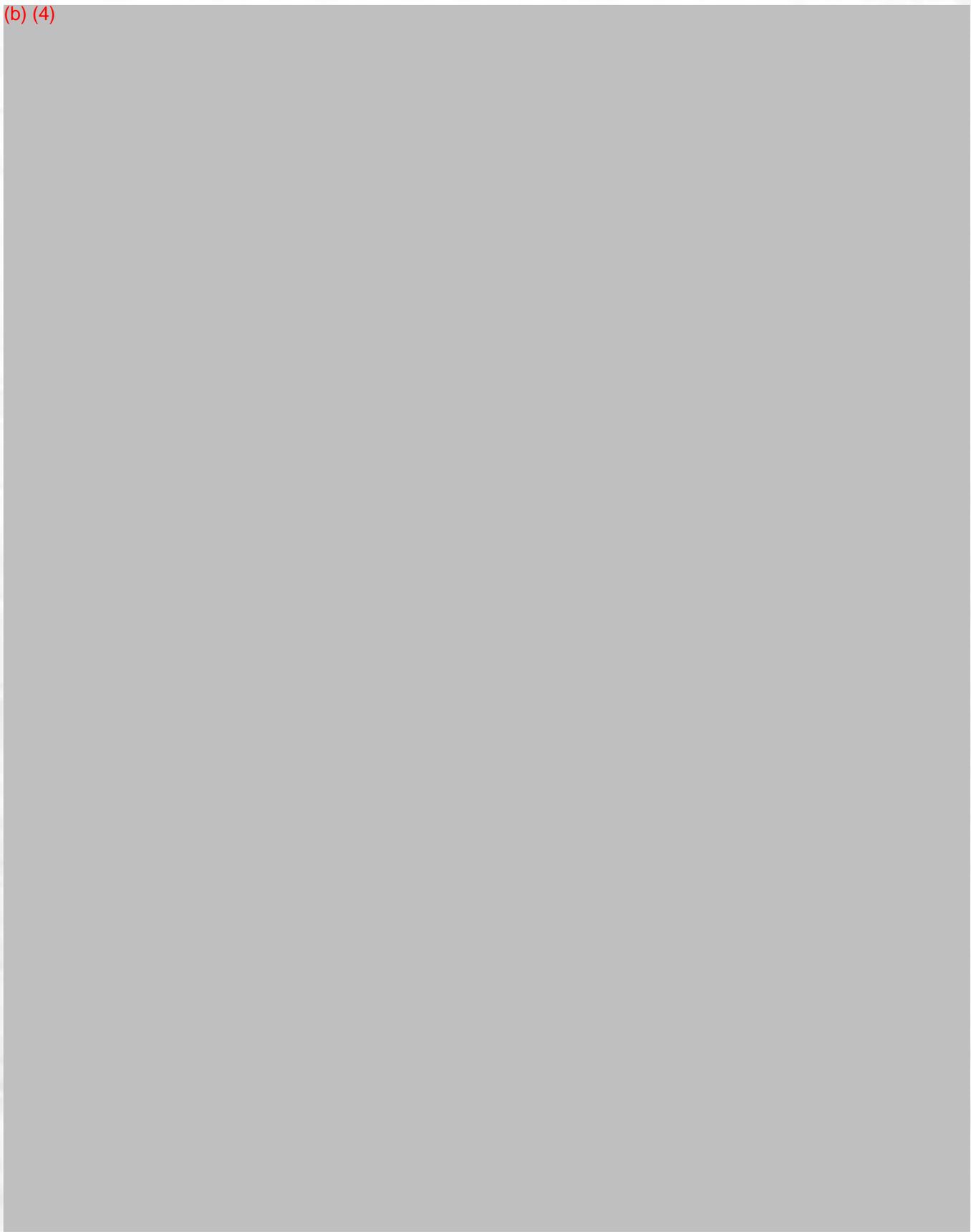
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[Remainder of page intentionally left blank]

IN WITNESS WHEREOF, the parties have executed this Investment Escrow Agreement as of the date and year first set forth above.

“COMPANY”

[NAME OF COMPANY]

By: _____
Printed: _____
Title: _____

“ESCROW AGENT”

[NAME OF ESCROW AGENT]

By: _____
Printed: _____
Title: _____

EXPENSE FEE ESCROW AGREEMENT

THIS EXPENSE FEE ESCROW AGREEMENT (this "Agreement") is entered into this ___ day of _____, 201__, by and between _____, an Indiana limited liability company ("Company"), and _____, a(n) _____ ("Escrow Agent").

WITNESSETH:

(b) (4)



(b) (4)



(b) (4)



(b) (4)



[Remainder of page intentionally left blank]

IN WITNESS WHEREOF, the parties have executed this Expense Fee Escrow Agreement as of the date and year first set forth above.

"COMPANY"

[NAME OF COMPANY]

By: _____

Printed: _____

Title: _____

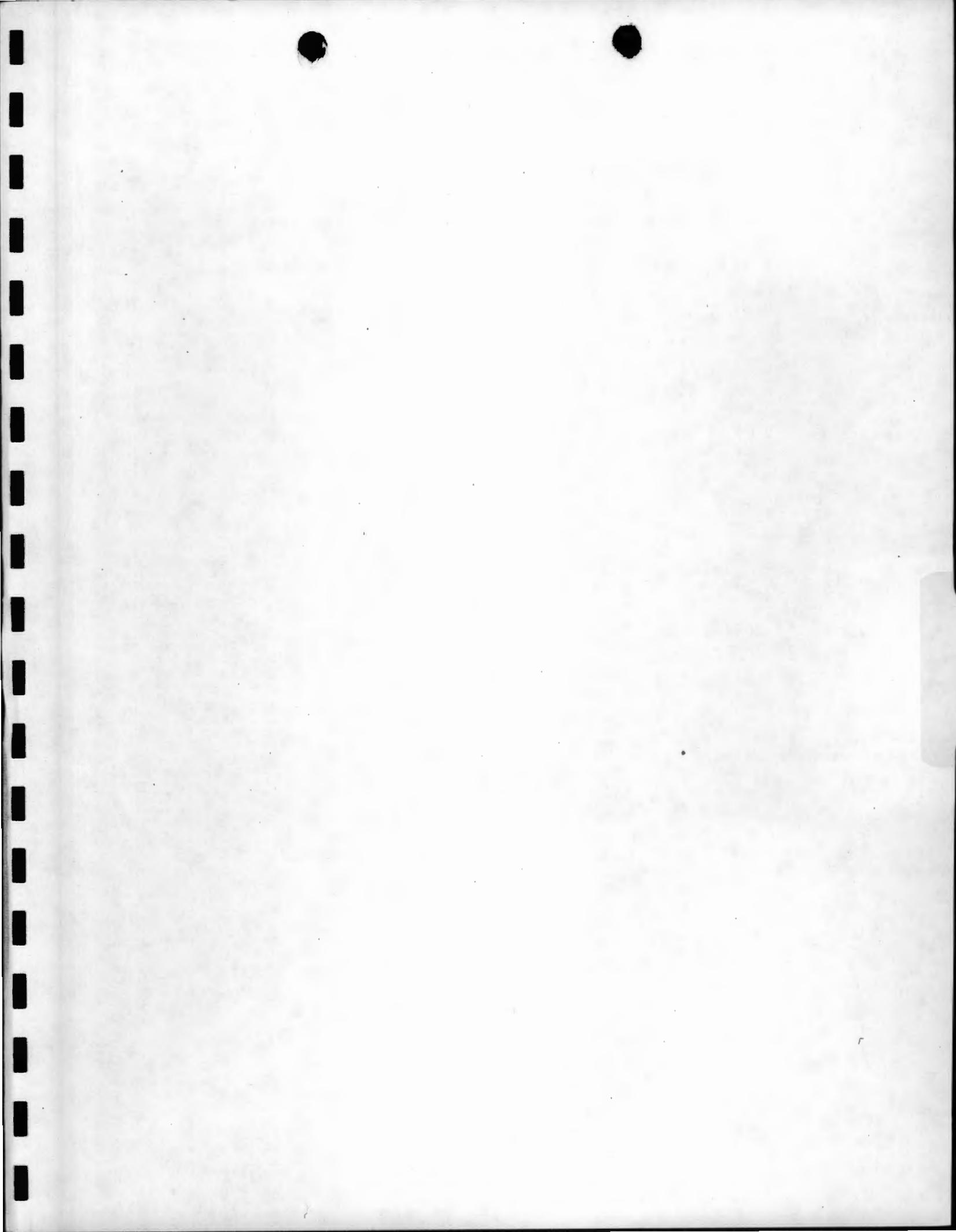
"ESCROW AGENT"

[NAME OF ESCROW AGENT]

By: _____

Printed: _____

Title: _____



[COMPANY NAME]

INSTRUCTIONS FOR SUBSCRIPTION AGREEMENT

After you have decided to subscribe for Class B Units of [COMPANY NAME] (the "Company"), please observe the following instructions:

- A. Please read the attached Subscription Agreement in its entirety. It contains various statements and representations of subscribers and the Company.
- B. Complete and sign the attached Subscription Agreement and return to:

ENERGIZE-ECI, INC.

ATTN: _____

- C. All information is to be typed or printed in ink.

[COMPANY NAME]

SUBSCRIPTION AGREEMENT

[COMPANY NAME]
[ADDRESS]
[ADDRESS]

Ladies and Gentlemen:

