ECONOMIC PROSPERITY PLAN

An Economic Development Strategy
for the APEG Region

COMPREHENSIVE ACTION PLAN

June 18, 2019

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I. INTRODUCTION

The Appalachian Partnership, Inc. (API) and the Appalachian Partnership for Economic Growth (APEG) embarked on the first-ever regional economic development strategic planning process for the 25-county APEG service region. The outcome of that very inclusive and highly participatory planning process is this plan, known as the "Economic Prosperity Plan."

A. Background

When JobsOhio formed in 2011, the 25-county APEG region was assembled for eastern and southern Ohio. The region is not a naturally recognized economic region and lacks a unifying city within the region. At the same time, the Ohio Appalachian Business Council (OABC), operating under the Foundation for Appalachian Ohio (FAO), organized as an all-volunteer group of business leaders to coalesce a "private-sector business voice," was invited by Governor Kasich's administration to serve as the regional JobsOhio partner. OABC incorporated as a 501(c)(3) nonprofit and created a single-member LLC subsidiary, APEG, to assume the JobsOhio role. OABC was later renamed Appalachian Partnership, Inc.
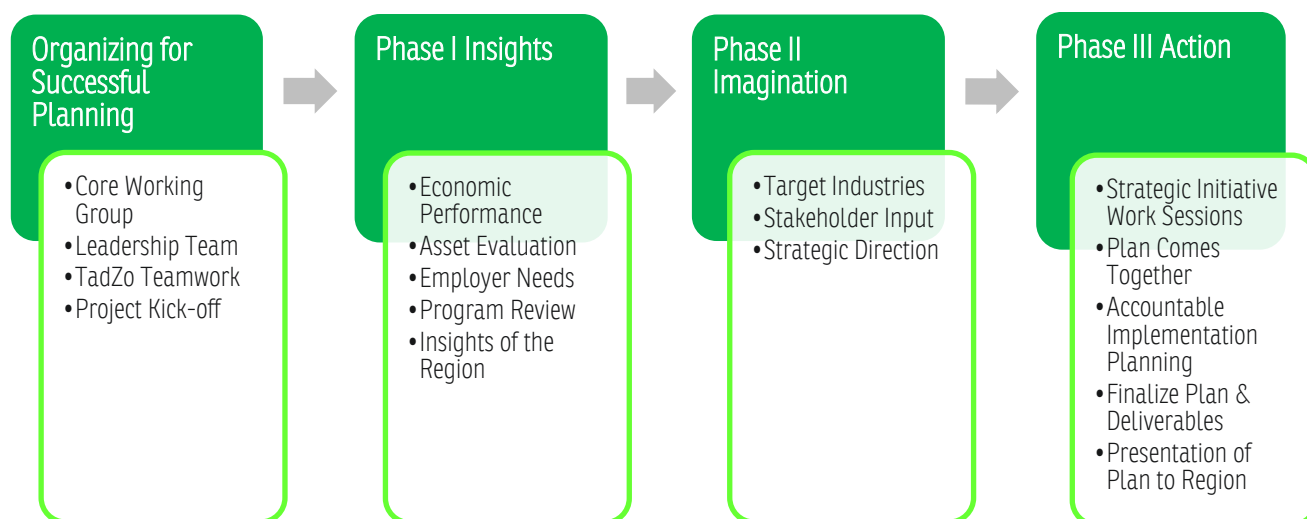
Due to the speed with which APEG was founded to address the JobsOhio role, no formal strategic planning process was conducted for API or APEG. Several successful programs were implemented with federal grants. By 2016, API's Board turned its attention back to how it could address its goal of creating a private-sector business voice for the region. In May 2017, the board concluded that development of a private-sector business voice for the region and increased support for API and APEG's mission would require a participatory strategic planning process.

Through a competitive proposal solicitation, TadZo LLC was contracted to lead the region's strategic planning process. The TadZo Team comprised of competent third-party consultants with over 200 years of experience in economic development and site selection:

- **TadZo LLC** – a leading economic development strategy firm that employs inclusive business and community engagement techniques throughout the planning process;
- **Biggins Lacy Shapiro & Company, LLC** – a leading global site location advisory firm;
- **Applied Economics** – expert economists who frame data, in an unbiased and understandable format to support dialogue and decision-making;
- **Research Consultants International FDI, Inc**. – a specialized market research firm that offers customized business intelligence and lead generation; and
- **Convergent Nonprofit Solutions** – a national nonprofit consulting and fundraising campaign management firm.