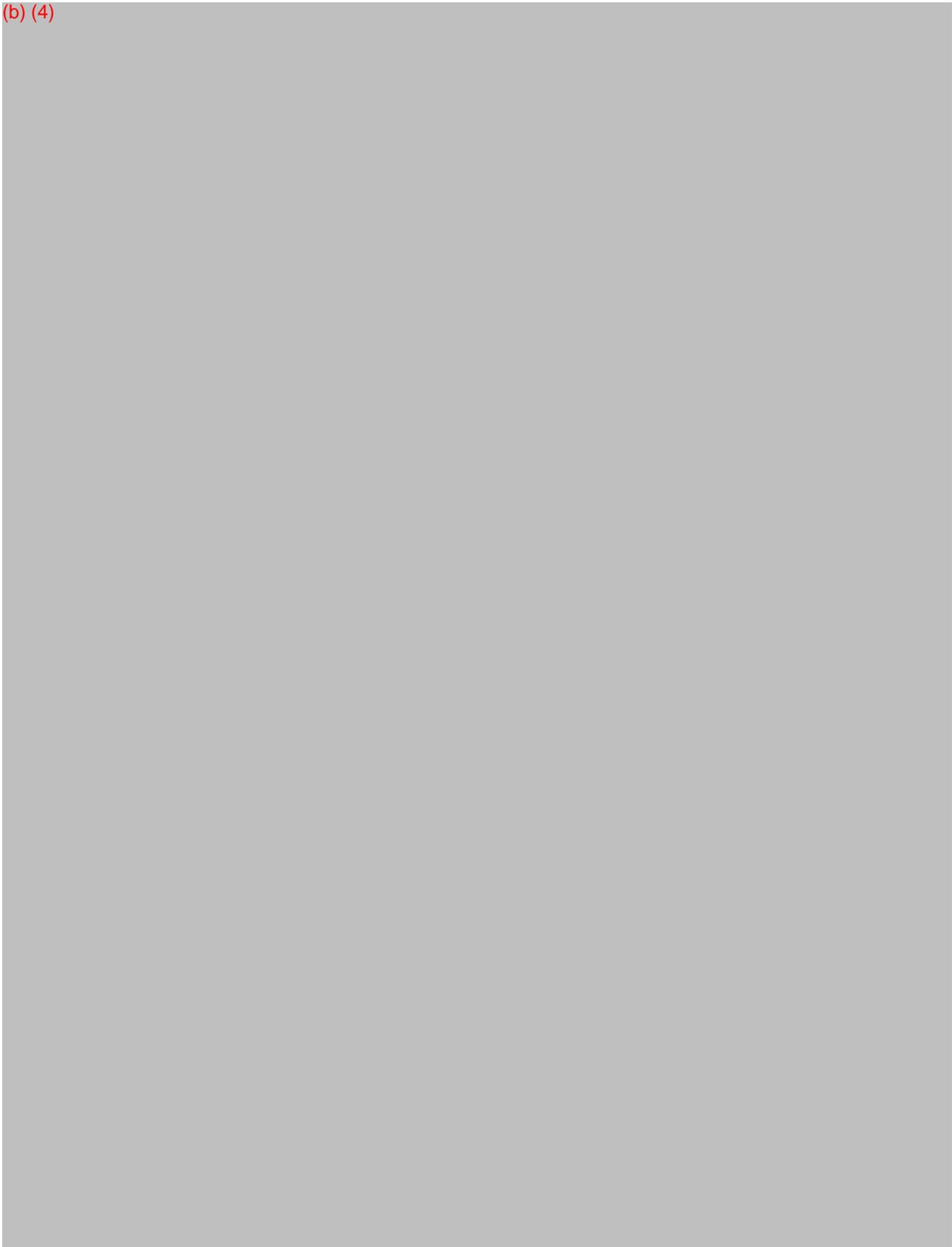
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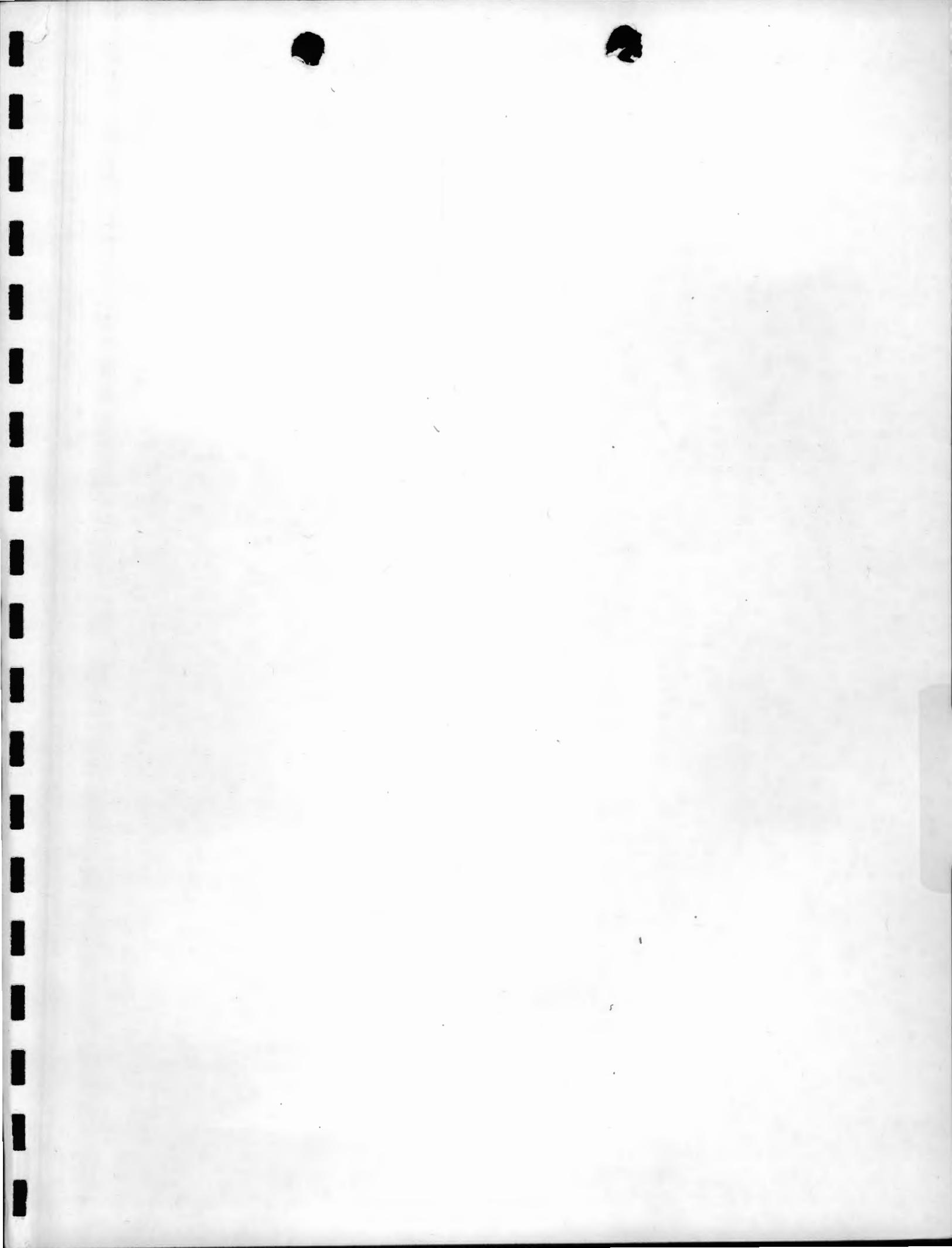


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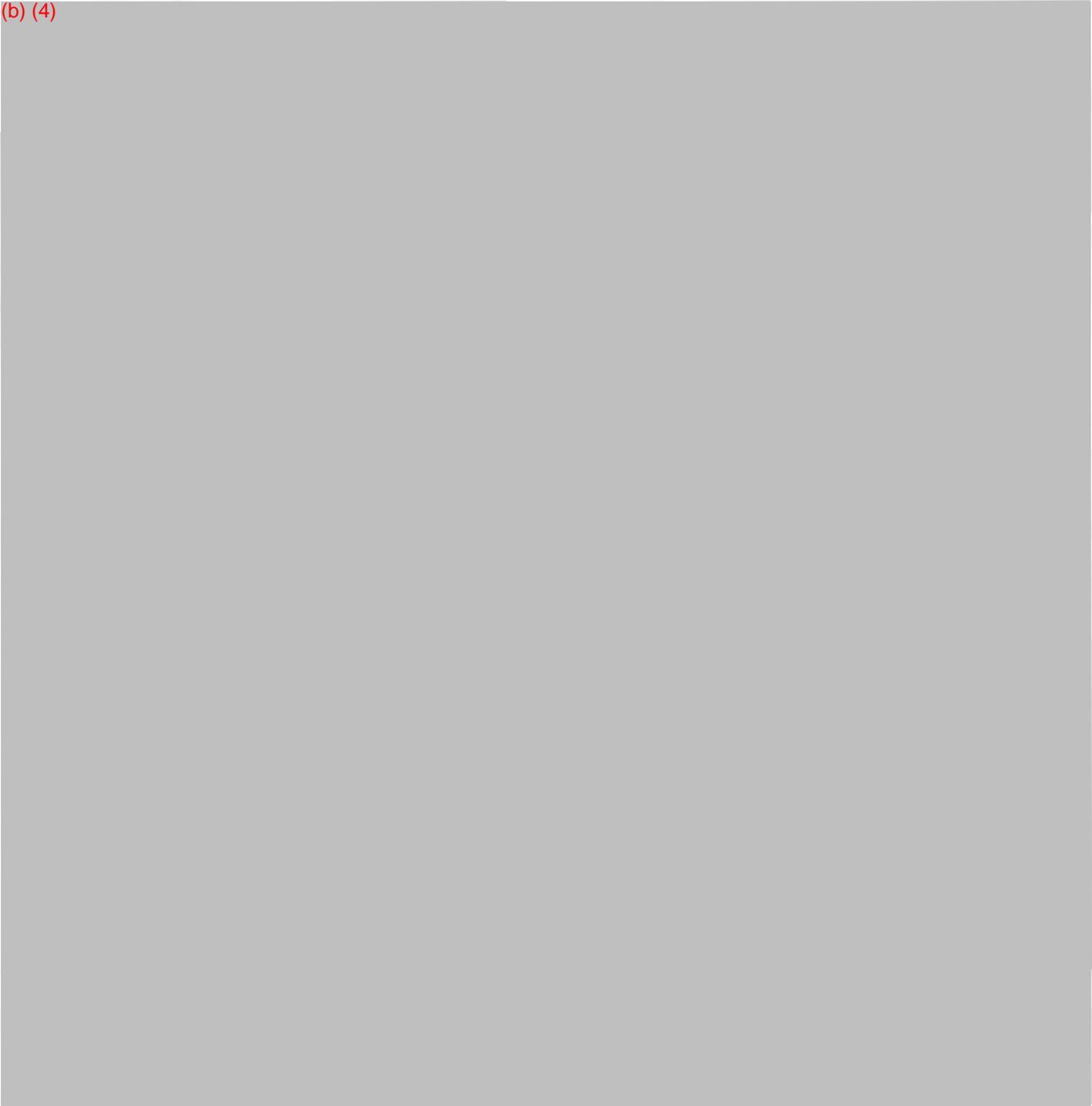
(b) (4)





**JOINDER AGREEMENT
FOR
[COMPANY NAME]
OPERATING AGREEMENT**

(b) (4)



This Joinder Agreement is hereby acknowledged and accepted by the Company, and shall be deemed to be effective, as of this ____ day of _____, 201__.

[COMPANY NAME]

By: _____

Printed: _____

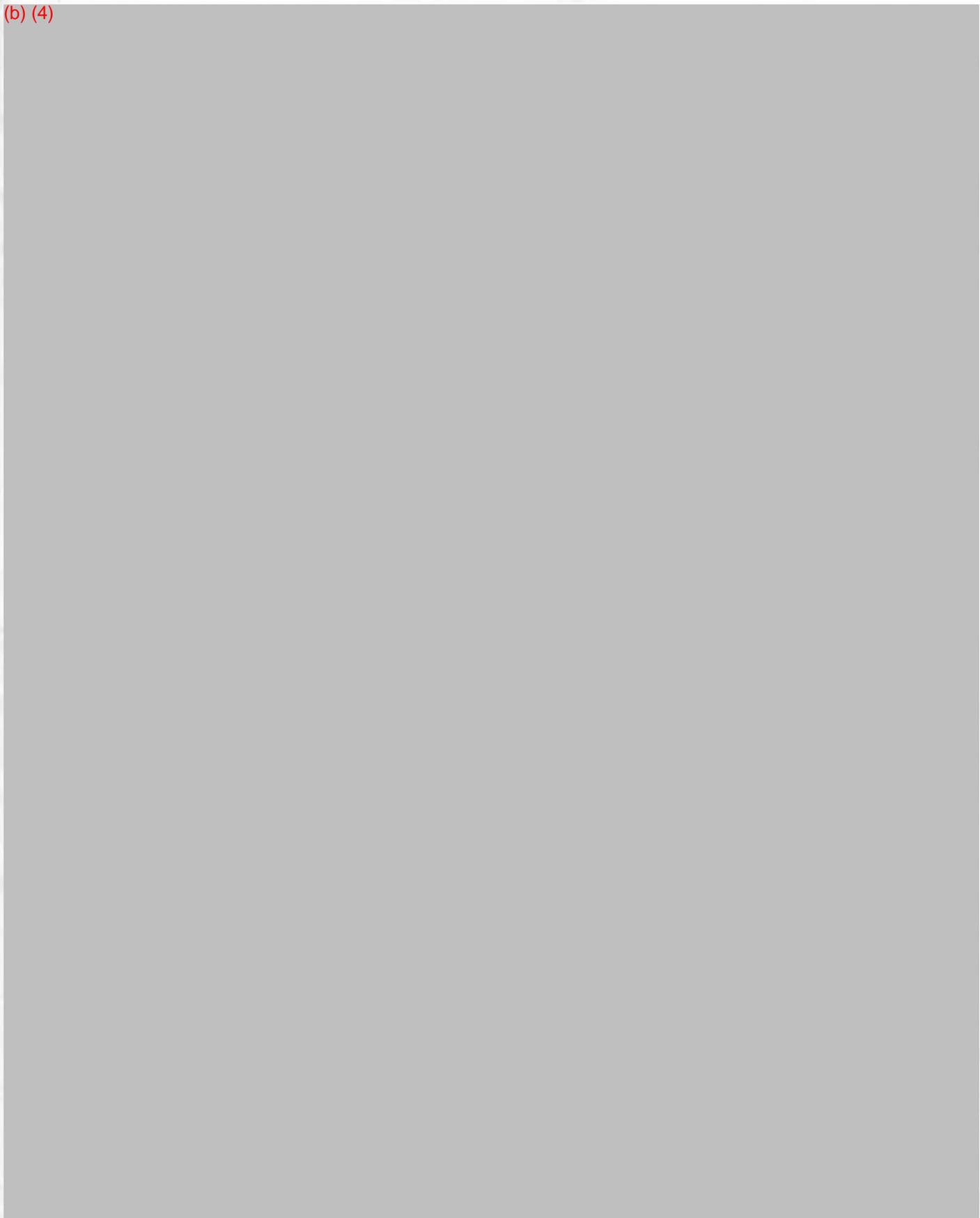
Title: _____

ALL-STATE® LEGAL 800-222-0610 EDR11 RECYCLED



INVESTOR SCREENING

(b) (4)