B. Planning Process

The overall framework for the planning process encompassed:

Organizing for Successful Planning
- Core Working Group
- Leadership Team
- TadZo Teamwork
- Project Kick-off

Phase I Insights
- Economic Performance
- Asset Evaluation
- Employer Needs
- Program Review
- Insights of the Region

Phase II Imagination
- Target Industries
- Stakeholder Input
- Strategic Direction

Phase III Action
- Strategic Initiative Work Sessions
- Plan Comes Together
- Accountable Implementation Planning
- Finalize Plan & Deliverables
- Presentation of Plan to Region

Two reports provided analysis to inform and inspire plan development:

1. **Insights of the APEG Region** presented the research completed in Phase I of the planning process. The research and analysis illustrated current conditions of the regional economy, drawing attention to critical weaknesses that are holding back the region from economic growth and prosperity. The purpose of this report was not simply a study of findings; the core purpose for this research was to inspire actionable solutions in subsequent phases of the Economic Prosperity Planning process.

2. **Target Industries for the APEG Region** identified and recommended "best fit" industries based on sound data and alignment to the APEG region's strengths for supporting industry success.

A critical component of this planning process was the intentional design for a highly participatory effort. Thirty-six (36) work sessions were hosted across the region involving 453 stakeholders and partners. 194 of these participants were business leaders who shared candid comments, and several are stepping up to work on strategy implementation.

Why does this participation matter?

Ownership of the Economic Prosperity Plan is the result, fostering increased energy to support and act on the plan, and ultimately implementation commitment. Ownership occurs when people share or "own" an idea, a strategy or action plan because they have participated in its development. They not only understand the path for action, they endorse and believe in it; they are eager to IMPLEMENT! Additionally, by expanding the circle of people involved in solutions and planning, it also paves the way for more people to be involved in implementation.

C. Plan Purpose

> We are doing this work to change the data

The Economic Prosperity Plan maps out our strategic work on common priorities – priorities that grow quality jobs, enhance quality of life to retain and attract talent, and expand economic prosperity across our region.

By working together, we maximize assets to ultimately change the data, the economic indicators that define our region's economic prosperity. When we focus on moving the economic "needle" upwards, we shape a legacy that fosters prosperity for future generations.

For decades, Appalachian Ohio has simply tried to survive. This plan is about working together to foster *thriving* private and public sectors.

II.   PLAN OVERVIEW

The Economic Prosperity Plan encompasses 13 strategic initiatives grouped into four categories. This work elevates the voice of business; expands the talent pool; strengthens competitive assets; and boosts our economic development programming to a higher level, all in support of business growth and prosperity.

Business Voice	Talent	Competitive Assets	Economic Development
Employer Roundtables	Incumbent Worker Upskilling	Site & Spec Building Development	Focused Existing Business Growth
Advocating for our Region	Business Engagement with Career Awareness	Business Financing Gaps	Cluster Development
	Talent Recruitment to the Region	Broadband Infrastructure	Targeted Business Attraction
			Website Enhancements
			Community Technical Assistance

The next section of the plan lays out in detail the action plans for each strategic initiative, including:

- **Goal** – what the strategic initiative aims to achieve.
- **Why Important** – articulation of purpose for the strategic initiative.
- **Team Leads** – who will lead the strategic initiative.
- **Action Steps**, including corresponding team members and timeline for implementation – what action will be taken by whom, when.
- **Team Expansion** – who will be invited to participate beyond those who participated in the Strategic Initiative Work Session.
- **Budget** – forecast for implementation, including available resources.
- **Leverage** – other resources that could be leveraged to enhance implementation.
- **Metrics** – specific objectives for the strategic initiative.

This document is a comprehensive action plan with implementation details. An Executive Summary is available for distribution to public audiences of the plan. Other supporting implementation tools complement this comprehensive action plan document:

- **Implementation Timeline** – a working document of tasks laid out by implementation quarter with team partners by step.
- **Budget** – organized by funding source to define gaps for fundraising, grant writing and other funding solutions.

III.   STRATEGIC INITIATIVES

A.   Business Voice

Two strategic initiatives focus directly on elevating the voice of business. These strategies encompass formalized listening intently to employers throughout the region and strengthening their message with policymakers.

A.1. Employer Roundtables

GOAL — EMPLOYER ROUNDTABLES

Organize and support employer roundtables that are employer-driven with the capacity to foster collective improvements to the business climate in their respective geographic areas and industries informing advocacy and feedback for the region. These roundtables also help economic development practitioners demonstrate economic efficacy towards area employers.