(b) (4)



ALL-STATE LEGAL SUPPLY CO., 1-800-222-0610 EDW11 RECYCLED



OUTLINE OF FILING PROCESS FOR EB-5 VISAS

- I. Form I-526: Immigrant Petition for Alien Entrepreneur
 - A. Evidence Required
 1. Regarding the Enterprise [8 C.F.R. §204.6(j)(1)]
 - a. Articles of incorporation or other business organizational documents; or
 - b. Authorization to do business in state or municipality.
 2. Regarding the Investment [8 C.F.R. §204.6(j)(2)]
 - a. General Requirement—Alien must invest, or be in process of investing, capital of \$1,000,000, or \$500,000 if investment is in “targeted employment area” (*i.e.* a rural area of less than 20,000 population or an area which has experienced high unemployment of at least 150% of the national average).
 - b. Documents evidencing investment may include bank statements; evidence of purchased assets; evidence of property transferred from abroad; stock certificates given for investment; or loan or mortgage agreements.
 3. Regarding obtaining capital through lawful means [8 C.F.R. §204.6(j)(3)]
 - a. Foreign business registration records;
 - b. Corporate, partnership and personal tax returns filed within 5 years;
 - c. Evidence identifying other sources of capital; or
 - d. Certified copies of any judgments or evidence of all pending governmental civil or criminal actions, administrative actions, or any private civil actions involving monetary judgments within the past 15 years.
 - e. Where source of funds are from sale of house or business, investor needs to provide sales contracts or deeds.
 - f. Petitioners level of income during the previous years.

4. Regarding job creation of 10 jobs [8 C.F.R. §204.6(j)(4)]¹
 - a. I-9s, tax records if employees already hired, including proof that they are working full time; or
 - b. A comprehensive business plan demonstrating where the 10 employees will be hired and giving approximate dates within the next 2 years.
 5. Regarding petitioner engaging in business on day-to-day basis or through policy formation [8 C.F.R. §204.6(j)(5)]
 - a. Title and description of petitioner's job duties;
 - b. Evidence that petitioner is corporate officer and director; or
 - c. If partnership, the partners management or policy making activities consistent with rights, powers and duties normally granted limited partners under the Uniform Limited Partnership Act.
 6. Regarding Targeted Employment Area (where applicable) [8 C.F.R. § 204.6(j)(6)]
 - a. Evidence of statistical area;
 - b. Letter meeting requirements from state agency that are is high unemployment.
- B. Filing Fee—\$1,435
- C. Filing Address—All Form I-526s must be filed at the California Service Center, regardless of the location of the new commercial enterprise.
- D. Priority Date—Established upon filing.
- E. Processing Times—As of September 21, 2009, USCIS lists processing time for I-526 as 5 months.
- F. Visa Availability—Investor Pilot Program limited to 3,000 visas per year.

¹ This requirement is relaxed under the Immigration Investor Pilot Program, such that petitioner need only show that investment in the regional center will create jobs indirectly beyond the commercial enterprise. 8 C.F.R. §204.6(m)(7).

II. Form I-829: Petition by Entrepreneur to Remove Conditions

- A. **General**—When I-526 approved, USCIS grants alien conditional permanent residency for 2 years. Within 90 days before 2d anniversary, alien must petition to have condition removed.
- B. **Evidence Required**—I-829 petition must be accompanied by facts and information demonstrating:
 - 1. Conditional resident invested or was actively investing the required capital;
 - 2. Conditional resident sustained the enterprise and investment (*e.g.* bank statements, invoices, receipts, contracts, business licenses, and tax returns, including quarterly statements) requirements, *i.e.*, “substantially met the capital investment requirement of the statute”;
 - 3. Conditional resident “created or can be expected to create within a reasonable period of time 10 full-time jobs for qualifying employees.”
- C. **Filing Fee**—\$2,930 (includes biometric services fee of \$80)
- D. **Filing Address**—All Form I-829s must be filed at the California Service Center, regardless of the location of the new commercial enterprise.
- E. **Processing Times**—As of September 21, 2009, processing time for I-829s listed as 6 months.

ingham • McHale
ATTORNEYS AT LAW

10 Market Tower | 10 West Market Street
Indianapolis, IN 46204

www.usps.gov

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LABEL 110

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26206	<input type="checkbox"/> Next <input type="checkbox"/> 2nd <input type="checkbox"/> 2nd Del. Day	\$	
Date Accepted	Scheduled Date of Delivery	Return Receipt Fee	
2/26	Month 23 Day 23	\$	
Mo. Day Year	Scheduled Time of Delivery	COD Fee	Insurance Fee
2/26	<input type="checkbox"/> Noon <input type="checkbox"/> 8 PM	\$	\$
Time Accepted	<input type="checkbox"/> AM <input checked="" type="checkbox"/> PM	Total Postage & Fees	
6:13	Military <input type="checkbox"/> 2nd Day <input type="checkbox"/> 3rd Day	\$	
Flat Rate <input type="checkbox"/> or Weight	Int'l Alpha Country Code	Acceptance Emp. Initials	
212 lbs. 023.		KDS	

DELIVERY (POSTAL USE ONLY)

Delivery Attempt	Time	<input checked="" type="checkbox"/> AM <input type="checkbox"/> PM	Employee Signature
Mo. Day	27	11	[Signature]
Delivery Attempt	Time	<input type="checkbox"/> AM <input type="checkbox"/> PM	Employee Signature
Mo. Day			
Delivery Date	Time	<input checked="" type="checkbox"/> AM <input type="checkbox"/> PM	Employee Signature
Mo. Day	3	16	[Signature]

CUSTOMER USE ONLY

WAIVER OF SIGNATURE (Domestic Mail Only)
Additional merchandise insurance is void if customer receives waiver of signature.
I wish delivery to be made without obtaining signature of addressee or addressee's agent (if delivery employee judges that article can be left in secure location) and I authorize that delivery employee's signature constitutes valid proof of delivery.

NO DELIVERY

Weekend Holiday Mailer Signature

FROM: (PLEASE PRINT) PHONE ()

26206 W MARKET ST
INDIANAPOLIS, IN 46206
TO: (PLEASE PRINT) PHONE ()

ATM MAR 01 2010
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TO: (PLEASE PRINT) PHONE ()

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46206
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Decision Processing Worksheet

Officer Name: Doug Dufau

Receipt #: *RCW1031910003*

Officer Stamp #: 1309

Form Type: I-924

Classification: *RC*

Division: III

Team: I

WS: 24065

Action:

Approval

MTR

RFE Initial

Revocation

Denial

Abandonment

Appeal

RFE Additional

Auto-terminate

ITD

Withdrawal

RFE Initial & Additional

Auto-revocation

ITR

30 42 84

Relocate

Initials/Date:

DD 2-10-11

2nd Review

Initials/Date:

3rd Review

Initials/Date:

Officer's Comment:

Supervisor Review and Comments:

Initials/Date:

SD 04/29/11

2nd Review

Initials/Date:

3rd Review

Initials/Date:

Clerical Processing Completed: Initials/Date:

ST 5/2/11

File Room Processing:

To: 103 Hold Shelf

Call-Up Date: _____

Name Searched On:
ENERGIZE-ECI (Legal)

Current Information

Entity Legal Name:
ENERGIZE-ECI EB-5 VISA/REGIONAL CENTER, LLC

Entity Address:
PO BOX 1912, MUNCIE, IN 47308

General Entity Information:

Control Number: **2010112200600**
Status: **Active**
Entity Type: **Domestic Limited Liability Company (LLC)**

FILED MARCH 1, 2010

Entity Creation Date: **11/19/2010**
Entity Date to Expire:
Entity Inactive Date:

This entity is current with Business Entity Report(s).

Other Names for this Entity:

Date	Name (Type)
12/15/2010	ENERGIZE INDIANA EB 5 VISA REGIONAL CENTER LLC (Former)

Additional Services Available:

	View additional information for the entity, including transaction history, merger information, registered agent, principals and corporate report information (years paid and years due).
	Generate an official Certificate of Existence/Authorization. There is a total fee of \$18.00 for <i>IN.gov</i> subscribers and a fee of \$19.38 for credit card users. <u>Example Certificate</u> . Please note that when an entity has a past due business entity report, the Certificate of Existence will indicate that the entity is not current. An entity is current if no reports are past due.
	Generate Copies of Business Entity Documents.
	Request Information Printouts or Certificates. There is no fee to place an order; however, you will be billed for any statutory fees associated with your order.

		Application/Petition REGIONAL CENTER PROPOSAL
Receipt # W09001490		
Notice Date 10/19/2010	Page 1 of 12	Regional Center Energize-ECI Regional Center

Bingham McHale LLP
c/o Andrew Gruber Esq
2700 Market Tower, 10 West Market St.
Indianapolis, IN 46204

Request for Evidence

IMPORTANT: WHEN YOU HAVE COMPLIED WITH THE INSTRUCTIONS ON THIS FORM, RESUBMIT THIS NOTICE ON TOP OF ALL REQUESTED DOCUMENTS AND /OR INFORMATION TO THE ADDRESS BELOW. THIS OFFICE HAS RETAINED YOUR PETITION/APPLICATION WITH SUPPORTING DOCUMENTS.

THE INFORMATION REQUESTED BELOW MUST BE RECEIVED BY THIS OFFICE NO LATER THAN EIGHTY-FOUR (84) DAYS FROM THE DATE OF THIS NOTICE. IF YOU DO NOT PROVIDE THE REQUESTED DOCUMENTATION WITHIN THE TIME ALLOTTED, YOUR APPLICATION WILL BE CONSIDERED ABANDONED PURSUANT TO 8 C.F.R. 103.2(B)(13) AND, AS SUCH, WILL BE DENIED.

WS24065/CSC1309/DIV III

RETURN THIS NOTICE ON TOP OF THE REQUESTED INFORMATION LISTED ON THE ATTACHED SHEET.

Note: You are given until 01/11/2011 in which to submit the information requested.

Pursuant to 8 C.F.R. 103.2(b)(11) failure to submit ALL evidence requested at one time may result in the denial of your application.

For non-US Postal Service
Attn: EB 5 RC Proposal
24000 Avilla Road, 2nd Floor
Laguna Niguel, CA 92677

COPY

You will be notified separately about any other applications or petitions you filed. Save a photocopy of this notice. Please enclose a copy of it if you write to us about this case, or if you file another application based on this decision. Our address is:

U.S. CITIZENSHIP AND IMMIGRATION SERVICES
CALIFORNIA SERVICE CENTER
Attn: EB 5 RC Proposal
P.O. BOX 10590
LAGUNA NIGUEL, CA 92607-0526



W09001495

Additional Information for Applicants and Petitioners.

General.

The filing of an application or petition does not in itself allow a person to enter or remain in the United States and does not confer any other right or benefit.

Inquiries.

If you do not hear from us within the processing time given on this notice and you want to know the status of this case, use InfoPass at www.uscis.gov to contact your local USCIS office or call our National Customer Service Center at 1-800-375-5283.

You should follow the same procedures before contacting your local USCIS office if you have questions about this notice.

Please have this form with you whenever you contact a local office about this case.

Requests for Evidence.

If this notice asks for more evidence, you can submit it or you can ask for a decision based on what you have already filed. When you reply, please include a copy of the other side of this notice and also include any papers attached to this notice.

Reply Period.

If this notice indicates that you must reply by a certain date and you do not reply by that date, we will issue a decision based on the evidence on file. No extension of time will be granted. After we issue a decision, any new evidence must be submitted with a new application or petition, motion or appeal, as discussed under "Denials".

Approval for a Petition.

Approval of an immigrant or nonimmigrant petition means that the beneficiary, the person for whom it was filed, has been found eligible for the requested classification. However, approval of a petition does not give any status or right. Actual status is given when the beneficiary is given the proper visa and uses it to enter the United States. Please contact the appropriate U.S. consulate directly if you have any questions about visa issuance.

For nonimmigrant petitions, the beneficiary should contact the consulate after receiving our approval notice. For approved immigrant petitions, the beneficiary should wait to be contacted by consulate.

If the beneficiary is now in the United States and believes he or she may be eligible for the new status without going abroad for a visa, he or she should use InfoPass to contact a local USCIS office about applying here.

Denials.

A denial means that after every consideration, USCIS concluded that the evidence submitted did not establish eligibility for the requested benefit.

If you believe there is more evidence that will establish eligibility, you can file a new application or petition, or you can file a motion to reopen this case. If you believe the denial is inconsistent with precedent decisions or regulations, you can file a motion for reconsideration.

If the front of this notice states that this denial can be appealed and you believe the decision is in error, you can file an appeal.

You can obtain more information about these processes by either using InfoPass to contact your local USCIS office, or by calling the National Customer Service Center.

Requirements for Regional Center Designation

The Immigrant Investor Pilot Program ("Pilot Program") was created by Section 610 of Public Law 102-395 (October 6, 1992). The Pilot Program began in accordance with a Congressional mandate aimed at stimulating economic activity and creating jobs for U.S. workers, while simultaneously affording eligible aliens the opportunity to become lawful permanent residents. Through this innovative program, foreign investors are encouraged to invest funds in an economic unit known as a "Regional Center."

A Regional Center is defined as any economic unit, public or private, engaged in the promotion of economic growth, improved regional productivity, job creation and increased domestic capital investment. A non-existent entity may not be designated a Regional Center.

Please provide evidence that Energize-ECI EB-5 Regional Center exists as an economic unit. Such evidence may include articles of organization or other official documents from the State in which Energize-ECI EB-5 Regional Center is registered.

Regional Center Proposals must meet all the Requirements of 8 CFR 103.2. The proposal must be signed by a principal of the Economic Entity filing the proposal:

8 CFR 103.2(a)(2) requires that the applicant or petitioner sign their petition or application. While no specific form is required for a Regional Center proposal, the proposal must include a signature of a principal and the point of contact of the proposed Regional Center. In this case, no one signed the letter requesting designation of Energize-ECI EB-5 Regional Center as a Regional Center. The signature must be by a principal of the Regional Center.

It appears that Andrew W. Gruber is acting as attorney for the Regional Center. However, no G-28 was submitted. Without a properly signed G-28 USCIS will not provide notices to the Regional Center attorney as a G-28 is required of the attorney of record.

Since the request for designation as a Regional Center is not signed, the proposal has not been properly filed. Therefore, provide a G-28 on the current form G-28 and an updated request for designation as a Regional Center signed by a Regional Center principal.

Regulatory Requirements:

8 CFR 204.6 (m)(3) describes specific evidence that must be submitted before consideration for eligibility for this benefit may proceed. The regulation at 8 C.F.R. § 204.6(m) provides:

(3) Requirements for regional centers. Each regional center wishing to participate in the Immigrant Investor Pilot Program shall submit a proposal to the Assistant Commissioner for Adjudications, which:

(i) Clearly describes how the regional center focuses on a geographical region of the United States, and how it will promote economic growth through increased export sales, improved regional productivity, job creation, and increased domestic capital investment;

(ii) Provides in verifiable detail how jobs will be created indirectly through increased exports;

(iii) Provides a detailed statement regarding the amount and source of capital which has been committed to the regional center, as well as a description of the promotional efforts taken and planned by the sponsors of the regional center;

(iv) Contains a detailed prediction regarding the manner in which the regional center will have a positive impact on the regional or national economy in general as reflected by such factors as increased household earnings, greater demand for business services, utilities, maintenance and repair, and construction both within and without the regional center; and

(v) Is supported by economically or statistically valid forecasting tools, including, but not limited to, feasibility studies, analyses of foreign and domestic markets for the goods or services to be exported, and/or multiplier tables.

In general, 8 CFR 204.6(m)(i), 8 CFR 204.6(m)(ii), 8 CFR 204.6(m)(iv) and 8 CFR 204.6(m)(v) raise issues that are for the most part addressed by a thorough economic analysis which should predict both the economic impact of the regional center and its proposed investments and the job creation, both direct and indirect, that will result from the planned investments. When you have an economic impact report and analysis using reasonable methodologies for the prediction of job creation, please include the NAICS codes of the industries in which the investments will be made.

8 CFR 204.6(m)(iii) is usually addressed in two parts. First, a detailed statement regarding the amount and source of capital that has already been committed to the regional center must be provided. Second, a description of the promotional efforts which is most often addressed in the Operational Plan for the regional center along with issues of due diligence and recruitment efforts is required.

After review of your proposal in the light of these requirements, the following information, evidence or clarification is needed to proceed.

It is always best to start with a cover letter that acts as an executive summary followed by a table of contents of the various tabbed sections to follow.

The purpose of a Regional Center is to stimulate economic activity and create jobs, which is the same as the I-526 program in general. The Regional Center has responsibilities to do a due diligence process to establish that all sources of capital used by the EB-5 immigrant investors can be fully explained and clearly

shown to have been lawfully obtained. The Regional Center must also monitor and coordinate I-526 created businesses and report annually to USCIS.

Explain how the proposed Regional Center intends to fulfill its responsibilities. An Operational Plan for the regional center, similar to a business plan, may include this explanation.

In addition, please provide business plans, actual or sample plans, for businesses anticipated to be within the defined economic zones (industry types) within the regional center. The economic zones you have named are: (1) Advanced Manufacturing, (2) Agri-Business/Food Processing, (3) Alternative Energy/Green Technology, (4) Logistics & Distribution, (5) Information Technology. Provide the NAICS codes for each kind of business or project planned within the regional center.

Matter of Ho 22 I&N Dec. 206 (Assoc. Comm., 1998), contains the following guidelines on acceptable business plans:

The plan should contain a market analysis, including the names of competing businesses and their relative strengths and weaknesses, a comparison of the competition's products and pricing structures, and a description of the target market/prospective customers of the new commercial enterprise. The plan should list the required permits and licenses obtained. If applicable, it should describe the manufacturing or production process, the materials required, and the supply sources. The plan should detail any contracts executed for the supply of materials and/or the distribution of products. It should discuss the marketing strategy of the business, including pricing, advertising, and servicing. The plan should set forth the business's organizational structure and its personnel's experience. It should explain the business's staffing requirements and contain a timetable for hiring, as well as job descriptions for all positions. It should contain sales, cost, and income projections and detail the bases therefor. Most importantly, the business plan must be credible.

While highly detailed plans are not required for Regional Center approval, *Matter of Ho*, supra, does describe the kinds of business plans that are required to accompany each I-526 that is filed and associated with the Regional Center.

No business plans were submitted by Energize-ECI EB-5 Regional Center. Without a business plan on which to base economic predictions, any economic analysis would be entirely hypothetical and speculative for generic projects. Without business plans, any detailed prediction regarding the manner in which the regional center will have a positive impact on the regional or national economy would not be credible. Your proposal did not contain the kind of economic analysis required by 8 CFR 204.6(m)(i), 8 CFR 204.6(m)(ii), 8 CFR 204.6(m)(iv) and 8 CFR 204.6(m)(v). Actual, proposed or sample business plans for the kinds of businesses anticipated to be within the regional center are important because they are determinative of the kinds of inputs the economist chooses in the application of economic or statistically valid forecasting tools such as RIMS II, REDYN or IMPLAN. These plans both use benchmark input-output

accounts which can only be obtained from the Bureau of Economic Activity (BEA) which charges a small fee for their use.

The economic analysis, using an accepted methodology, should show the inputs used to determine job creation, regional and national impact of the regional center. To illustrate how the inputs could be different for the same economic activity, such as Advanced Manufacturing, the job multipliers in the economic zone of manufacturing for a given manufacturing plant would be different if an existing plant is purchased with little or no alteration compared to establishing a new plant in a rural area, building the factory from the ground up and building infrastructure such as access roads and utility lines. The job multipliers for a microchip manufacturer would be different from that of a furniture manufacturer. In addition, business plans clarify the job creating activities that would be found on a proposed organizational chart or schedule of hiring dates. While any reasonable economic modeling methodology is acceptable, if the economist is using inputs other than those obtained from the Bureau of Economic Activity, this and the reasons for it should be explained in some detail.

Promotion of Economic Growth within the selected Geographic Area (8 CFR 204.6(m)(3)(i)):

8 CFR 204.6(m)(3)(i) requires that a proposal be submitted which:

Clearly describes how the regional center focuses on a geographical region of the United States, and how it will promote economic growth through improved regional productivity, job creation, and increased domestic capital investment;

The geographical area must be contiguous and clearly delineated. It is most helpful to provide the following series of maps, charts or written descriptions:

- The entire desired Regional Center Area
- Standard Metropolitan Statistical Areas (SMSA's)
- Rural Areas (areas outside SMSA's with populations under 20,000 people)
- High Unemployment Targeted Employment Areas (TEA's) as determined by the Governor or designee,
 - areas within SMSA's or population centers of 20,000 or more outside SMSA's;
 - with unemployment rates 150% or more of the national rate)
- Census Tracts, Cities, Towns, Counties, etc.
- Unemployment Rates by Cities, Towns, Counties or Census Tracts, etc.

Your proposal has not indicated if the regional center will be investing in targeted employment areas (TEAs), non-TEAs or both.

Indirect Job Creation (8 CFR 204.6(m)(3)(ii)):

Under the provisions of the INA which apply to the Immigrant Investor Pilot Program and specific amendments to the statute, especially in the 2002 amendment Per Public Law 107-273, enacted November 2, 2002, which clearly states:

A regional center shall have jurisdiction over a limited geographic area, which shall be described in the proposal and consistent with the purpose of concentrating pooled investment in defined economic zones. The establishment of a regional center may be based on general predictions, contained in the proposal, concerning the kinds of commercial enterprises that will receive capital from aliens, the jobs that will be created directly or indirectly as a result of such capital investments and the other positive economic effects such capital investments will have.

Also 8 CFR 204.6(m)(3) requires you to:

(ii) Provide in verifiable detail how jobs will be created indirectly; ... and

(v) Is supported by economically or statistically valid forecasting tools, including, but not limited to, feasibility studies, analyses of foreign and domestic markets for the goods or services to be exported, and/or multiplier tables.