WHY IMPORTANT — EMPLOYER ROUNDTABLES

Participants in the Employer Focus Groups of this strategic planning process requested ongoing opportunities to dialogue with peer business leaders. By regularly bringing together employers in a valuable manner, common challenges may emerge as well as peer solutions to those challenges. Regular dialogue provides an opportunity to cultivate a collective voice for business which ties into the Organizing for Advocacy strategic initiative. Other benefits may also emerge to address future challenges and potential integrated supply chains.

TEAM LEADS — EMPLOYER ROUNDTABLES
  - ❖   Katy Farber, APEG
  - ❖   Taylor Stepp, APEG
  - ❖   Melissa Clark, Gallia County Economic Development

ACTION STEPS — EMPLOYER ROUNDTABLES

ACTION STEPS	TEAM	TIMELINE
1. Collect information about potential roundtable models.	Local Economic Development Organizations (LEDOs) APEG Project Manager	4Q19
2. "Champion Employers". ▪ Identify potential champions and lay the groundwork for them to buy-in to the roundtable concept. ▪ Outreach to invite potential champions to lead. ▪ Discuss models of implementation and mix of employers to invite.	LEDOs APEG Project Manager	1Q20
3. Roundtable organization. ▪ Set up facilitation-based model(s) selected by businesses. ▪ Find administrator to organize.	LEDOs APEG Project Manager	2Q20

ACTION STEPS	TEAM	TIMELINE

4. Invitations.
    ▪ Create invitation list by identifying employers to invite.
 	
    ▪ Articulate the mission of these employer roundtables to communicate importance of participation.
	LEDOs
	APEG Project Manager
		2Q20

5. Employer feedback.
    ▪ Survey or other mechanism.
 	
    ▪ Adjustments and improvements based on feedback.
	LEDOs
	APEG Project Manager
		2Q21

TEAM EXPANSION – EMPLOYER ROUNDTABLES

Potential employer champions to invite:
- Justin Ochchenbein
- Chris Evans
- Andrew Graf
- Bob Foster
- Laura Timberlake
- AMG Vanadium – Coleen Heacock
- Tom Crawford
- Adena
- Genesis – Matt Perry
- Holzer

Additional organizing partners to invite:
- Local Economic Development Organizations
- Key Chambers of Commerce
- Local Development Districts
- Local workforce leaders
- Union leaders
- Utilities
- Healthcare systems

BUDGET – EMPLOYER ROUNDTABLES

BUDGET	2H19	2020	2021	2022
Employer contributions for meals	$0 APEG contribution	$0 APEG contribution	$0 APEG contribution	$0 APEG contribution

Budget note:
- No additional staffing above APEG current staffing levels.

LEVERAGE – EMPLOYER ROUNDTABLES
- Potential administration for receiving money/registration for events.
- Local economic development partnerships.
- Health systems that have a vested interest in dollars spent locally.

METRICS — EMPLOYER ROUNDTABLES

FACTORS FOR MEASUREMENT	2020	2021	2022
Participating employers	30	50	75
Diverse industry participation	90% manufacturing 0% service/healthcare	80% manufacturing 10% service/healthcare 10% IT/financial services	80% manufacturing 10% service/healthcare 10% IT/financial services

A.2 Advocating for our Region

GOAL – ADVOCATING FOR THE REGION
By organizing our region – the business community, economic developers, local elected officials and partners - we aim to advocate more effectively for needed resources and policy that will positively impact economic prosperity in our region.

WHY IMPORTANT – ADVOCATING FOR THE REGION
There is strength in one clear and concise voice for our region. Coalescing our voices into one consistent voice helps our region garner more attention and clout. Otherwise we suffer from what is done to us; instead of speaking up to shape our future.

TEAM LEADS – ADVOCATING FOR THE REGION
- ❖ Mike Jacoby, APEG
- ❖ John Hemmings, Ohio Valley Regional Development Commission

ACTION STEPS – ADVOCATING FOR THE REGION

ACTION STEPS	TEAM	TIMELINE

1. Develop structure to organize.
  ▪ Start with small planning group; form leadership group.
  ▪ Analyze models from other communities.
  ▪ Identify willing participants.
	MarJean Kennedy
	Mike Jacoby
	Matt Schley
	John Molinaro
	John Hemmings
		3Q19

2. Define priorities, develop goals and policies for advocacy.
  ▪ Evaluate Ohio Rural Development Alliance as a first step for APEG/APEG to join the Local Development Districts and present a united front for the region.
  ▪ Leverage Strategic Initiatives for Employer Roundtables and Focused Existing Business Growth.
	MarJean Kennedy
	Bret Allphin
	Nathaniel Kaelin
	Debbie Phillips
	Amista Lipot
	Mike Jacoby
	Matt Schley
	John Molinaro
	John Hemmings
		3Q19

3. Identify what success is; core value proposition for regional advocacy; define message. ▪ APEG's/API's strength should be bringing business leaders from the region into focused, strategic advocacy efforts.	MarJean Kennedy Mike Jacoby Matt Schley John Molinaro John Hemmings	4Q19
4. Reformulate Appalachian Delegation within the legislature. Consult the Governor's Office of Appalachia (GAO) about taking the lead on this effort. It will require the leadership of a legislative leader from the area (i.e. Representative Jay Edwards). Also, GOA may need more funding for a staff person to take the lead on putting this together or we may need to get a volunteer from the region.	MarJean Kennedy Mike Jacoby Matt Schley John Molinaro John Hemmings	
5. For each priority, collect useful data that will sharpen our message ▪ Map resources (expertise, etc.).	Jay Bennett Brodie Lepi John Hemmings	

6. Find common ground between partners.
  ▪ Establish the target(s); Who are we talking to?
  ▪ Identify audiences which can affect goals.
	Katy Farber
	Mike Jacoby
	Amista Lipot
	John Hemmings	

ACTION STEPS	TEAM	TIMELINE
7. Identify and invite messengers that are influential with target audiences.	Mike Jacoby	
8. Establish the delivery method. • Decide how we are communicating with people across the region and sub-regions. • Create talking points / message platform that regional entities can utilize for outreach.	Lisa Duvall Tom Poorman	
9. Training support for messengers. • Obtain staffing/support to assist with meetings of core group.		
Other Longer-term Initiatives: • Statehouse policy promotion event. • Annual trip to Washington DC to meet with legislators, staff and agencies. Note: Ohio LDDs have some expertise in both of these areas with years of advocacy work in DC and Columbus. The LDDs efforts could be duplicated or built upon.	LDDs staff APEG & API staff	

TEAM EXPANSION — ADVOCATING FOR THE REGION

Invite for Step 1. Develop structure to organize:
- State Representative Jay Edwards
- Governor's Office of Appalachia – John Carey, Director
- CEO Group – South
- APEG/API Board members
- Foundation for Appalachian Ohio – Cara Brook, Executive Director
- Scioto County Foundation – Kim Cutlip, Executive Director
- Athens Foundation – Susan Urano, Director
- Ohio University Voinovich School of Leadership and Public Affairs – Mark Weinberg, Founding Dean
- Ohio University – Duane Nellis, President
- City of Athens – Mayor Steve Patterson
- Chris Abhul
- Business or community banks, i.e. Peoples Bank, etc.

Other to Invite:
- Shawnee State University
- Foundation reps (Foundation for Appalachian Ohio, etc.)
- Local Development Districts
- Ohio Business Roundtable
- Building/Trade Councils
- Ohio Chamber
- Colleges/Universities
- Mayors' Partnership for Progress
- Township Trustees
- County Commissioners Association
- Gallia County Community Improvement Corporation – Josh Bodimer

BUDGET – ADVOCATING FOR THE REGION

BUDGET	2H19	2020	2021	2022
Estimate (until structure defined)	$40,000	$50,000	$75,000	$100,000

Budget notes:
- Budget follows structure.
- Private funding consideration.
- Possible costs include: *Lobbying services, marketing materials, events, travel.*

LEVERAGE – ADVOCATING FOR THE REGION
- "Just Transition" Fund.
- Ohio Rural Development Alliance (serves rural Ohio not just SE Ohio).

METRICS – ADVOCATING FOR THE REGION

FACTORS FOR MEASUREMENT	2H19	2020	2021	2022
Expanded readership of newsletters	10% ^	10% ^	10% ^	10% ^
Initiatives or issues working on	1	2	3	3
Completed policy agenda		1	1	1
Increased personal interactions with state and local legislators	10% ^	10% ^	10% ^	10% ^
Speaking opportunities		4	6	8
Media opportunities		4	6	8
Partners involved		5	7	10
Businesses involved		3	6	12
Funding/investment to region as a result of advocacy			$50,000	$250,000

B. Talent

Three strategic initiatives involve concentrated effort to expand a talent pipeline and attract skilled workers throughout the region.