In reference to 8 CFR 204.6(m)(3)(ii) as stated above for a Regional Center it is imperative to fully explain indirect job creation, as well as the direct and induced jobs, if any. The requirement of creating at least 10 new full-time (35 hours per week) jobs per each individual alien investor may be satisfied by showing that, as a result of the investment and the activities of the new enterprise, at least 10 jobs per alien investor will be created directly or indirectly through an employment creation multiplier effect. An economic analysis and model that shows and describes job creation for each category of economic activity (for example, manufacturing, food production/processing, warehousing, tourism and hospitality, transportation, power generation, agriculture, etc.) is required. The proposal for Energize-ECI EB-5 Regional Center contained no economic analysis.

An economic analysis and model, such as IMPLAN, RIMS II or REDYN, to name a few, must show and describe job creation for each category of economic activity. The economic activities identified by Energize-ECI EB-5 Regional Center as an economic clusters that are targets of investment are (1) Advanced Manufacturing, (2) Agri-Business/Food Processing, (3) Alternative Energy/Green Technology, (4) Logistics & Distribution, and (5) Information Technology. Since no NAICS codes were utilized and the description of the intended economic activity was exceedingly brief, the categories of economic activity are not clear. For each economic activity described in the economic analysis, it is also necessary to list the actual job creating activities that could be shown on an organizational chart for a business in any particular economic activity. These are direct jobs. The job creating activities are separate from economic activities. For example, in manufacturing the job creating activities might include construction, maintenance,

administrative and clerical occupations, as well as the actual assembly jobs normally associated with manufacturing. The economic activities correspond to the NAICS codes for each industry.

Submit an Economic Analysis and model that shows and describes job creation for each category of economic activity (for example, manufacturing, food production/processing, warehousing, tourism and hospitality, transportation, power generation, agriculture, etc.) in which I-526 entrepreneurs will engage.

It is imperative to fully explain indirect job creation, as well as the direct and induced jobs, if any. The requirement of creating at least 10 new full-time (35 hours per week) jobs per each individual alien investor may be satisfied by showing that, as a result of the investment and the activities of the new enterprise, at least 10 jobs per alien investor will be created directly or indirectly through an employment creation multiplier effect. Aspects of this element of the proposal may be combined with Regional or National Impact analysis in a single economic analysis and job creation model. Other factors to be considered to assess job creation and economic impact include the descriptions of the organizational structures e.g., LLP, LLC, corporations, partnerships, etc., of the enterprises participating in the proposed Regional Center and sample or representative business plans and subscription agreements.

When relying on econometric models for indirect job creation¹ it is important to be aware that "direct jobs" will be real identifiable jobs supported by wage reports, Forms 941, and I-9 forms when the investor files his I-829. Some econometric models predict jobs based on the dollar amount invested in the overall project and this too must be made clear. This distinction will be critical at the I-829 removal of condition stage of the immigration process.

¹ USCIS does not accept or credit creation of direct temporary "construction jobs" within a business plan or economic job creation forecasts activities which involve a limited duration construction phase of less than 2 years unless the scope, complexity, and the ongoing construction phase must be fully sustained for all the construction phase jobs for 2 years or more with respect to the size, scope, nature, engineering/technology challenges and breadth of the project--for example a massive-scale nuclear power facility, or major Dam or a giant oil refinery, or similar type of massive and expansive and major engineering project. Shorter term construction jobs less than two years in duration have been determined to be of such a short term in nature as to not be sustained and to decrease and disappear as the initial construction activities wind down to completion. Such shorter term construction jobs in many locations are seasonal at best. Nevertheless, for all capital investment expenditures for the construction phase, all capital-induced "down-stream" support activities and "indirect" jobs impacted and associated with the construction activities such as suppliers, transportation, engineering and architectural services, maintenance and repair services, interior design services, manufacturing of components and materials, etc., may be factored into the calculations for creation of indirect jobs.

Regional Center's Operational Plan- Amount and Source of the Regional Center's Operating Capital (8 CFR 204.6(m)(3)(iii)):

A proposal must include a detailed statement regarding the amount and source of the capital that has been committed to the Regional Center. USCIS has interpreted the words, "amount and source of capital that has been committed to the Regional Center" to mean the capital sufficient to sustain the Regional Center distinct from immigrant investors' required capital investment in a new commercial enterprise within the Regional Center.

The detailed statement that is required to meet the regulatory requirement relating to the amount and source of capital committed to the Regional Center should include:

- The exact amount of funds that have been dedicated to the Regional Center to accomplish the goals of the Immigrant Investor Pilot Program;
- The source of such funds;
- Whether the amount is sufficient to sustain the Regional Center; and

Your proposal lacked a detailed statement regarding the amount and source of capital which has been committed to the regional center. It should be noted that the phrase "committed to the regional center" is in the past tense. The statement should show the amount of money already committed as well as the planned expenditures. It must include the exact amount of funds that have been dedicated to the regional center to accomplish the goals of the Immigrant Investor Pilot Program, the source of the funds, whether the amount is sufficient to sustain the Regional Center and evidence that the funds have already been committed to the regional center.

Certain expenses, such as document preparation and economic analyses, that have been incurred prior to filing the application for regional center designation, should be included in the detailed statement regarding the amount and source of funds committed to the regional center. Money already spent should also be included in the detailed statement of funds committed to the Regional Center. The statement should also show evidence the regional center has sufficient funds, assets and resources committed to regional center for its continued operation until such time as it becomes self-sustaining through investor fees or other sources. Although the regulation only requires that the statement be detailed enough so it can be determined the committed funds are sufficient, additional items that could help serve this purpose are financial statements, balance sheets and statements of income and expenses showing the entity's financial position.

None of the capital sustaining the Regional Center can come from immigrant investors' required threshold capital investment (as distinct from the new commercial enterprises' revenues). This separation of funds is necessary to enable the alien entrepreneur to qualify for the conditional EB-5 immigrant investor classification at the I-526 petitioning stage of the immigration process

Regional Center's Operational Plan- Recruitment and Due Diligence (8 CFR 204.6(m)(3)(iii)):

Also, for any individual alien investor who will be solicited by a Regional Center to invest the requisite capital into a Regional Center commercial activity, it will be incumbent on the Regional Center to engage in a due diligence process to establish that all sources of capital can be fully explained and clearly shown to have been lawfully obtained.

Submit a plan of proposed Regional Center operation which addresses how investors will be recruited and how the Regional Center will conduct its due diligence to accommodate the requirement that all immigrant investor funds will be lawfully obtained and describe what measures will be taken by the Regional Center to ensure and validate this. Will the submission of certain financial documents be required of foreign investors or will the Regional Center, for example, utilize a professional investigating firm to vet a potential investor's source of funds? What are your plans in this regard? If any contracts or memorandums of understanding have been made with such firms, please provide copies of them.

Regional Center's Operational Plan-Promotional Efforts (8 CFR 204.6(m)(3)(iii)):

Under 8 CFR 204.6(m)(3)(iii), USCIS interprets the words "promotional efforts" to mean an advertising or marketing program planned by the sponsors of the Regional Center that is designed to attract immigrant investors to the Regional Center. Regional Center proposals require a full description of the past, current and future promotional activities for the Regional Center. This shall include a description of the budget for this activity as well as a statement as to the source of those funds used to accomplish this necessary task. Again, if the promotional efforts will be subcontracted, and if any contracts or memorandums of understanding have been made with such firms, please provide copies of them. It is considered a dangerous practice to use the same company to promote or market investment plans that also verifies the lawful source of funds as it creates an inherent conflict of interest. Ultimately, the regional center is responsible for the qualifications of potential investors as part of due diligence.

Regional or National impact of the Regional Center (8 CFR 204.6 (m)(3)(iv)):

Regulations at 8 CFR 204.6(m)(3)(iv) require that the proposal contain:

...a detailed prediction regarding the manner in which the regional center will have a positive impact on the regional or national economy in general as reflected by such factors as increased household earnings, greater demand for business services, utilities, maintenance and repair, and construction both within and without the regional center;

A detailed prediction must be provided which includes the topics of regional or national impact on household earnings, greater demand for business services, utilities, maintenance and repair, and construction both within and outside the Regional Center. This can be combined with job creation analysis.

The proposal should not make vague references to regional economic impacts but should provide actual monetary predictions and address the elements listed in USCIS regulations. The economic model and analysis requested under job creation will also need to address these specific points as listed here.

The Business Approach and Structure of the Regional Center (Section 610 of Public Law 102-395(October 6, 1992)):

The business aspects of the Regional Center must be fully explained as to its structure. This aspect of a proposal includes, but is not limited to, the following basic elements or samples of them as applicable to the business approach and structure to be used by the Regional Center:

- An overall Business Plan for the Regional Center
- Draft Operating Agreement
- Draft Partnership Agreement
- Draft Subscription Agreement
- Draft Escrow Agreements and Instructions (one for capital and one for any service fees), if any.
- List of proposed reputable financial institutions to serve as the Escrow Agent(s), if any.
- Draft of an Offering Letter, Memorandum, Confidential Private Placement Memorandum, or similar offering made in writing to an immigrant investor through the Regional Center.
- Draft Memorandum of Understanding, Interagency Agreement, Contract, Letter of Intent, Advisory Agreement, or similar agreement to be entered into with any other party, agency or organization to engage in activities on behalf of or in the name of the Regional Center.
- Articles of Incorporation from the State for the Regional Center

Administrative Oversight (8 CFR 204.6)):

The regulations at 8 CFR 204.6(m)(6), require that an approved Regional Center in order to maintain the validity of its approval and designation, must continue to meet the statutory requirements of the Immigrant Investor Pilot Program by serving the purpose of promoting economic growth, including increased export sales (where applicable), improved regional productivity, job creation, and increased domestic capital investment. Therefore, in order for USCIS to determine whether an approved and designated Regional Center is in compliance with the above cited regulation, and in order to continue to operate as a USCIS approved and designated Regional Center, your administration, oversight, and management of your Regional Center shall be such as to monitor all investment activities under the sponsorship of your Regional Center and to maintain records, data and information on a quarterly basis in order to report to USCIS upon request the following year to date information for each Federal Fiscal Year², commencing with the initial year as follows:

Submit a description of your plans to administer, oversee, and manage the proposed Regional Center, including but not limited to such things as to identify, assess and evaluate proposed immigrant investor

² A Federal Fiscal Year runs for twelve consecutive months from October 1st to September 30th.

projects and enterprises; how the proposed Regional Center would perform "due diligence" as to whether investment capital to be sought will consist solely of alien investor capital or a combination of alien investor capital and domestic capital; how to monitor all investment activities affiliated, through or under the sponsorship of the proposed Regional Center, and to maintain records, data and information on projects, investors, business activities, etc., in order to report to USCIS for each Federal Fiscal Year. This is known as "due diligence" and is coupled with "oversight reporting responsibilities" to be fully explained if approved and designated.

Targeted Employment Area (8 CFR 204.6(i):

With respect to the process by which a High Unemployment Area (USCIS TEA) is designated by the State, the exact and complete relevant language of the regulation that covers this may be found at 8 CFR 204.6(i), where it reads as follows:

State designation of a high unemployment area. The state government of any state of the United States may designate a particular geographic or political subdivision located within a metropolitan statistical area or within a city or town having a population of 20,000 or more within such state as an area of high unemployment (at least 150 percent of the national average rate). Evidence of such designation, including a description of the boundaries of the geographic or political subdivision and the method or methods by which the unemployment statistics were obtained, may be provided to a prospective alien entrepreneur for submission with Form I-526. Before any such designation is made, an official of the state must notify the... [Chief, Office of Service Center Operations]... of the agency, board, or other appropriate governmental body of the state which shall be delegated the authority to certify that the geographic or political subdivision is a high unemployment area.

Therefore it is incumbent upon the state to notify USCIS which "governmental body of the state" has been delegated the authority by the Governor to certify that a geographic or political subdivision is a high unemployment area for purposes of being designated as a Targeted Employment Area (TEA) under USCIS regulations. It is left to the appropriate designee within the state to exercise its authority and utilize a method(s) of its choosing in obtaining the unemployment statistics.

A letter from the Governor of the state identifying the designated authority within the state to certify the geographic area(s) or political subdivision(s) within applicable metropolitan statistical areas as having high unemployment equal to 150% or more of the national unemployment rate would need to be addressed as follows and sent via Express Mail or courier service to:

Chief, Office of Service Center Operations
U.S. Citizenship and Immigration Services
20 Massachusetts Avenue, NW, MS 2060
Washington, DC 20529-2060

Further clarification of the role of the state designated authority in the I-526 process is found at 8 CFR 204.6 (j) (6) (ii) (B) as follows:

(6) If applicable, to show that the new commercial enterprise has created or will create employment in a targeted employment area, the petition must be accompanied by:

.....
(ii) In the case of a high unemployment area:

.....
(B) A letter from an authorized body of the government of the state in which the new commercial enterprise is located which certifies that the geographic or political subdivision of the metropolitan statistical area or of the city or town with a population of 20,000 or more in which the enterprise is principally doing business has been designated a high unemployment area. The letter must meet the requirements of 8 CFR 204.6(i).

It is hoped that the above references and information will be of help to you and the appropriate officials of the state with respect to your interest in seeking to establish a Regional Center through the Immigrant Investor Pilot Program that would focus within the state.

Translations:

Any document containing a foreign language submitted to USCIS shall be accompanied by a full English translation that the translator has certified as complete and accurate, and by the translator's certification that he or she is competent to translate from the foreign language into English.

Copies:

Unless specifically required that an original document be filed with an application or petition, an ordinary legible photocopy may be submitted. Original documents submitted when not required will remain part of the record, even if the submission was not required. Please do not submit duplicates.

Name Searched On:
ENERGIZE-ECI (Legal)

Current Information

Entity Legal Name:
ENERGIZE-ECI EB-5 VISA/REGIONAL CENTER, LLC

Entity Address:
PO BOX 1912, MUNCIE, IN 47308

General Entity Information:

Control Number: **2010112200600**
Status: **Active**
Entity Type: **Domestic Limited Liability Company (LLC)**

Entity Creation Date: **11/19/2010**
Entity Date to Expire:
Entity Inactive Date:

*RC
 Filed
 3-1-10*

This entity is current with Business Entity Report(s).

Other Names for this Entity:

Date	Name (Type)
12/15/2010	ENERGIZE INDIANA EB 5 VISA REGIONAL CENTER LLC (Former)

Additional Services Available:

<input type="checkbox"/>	View additional information for the entity, including transaction history, merger information, registered agent, principals and corporate report information (years paid and years due).
<input type="checkbox"/>	Generate an official Certificate of Existence/Authorization. There is a total fee of \$18.00 for <i>IN.gov</i> subscribers and a fee of \$19.38 for credit card users. <u>Example Certificate</u> . Please note that when an entity has a past due business entity report, the Certificate of Existence will indicate that the entity is not current. An entity is current if no reports are past due.
<input type="checkbox"/>	Generate Copies of Business Entity Documents.
<input type="checkbox"/>	Request Information Printouts or Certificates. There is no fee to place an order; however, you will be billed for any statutory fees associated with your order.

Decision Processing Worksheet

Officer Name: Doug Dufau	Receipt #: W09001490
Officer Stamp #: 1309	

Form Type: I-924	Classification: RC	Division: 3	Team: 1	WS: 24065
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Action:				
<input type="checkbox"/> Approval <input type="checkbox"/> No Record <input type="checkbox"/> Pending Name Check <input type="checkbox"/> Abandonment <input type="checkbox"/> Withdrawal	<input type="checkbox"/> MTR <input type="checkbox"/> Appeal	<input checked="" type="checkbox"/> RFE Initial <input type="checkbox"/> RFE Additional <input type="checkbox"/> RFE Initial & Additional <input type="checkbox"/> 30 <input type="checkbox"/> 42 <input checked="" type="checkbox"/> 84	<input type="checkbox"/> Revocation <input type="checkbox"/> Auto-terminate <input type="checkbox"/> Auto-revocation <input type="checkbox"/> Relocate	<input type="checkbox"/> Denial <input type="checkbox"/> ITD <input type="checkbox"/> ITR

Officer Prepares or Completes (Notice Ordered)	Clerical/Officer Completes RFE/ITD/ITR (Notice Sent)	RFE/ITD/ITR Response Received	Officer Completes Final Decision (Notice Ordered - Approval/Denial)	Clerical/Officer Completes Final Action (Notice Sent)
RFE ITD/30 ITR/30 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>				
(1 st Initial & Last Name)	(1 st Initial & Last Name)	(1 st Initial & Last Name)	(1 st Initial & Last Name)	(1 st Initial & Last Name)
(Date & Time)	(Date & Time)	(Date & Time)	(Date & Time)	(Date & Time)

Mailer Enclosed? Y N	SCAO Review:	Final Decision:
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Officer's Comment:

Supervisor Review and Comments:		
Initials/Date:	2 nd Review Initials/Date:	3 rd Review Initials/Date:

Clerical Processing Completed: Initials/Date: JT 10/19/10
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File Room Processing

To: 103 Hold Shelf 1/11/11

Call-Up Date: _____

CALIFORNIA SERVICE CENTER ROUTING SLIP

WAC / WSC # _____

A # _____

12/16/09

USCIS Director (AA003) Deputy Director (AA002) Special Assistant (AA007) Director

AST	DIVISION I	DIVISION II	DIVISION III
<input type="checkbox"/> AST Incoming: XB800	<input type="checkbox"/> Incoming: AD477	<input type="checkbox"/> Incoming: XA925	<input type="checkbox"/> Incoming: XB641
<input type="checkbox"/> MR Returns: _____	<input type="checkbox"/> W/S: _____	<input type="checkbox"/> W/S: _____	<input type="checkbox"/> QA Corrections: ET116
<input type="checkbox"/> W/S: _____	ATTN: _____	ATTN: _____	<input checked="" type="checkbox"/> W/S: 24064
ATTN: _____			ATTN: George Eberly

DIVISION IV	DIVISION VII	DIVISION VIII/ COUNSEL	DIVISION X-Background Check Unit
<input type="checkbox"/> Incoming: XB641	<input type="checkbox"/> CPAU Incoming: RS601	<input type="checkbox"/> Incoming: WR000	<input type="checkbox"/> Rap Sheets/ EPS Incoming: SZ132
<input type="checkbox"/> W/S: _____	<input type="checkbox"/> CFF Incoming: RS902	<input type="checkbox"/> CSC Counsel	<input type="checkbox"/> WS: _____
ATTN: _____	<input type="checkbox"/> RRU BIA RS339		
DIVISION V	<input type="checkbox"/> RRU Incoming: RS554	<input type="checkbox"/> CSC Counsel	
<input type="checkbox"/> Incoming: XB641	<input type="checkbox"/> RRU Ponds: W/S 24201	ATTN: _____	
<input type="checkbox"/> W/S: _____	<input type="checkbox"/> W/S: _____	WS: _____	
ATTN: _____	ATTN: _____	ATTN: _____	ATTN: _____

DIVISION VI	DIVISION XII	DIVISION XI/CFDO	SCOSS
<input type="checkbox"/> Incoming: XB641	<input type="checkbox"/> Incoming: XB919	<input type="checkbox"/> CFDO: DU000	<input type="checkbox"/> NTA Shelf (TPS / I-485 / I-751 / I-539 BI/B2 / I-360 / Misc.): RC445
<input type="checkbox"/> W/S: _____	<input type="checkbox"/> W/S: _____	<input type="checkbox"/> H1B ASVVP Incoming: AD701	
ATTN: _____	ATTN: _____	<input type="checkbox"/> Religious Worker Incoming: AD700	<input type="checkbox"/> Non-EPS Incoming (I-485 / I-130 / Misc.): RC448
		<input type="checkbox"/> W/S: _____	
		ATTN: _____	

SCOSS ATTN: _____ W/S: _____ RPC: _____

<input type="checkbox"/> NRC Hold Approved: _____	<input type="checkbox"/> Return to JIT * RC419	<input type="checkbox"/> Routing Hub: RC422	<input type="checkbox"/> BCU/Non Top 4 Shelf: RC441
<input type="checkbox"/> NRC Hold Denied: RC417	* Specify application / petition type in Comments field below	ATTN: _____	<input type="checkbox"/> BCU Top 4 Shelf: RC441
<input type="checkbox"/> HBG Hold Approved: _____	<input type="checkbox"/> SCAN CR	<input type="checkbox"/> CIS FTR Review Complete * RC442	ATTN: _____
<input type="checkbox"/> HBG Hold Denied: RC418	I-89 / 698 / 829: RC318	* Attach sheet and / or file	<input type="checkbox"/> FBI # / CIS Shelf: RC441
<input type="checkbox"/> Interfiling: WS23222	<input type="checkbox"/> FR Backend Appeal Pod: RC410	<input type="checkbox"/> Transfer to FCO: RC421	<input type="checkbox"/> F/R A-File Create: RC413
<input type="checkbox"/> Front End Request: RC427	<input type="checkbox"/> Backend Scan: RC307	<input type="checkbox"/> Transfer to NVC: RC438	<input type="checkbox"/> File Consolidate: RC423
	<input type="checkbox"/> SNAP Incoming: RC302	<input type="checkbox"/> FTC Incoming: RC437	<input type="checkbox"/> I-485 File Consolidate: RC439
	<input type="checkbox"/> NBC 103 Hold (RFE / ITD): RC449	<input type="checkbox"/> I-130 Upgrades: RC055	<input type="checkbox"/> Approved Awaiting I-89: RC428
	<input type="checkbox"/> 103 Hold (RFE / ITD): RC420		
	<input type="checkbox"/> I-512 Incoming: RC313		

Comments Below:

EB5 RC proposal

If not pre-printed on form - include entire WS number
Rev. 12/16/09

Note: The current printable format can be found @ O:Common/Forms/CSC Routing Slip. Incomplete or outdated routing slip

From: SCOSS CORR UNIT	Date: 03/02/10	Ext: 3030	RPC: 256
			Div: AL3100621

MODE = MEMORY TRANSMISSION

START=OCT-21 07:33

END=OCT-21 07:38

FILE NO.=874

STN NO.	COMM.	ONE-TOUCH/ ABBR NO.	STATION NAME/EMAIL ADDRESS/TELEPHONE NO.	PAGES	DURATION
001	OK	B	913172369907	013	00:04:37

-CSC AST

***** UF-7200 ***** -

- ***** -

949 389 8053- *****

U.S. Department of Homeland Security
24000 Avila Road
Laguna Niguel, CA 92677



U.S. Citizenship and Immigration Services

Facsimile Transmission

To: Bingham McHale LLP - Andrew Gruber Esq

Fax Number: 317-236-9907

From: USCIS CALIFORNIA SERVICE CENTER - EB5 Unit

Fax Number:

Date: 10/21/10

Number of pages including cover:
Pages: 13

Re: W09001490 (Energize-ECI Regional Center)

This communication is intended for the sole use of the individual to whom it is addressed and may contain information that is privileged, confidential and exempt from disclosure under applicable law. If the reader of this communication is not the intended recipient or the employee or agent for delivering the communication to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication may be strictly prohibited. If you received this communication in error, please notify the sender immediately by telephone and return the communication at this address above via the United States Postal Service. Thank you.



**U.S. Citizenship
and Immigration
Services**

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To: Bingham McHale LLP – Andrew Gruber Esq

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USCIS CALIFORNIA SERVICE CENTER - EB5 Unit

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I-924 Regional Center Proposal

Receipt Number: WO 900 1490 Attorney: ANDREW GRUBER - No 6-28

Regional Center: ENERGIZE-ECT RC G-28
DOES IT EXIST?

General Partner: _____ Requester's Name: _____
E. Roy BUDD NOT SIGNED

Economic Unit-Organizational Documents for Regional Center _____

Target Non-Target Both

Geographic Area Delineated: E. CENTRAL IN
BLACKFORD, DELAWARE, FAYETTE, GRANT, HENRY, JAY,
MADISON, RANDOLPH, RUSH 9-COUNTIES

Economic Growth Analysis

Regional or National Impact- Economic Analysis

Indirect Job Creation:

Troubled Business Non-Troubled Business

None {
 Econometric Model: _____
 Economic Analysis of Job Creation: _____
 Business Plan:
 Hypothetical Investment Plan Investment Plan
 Industries: _____
 Activities: _____

Operational Plan:

- Project Evaluation and assessment
- Amount and Source of Regional Center's Capital
- Recruitment and Due Diligence - QUESTIONNAIRE
- Promotional Efforts
- Administrative Oversight

DETAILED STATEMENT - } No
MARKING PLAN

OPTIONAL- Enterprise organizational documents:

- Draft Operating Agreement 5-1-10
- Draft Partnership Agreement
- Draft Subscription Agreement 3-1-10
- Draft Escrow Agreement
- List of Escrow Agents
- Draft Offering Letter etc CONF. PRIV. PLMD. MEMO 3-1-10
- Articles of Incorporation etc for Enterprise
- Other relevant documents: JOINTED AGREEMENT

NAICS - No
B.P. -

- ADVANCED MANUFACTURING
- AGRICULTURE / FOOD PROCESSING
- ALT. ENERGY / GREEN TECHNOLOGY
- LOGISTICS & DISTRIBUTION
- INFORMATION TECHNOLOGY

Dear Friends:

Serving Hoosiers is my foremost priority. In my Indiana offices, I maintain a staff of Constituent Service Specialists who possess unique expertise regarding government agencies and programs. The Constituent Service Specialists provide the following services:

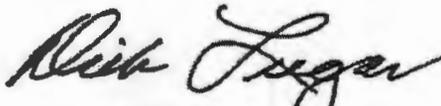
- * facilitate communication with federal, state and local agencies
- * identify appropriate resources for assistance
- * ensure attention to inquiries and advocate due process of constituent claims with federal agencies
- * clarify federal regulations and procedures
- * provide general information

I also maintain a Special Projects Staff which provides a variety of services and support to Hoosier communities. In addition to offering individual constituent service, my office provides direct assistance to local elected officials, citizen groups and non-profit organizations in their interaction with the federal government.

My staff is equipped with current information on federal grant and loan programs and is available to provide consultation as needed. Be sure to contact my Constituent Services or Special Projects Staff if you need assistance.

I encourage you to call, write or e-mail my Indiana office for information on additional assistance available, or to leave suggestions on how I can better represent you.

Sincerely,



Richard G. Lugar
United States Senator

www.senate.gov/~lugar

Richard G. Lugar



United States Senator for Indiana

10 West Market Street, Suite 1180

Indianapolis, Indiana 46204

Phone: (317) 226-5555

Fax: (317) 226-5508

E-mail: senator_lugar@lugar.senate.gov

To: *Congressional Liaison Office*
 From: *Jessan Beaullette*
 Date: *August 17, 2010*
 Re: *Regional Center Designation*
 4 pages, including this cover sheet.

Message:

**Please note that this letter is from Senator Lugar to Director Mayor Kas. Challenge!*

Reference WF

865416

RICHARD G. LUGAR
INDIANA

500 HART SENATE OFFICE BUILDING
WASHINGTON, DC 20510
202 224 4814
<http://lugar.senate.gov>

COMMITTEE:
FOREIGN RELATIONS, HANKING MEMBER
AGRICULTURE, NUTRITION, AND FORESTRY

United States Senate

WASHINGTON, DC 20510-1401

August 12, 2010

Mr. Alejandro Mayorkas, Director
U.S. Citizenship and Immigration Services
20 Massachusetts Avenue, N.W., 4th Floor
Washington, DC 20536

Dear Mr. Mayorkas,

Enclosed please find correspondence I received from Tom Farris, Project Coordinator for Energize-ECI, Inc, regarding the organization's application to establish a *regional center* in East Central Indiana. Energize-ECI is the economic development Corporation for East Central Indiana and represents 9 counties and almost ½ million people. East Central Indiana is one of the more economically depressed areas of the state and its leaders, both at the city, county, and state feel that it would be greatly helped if it could attract new businesses through the EB-5 program and the establishment of a regional center. Mr. Farris characterizes the benefits of the regional center in his letter as follows, "*The potential for new business investment in our region is great and will positively impact residents hit hard by plant closings, downsizings, and the ongoing recession.*" He adds, "*The EB-5 visa option will be an excellent and valuable tool in the rebuilding of East Central Indiana.*"

According to Mr. Farris' letter, the application to establish a regional center was submitted to U.S. Citizenship and Immigration Services on March 1st. ECI had originally been under the impression that there should be a decision on the application within 120 days which was later extended to 160 days. Mr. Farris has shared with me that the local government officials are receiving inquiries about the regional center and feel that the sooner the project receives the green light from USCIS the sooner residents of the region will be helped both through increased job opportunities as well as influx of additional revenue. I would be grateful for any assistance you might be able to lend in arranging for the application to be adjudicated in the very near future so that the people of East Central Indiana may receive the benefits of the center sooner rather than later.

Please direct your response to Susan Brouillette at my Indianapolis office. The address is 1180 Market Tower, 10 West Market Street, Indianapolis, Indiana 46204-2964. You may also contact me by fax at (317) 226-5508 or by e-mail at susan_brouillette@lugar.senate.gov.

«nameline»

Page 2

I appreciate your thoughtful consideration of this request.

Sincerely,

A handwritten signature in black ink, appearing to read "Dick Lugar", with a long horizontal flourish extending to the right.

Richard G. Lugar
United States Senator

RGL/sb

Enclosure

cc : Tom Farris, Project Coordinator
Energize-ECI, Inc.
The Honorable Sharon McShurley
Mayor, City of Muncie

08/17/2010 19:54 FAX



If You Knew More About Us - You'd Already Be Here...

August 11, 2010

To: Senator Richard Lugar
 From: Tom Farris
 Re: Follow-Up to EB-5 Visa Regional Center Application for Energize-ECI, Inc.
 DHS Receipt Number: W09001490

It has been more than 160 days since the Energize-ECI, Inc. application to establish an EB-5 Visa Regional Center has been in the hands of the Department of Homeland Security for review and approval. Your office has been helpful in obtaining information for us in the past, while following established governmental agency protocol. So we are asking you to look into the status of our pending application received by DHS on March 1, 2010, to determine when we might receive approval.

Our Energize-ECI, Inc. office receives inquiries on a daily basis from the Mayors of our nine-county area, local economic development officials, State of Indiana officials, area universities and businesses, immigration attorneys, American citizens with foreign contacts, as well as potential EB-5 Visa applicants. Establishment of an EB-5 Visa Regional Center to foster business investment in our counties of Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush is of great urgency. The potential for new business investment in our region is great and will positively impact residents hit hard by plant closings, downsizings and the ongoing recession. The EB-5 Visa option will be an excellent and valuable tool in the rebuilding of East Central Indiana.

We know that several of our Mayors and economic development officials have contacted your office as well as the offices of Senator Bayh and the Congressmen serving our area. We also know that the DHS has been dealing with a greater than average number of regional center applications, and consequently, the approval/review time was extended from 120 days to 160 days. Well, we've surpassed 160 days with no word about the status of our application.

Having studied the structures of successful EB-5 Visa regional centers and having utilized the professional services of Blingham-McHale Attorneys to research and develop our application, we believe we have built a compelling case for the establishment of a regional center in our area - the first to serve the State of Indiana. The needs in East Central Indiana are great - and our constituency is anxious for us to get started. How can you help us and the 464,000 residents of East Central Indiana?

Sincerely,

Tom Farris, Project Coordinator
 Energize-ECI, Inc.

Energize-ECI, Inc.
 Regional Economic Development
 P.O. Box 1912
 Muncie, IN 47308-1912

Phone: 765.254.1422
 Fax: 765.254.1450
 E-mail: info@energizeeci.com
 Website: www.energize-eci.com

NPA# 178743

Miguel Rodriguez

June 14, 2010

Update

Application Received by the Department of Homeland Security: March 1, 2010

Status: Pending (typical DHS processing / approval time is 120 days)

Energize-ECI, Inc. Applies to Establish Immigrant Investor "EB-5 Visa Regional Investment Center"

Energize-ECI, Inc. has filed an application with the U.S. Department of Homeland Security to establish a certified EB-5 Visa Regional Investment Center to initially serve Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties. The application, completed by Tom Farris on Energize-ECI, Inc. and Bingham-McHale Attorneys, was received by Homeland Security on March 1st. Application review normally takes about 120 days. The application has received the support of U.S. Senators Richard Lugar and Evan Bayh, U.S. Congressmen Mike Pence and Dan Burton, plus the Indiana Economic Development Corporation (IEDC). With this important program come the benefits of new employment for East Central Indiana residents – both direct and in-direct jobs, and new-business capital investment requirements designated by the program. East Central Indiana would gain recognition throughout the world as the first U.S. Immigrant Investor Program (EB-5 Visa) Regional Center based in Indiana. E. Roy Budd, Executive Director of Energize-ECI, Inc., commented, "Our EB-5 Visa Regional Center will promote business investment and economic development throughout East Central Indiana which will in turn create new jobs for Hoosiers in our nine-county area and beyond. The application process for EB-5 Visa immigrant investors and their investments is very thorough. We have already been receiving many calls from people interested in making EB-5 Visa applications, plus others knowing people interested in legally becoming American citizens."

Goals of Energize-ECI, Inc. EB-5 Visa Regional Investment Center

- o Establish an operating Regional Center in 2010
- o Market our Regional Center program to people throughout the world, interested in becoming a U.S. Citizen through the EB-5 Visa program
- o Create new investment in the region
- o Expand job creation opportunities – workforce development
- o Position ECI as a "preferred area" for international business investment
- o Foster entrepreneurial opportunities for related businesses
- o Develop greater diversification of the ECI and Indiana economies
- o Encourage the development of targeted industry clusters

What is an Immigrant Investor EB-5 Visa Regional Center?

The U.S. Immigrant Investor Program is an employment-creation visa program made possible by Section 810 of Public Law 102-395 (October 6, 1992). The program began in accordance with a congressional mandate aimed at stimulating economic activity and creating jobs for U.S. workers, while simultaneously affording eligible aliens the opportunity to be legal permanent residents (LPR). The program provides for the issuance of conditional (two-year) green cards to federally approved accredited investors and their families (spouses and unmarried children under age 21 at time of application) who invest a minimum of \$500,000 to \$1,000,000 in a qualified project, within the designated target areas, and which creates a combined total of at least 10 full-time direct and/or indirect jobs. After the initial two-year period, the Regional Center has an economist develop a study to determine if this investment meets all the federal guidelines. Upon the satisfaction of this requirement, the investor's legal representative files form I-829 with the United

States Citizenship and Immigration Services (USCIS). Upon approval, the conditional green cards become permanent.

The Pilot Program for Immigrant Investor (EB-5 Visa) Regional Centers is designed to promote the attainment of EB-5 Visas by foreign investors by facilitating, promoting and managing the program on a regional geographic basis. The EB-5 Visa provides the most direct path to Legal Permanent Residency (LPR) for foreign investors. USCIS may issue up to 10,000 EB-5 Immigrant Investors Visas each year throughout the U.S. 5,000 of the EB-5 Visas are reserved for the EB-5 (Visa) Regional Centers. Typically, they have only granted about 20% of the allotment, as the program and its benefits have not been well-publicized.

There are two ways for a foreign investor to obtain an EB-5 Visa: he/she can make a direct investment into a business or make an investment into a federally approved Regional Center. The direct investment is just that – an investment in any company, regardless of federal designations or approvals. It is more difficult for a foreign investor to obtain LPR through the direct investment scenario. Investment in a Regional Center increases the chances for a foreign investor to obtain LPR.

Immigrant Investor EB-5 Visa Regional Center Responsibilities

Regional Centers must submit information to the USCIS each federal fiscal year, including record-keeping data for each immigrant investor; documenting management activities; investor screening processes and investment supervision. Regional Centers also must calculate the total money invested through the Center each fiscal year, as well as the total money invested into specific categories of business activities and the determination of how much money came from U.S. versus immigrant investors. The Center must also list the total number of jobs created and/or preserved, as well as the names and locations of each company that received immigrant investor's money. Finally, the Center should indicate the number of I-526 and I-829 petitions approved that fiscal year.

"The opportunity is truly beautiful to individuals who want to live and contribute their energy in the United States... And the EB-5 Program creates economic growth and especially jobs for Americans."

-Maurice Berez, Program's Chief Adjudications Officer – United States Citizenship and Immigration Services. (From the Nov. 2nd 2007 edition of *The Wall Street Journal*)

Geographic Area - Participating Counties for Immigrant Investor EB-5 Visa Regional Center in East Central Indiana

COUNTY	POPULATION	COUNTY SEAT
Blackford	13,189	Hartford City
Delaware	115,419	Muncie
Fayette	24,273	Connersville
Grant	68,847	Marion
Henry	47,181	New Castle
Jay	21,514	Portland
Madison	131,312	Anderson
Randolph	25,859	Winchester
Rush	17,494	Rushville

Prime Target Industries for Immigrant Investment EB-5 Visa Regional Center Economic Development Activity

Advanced Manufacturing
Agri-Business / Food Processing
Alternative Energy / Green Technology
Logistics & Distribution
Information Technology

Role of Energize-ECI, Inc. Immigrant Investor EB-5 Visa Regional Center

- o Identify and quantify investment projects as having the potential to meet federal and Energize-ECI, Inc. guidelines
- o Prepare and provide all necessary documentation from beginning to end (utilizing outside professional services where necessary)
- o Monitor qualified projects for job creation and other USCIS program requirements
- o Comply with all federal guidelines under the Immigrant Investor EB-5 Visa Regional Center Program

Benefits to Immigrant Investors

- o May establish and operate a business in the U.S
- o Qualified investors and their families (spouse and any unmarried children under age 21) are eligible for green cards after approval of their application
- o May sponsor green cards for relatives
- o Although investment must occur within a regional center's geographic area, the investor and his/her family may live and work anywhere in the United States
- o No minimum requirements as to the investor's age, business training or experience or language skills
- o Freedom from day-to-day business operations (if so desired)
- o Ability to travel outside of the United States and return to the United States without having to apply for an additional visa
- o Education benefits of permanent residents, including admission to state colleges and universities at resident's cost
- o Eligible to become a U.S. Citizen once a permanent resident for more than 5 years, and meeting all USCIS requirements

Expected Outcomes from EB-5 Visa Regional Investment Center

- o Increased capital investments within East Central Indiana
- o Program will bring additional higher paying jobs for the region
- o Focus addition business attention to East Central Indiana
- o Help improve the quality of life in East Central Indiana
- o Encourages human capital development within our 9-county region
- o Fosters the development and targeting of industry clusters within ECI
- o Provides an opportunity for the region to rebuild its economic base and provides a spark to ignite future growth

About Energize-ECI, Inc.

Energize-ECI, Inc. is a public/private partnership founded in 2005 to provide pro-active services and programs facilitating collaborations to bring new business investment and jobs to East Central Indiana, and to address workforce and quality of life issues in the region. Energize-ECI, Inc. acts as an initial point of contact for coordinating and promoting the many advantages of operating a business in the region, collecting and cultivating leads and assisting individuals, site consultants and companies researching the area. Energize-ECI, Inc. answers inquiries regarding sites, buildings and regional information, directing the leads to the local economic development groups. Energize-ECI, Inc. provides support for Blackford, Delaware, Fayette, Grant, Henry, Jay, Madison, Randolph and Rush counties. In 2009, Energize-ECI, Inc. created the Energize-ECI Regional Planning District, a State and Federal approved entity serving Blackford, Delaware, Grant and Jay counties.

Contact:

Roy Budd – 765.254.1420
info@energize-eci.org

Energize-ECI, Inc.
P.O. Box 1912
Muncie, IN 47308-1912
www.energize-eci.org

Energize-ECI | Staff

Energize-ECI, Inc. Experienced Professional Team



E. Roy Budd

Executive Director

Budd founded Energize-ECI, Inc. in 2005. Prior to That he founded Solutions, Inc., a workforce and Economic development consulting firm based in Boston, MA. He is the former President/CEO of Opportunity, Inc. in Hampton Roads, VA, the Commonwealth's largest workforce development Program. He holds BA and MA degrees from Virginia Commonwealth University and a Master Of Business Education degree from Virginia State University. He is a Certified Master Consultant from Business Retention and Expansion International and holds certification from the Economic Development Institute at the University of Oklahoma. Budd has published articles on workforce and economic development and is frequently interviewed by the media regarding economic development issues.

Marlene Pulley

Operations Manager

Marlene has been with Energize-ECI, Inc. since it's founding. She has over 25 years previous operational and administrative management experience. As an integral member of the E-ECI team, Marlene is involved in all areas of business recruiting services and programs, along with her administrative responsibilities.

Contact Information

Energize-ECI, Inc.

345 S. High St. (2nd Floor)

P.O. Box 1912

Muncie, IN 47308-1912 USA

Phone: 765.254.1420

Fax: 765.254.1450

Email: [info @energize-eci.org](mailto:info@energize-eci.org)

Website: www.energize-eci.org

Confidentially Helping You Make Smart Business Decisions

Energize-ECI is your initial point of contact, your authoritative resource for the innovative and industrious 9-county region of East Central Indiana, representing the local economic development organizations, providing a one-stop source for companies considering expansion or consolidation decisions. Contact Energize-ECI, Inc. to get the ball rolling regarding the economic development information you need for decision-making. We respect the confidentiality of new business prospect relationships. We will promptly help you with the following:

- Data, demographics and business statistics (local, region, state, comparative)
- Site and building availability
- Incentives, tax and utility rate information
- Economic development contacts
- Workforce, training and educational resources
- Specialized information requests

Energize-ECI, Inc. | P.O. Box 1912 | Muncie, Indiana 47308-1912 | PH: 765.254.1420 | FX: 765.254.1450 | info@energize-eci.org

Energize-ECI | Board Members/Officers**2010 Energize-ECI, Inc. Board of Directors****2010 Energize-ECI, Inc. Officers**

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Rob Cleveland	Hartford City, IN	Blackford Co. Economic Development
Bill Bradley	Portland, IN	Jay Co. Development Corporation
Penny York	New Castle, IN	Henry Co. Economic Dev. Corp
Terry Murphy	Muncie, IN	Muncie-Delaware Co. Economic Development Alliance
Kevin Law	Winchester, IN	Randolph Co. Economic Development
Rob Sparks	Anderson, IN	Anderson Corporation of Economic Development
Brad Buening	Rushville, IN	Rush County Economic & Community Development Corporation
Bryan Coats	Connersville, IN	

Fayette County Economic
Development

Regional Representative Board Members

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Terry Allen	Muncie, IN	Cardinal Health System, Inc.
Steve Austin	Orestes, IN	Red Gold, Inc.
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Dave Heeter	Muncie, IN	Mutual Federal Savings Bank
Jeff Howe	Muncie, IN	Old National Bank
Charlie Hetrick	Muncie, IN	Maxon Corporation (retired)
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Joe Evans	Muncie, IN	Carpenters Union
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Dr. Brien Smith	Muncie, IN	Ball State University Miller College of Business
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Jerry Gassen	New Castle, IN	Ameriana Bank and Trust
Rob Lykins	Union City, IN	

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RECEIPT NUMBER W09001490		CASE TYPE Regional Center Proposal	
RECEIPT DATE March 1, 2010		REGIONAL CENTER NAME Energize-ECI Regional Center	
		PAGE 1 of 1	
Andrew W. Gruber, Esq. Bingham & McHale LLP 2700 Market Tower 10 West Market Street Indianapolis, IN 46204		Notice Type: Receipt Notice	
<p>Receipt Notice - This notice confirms that USCIS received your Regional Center Proposal. If any of the above information is incorrect, send an e-mail to: USCIS.ImmigrantInvestorProgram@dhs.gov. This notice does not grant any immigration status or benefit. It is not even evidence that this case is still pending. It only shows that the application or petition was filed on the date shown.</p> <p>Processing Time - The current processing time for this case is estimated at 120 days. Unlike other case types, verification or tracking of this case is not available electronically or on our website. We will notify you by mail when we make a decision on this case or if we need something from you. If you do not receive an initial decision or update from us within our current processing time, you may send an e-mail to: USCIS.ImmigrantInvestorProgram@dhs.gov, or contact us at the address below.</p> <p>Address Change - If your mailing address changes while your case is pending, you may send an e-mail to: USCIS.ImmigrantInvestorProgram@dhs.gov. Otherwise, you might not receive notice of our action on this case.</p> <p>Please save this notice and a copy of any papers that you send to us along with proof of delivery.</p>			
U.S. CITIZENSHIP & IMMIGRATION SVC CALIFORNIA SERVICE CENTER Attn: EB-5 RC Proposal P.O. BOX 10526 LAGUNA NIGUEL CA 92607-10526			

- *Please save this notice for your records. Please enclose a copy if you have to write us or a U. S. Consulate about this case, or if you file another application based on this decision.*
- *You will be notified separately about any other applications or petitions you have filed.*

Additional Information

GENERAL.

The filing of an application or petition does not in itself allow a person to enter the United States and does not confer any other right or benefit.

INQUIRIES.

You should contact the office listed on the reverse side of this notice if you have questions about the notice, or questions about the status of your application or petition. *We recommend you call.* However, if you write us, please enclose a copy of this notice with your letter.

APPROVAL OF NONIMMIGRANT PETITION.

Approval of a nonimmigrant petition means that the person for whom it was filed has been found eligible for the requested classification. If this notice indicated we are notifying a U.S. Consulate about the approval for the purpose of visa issuance, and you or the person you filed for have questions about visa issuance, please contact the appropriate U.S. Consulate directly.

APPROVAL OF AN IMMIGRANT PETITION.

Approval of an immigrant petition does not convey any right or status. The approved petition simply establishes a basis upon which the person you filed for can apply for an immigrant or fiance(e) visa or for adjustment of status.

A person is not guaranteed issuance of a visa or a grant of adjustment simply because this petition is approved. Those processes look at additional criteria.

If this notice indicates we have approved the immigrant petition you filed, and have forwarded it to the Department of State Immigrant Visa Processing Center, that office will contact the person you filed the petition for directly with information about visa issuance.

In addition to the information on the reverse of this notice, the instructions for the petition you filed provide additional information about processing after approval of the petition.

For more information about whether a person who is already in the U.S. can apply for adjustment of status, please see Form I-485, *Application to Register Permanent Residence or Adjust Status.*