B.1. Incumbent Worker Upskilling

GOAL – INCUMBENT WORKER UPSKILLING
Connect employers to underutilized programs that upskill workers and attract additional resources to support expansion of upskilling programs.

WHY IMPORTANT – INCUMBENT WORKER UPSKILLING
The skills and knowledge of a company's workforce is a competitive advantage for business innovation and increased efficiencies. By helping employers upskill current workers, they are more successful with meeting production deadlines, ISO audits, customer audits, sales opportunities – all of which instill confidence for increasing corporate investment in their locations. For every worker upskilled and promoted, another worker finds opportunity to backfill the vacated position. This work positively supports business competitiveness and changes the lives of two people for every person upskilled.

TEAM LEADS – INCUMBENT WORKER UPSKILLING
- ❖ Rob Guentter, Workforce Innovation and Opportunity Act (WIOA) Workforce Development Board Area 16
- ❖ Rebecca Safko, WIOA Workforce Development Board Area 15
- ❖ John Molinaro, Appalachian Partnership, Inc.

ACTION STEPS – INCUMBENT WORKER UPSKILLING

ACTION STEPS	TEAM	TIMELINE
1. Establish a business leadership group to champion upskilling program. • Identify leadership group to champion and lead the effort regionally. • Link/partner business leadership group with existing workforce agencies: Ohio Means Jobs, WIOA Boards, Vocational Schools, Community Colleges, Manufacturing Councils. • Create a coalition and business case to support funding requests.	Max Blake Sherri Becker John Molinaro Mike Jacoby	3Q19
2. Source funding. • Meet with OhioMeansJobs regions to share model being used by Area 15 and 16 Workforce Development Boards to utilize unspent Adult and Dislocated Worker funds for UpSkilling and offer to share infrastructure developed by Area 15 for former UpSkill grant program. • Explore feasibility of submitting a regional application to U.S. Department of Labor Workforce Opportunity for Rural Communities (WORC) funds (Application deadline 7/15/19). • Partner with Governor's regional representative to promote UpSkill model for Governor's proposed Micro-degrees/Micro Credentials initiative. • Leverage vs. Duplicate/Ohio Manufacturers Association Sector Partnership.	John Molinaro Rebecca Safko Rob Guentter Others TBD	2Q19 – 3Q19
3. Share operating infrastructure maintained by Area 15 Workforce Development Board since original UpSkill program with other areas (bidding portal, admin procedures, matching procedures, etc.) and solicit their involvement in a region-wide upskill partnership.	John Molinaro Rebecca Safko Rob Guentter	2Q19 – 3Q19

ACTION STEPS	TEAM	TIMELINE
4. Partner with Ohio Manufacturers Association (OMA) and Manufacturing Extension Partnership (MEP) for certification of "industry recognized" credentials for training where 3rd party credentials are not readily available.	Lance Richardson Michelle Brown Sherri Becker Max Blake John Molinaro Rebecca Safko Rob Guentter Daryl Jones	3Q19
5. Partner with OMA, MEP, APEG and other organizations with regular access to businesses to build a referral network, including, where appropriate, assisting businesses with needs assessment, project/proposal preparation, identifying employees to invest in/upskill and developing plans to fill the gaps for specific companies/workers.		3Q19
6. Identify and build inventory of training resources to meet project-specific demands and to disseminate notice of new training request for proposals on bidding portal.	Sherri Becker Max Blake	Ongoing
7. Award contracts to support training.	Workforce Areas	3Q19 and ongoing
8. Monitor progress, identify gaps, organize the right people and adapt as necessary.	Workforce Areas	3Q19 and ongoing
9. Track growth, measure outcomes, publicize and celebrate impact.	Workforce Areas	4Q19 and ongoing
10. Advocate with the workforce system and legislators to maintain Workforce Innovation and Opportunity Act (WIOA) eligibility and resources for incumbent Workforce Training.	Prosperity Plan Advocacy Team and Upskill Business Leadership Team	4Q19 and ongoing

TEAM EXPANSION – INCUMBENT WORKER UPSKILLING

Priority invitations:

- Public Workforce System
  - Workforce Innovation and Opportunity Act Boards and Directors
  - OhioMeansJobs
  - Veterans Services

- Employers and Labor
  - Upskill Alumni companies
  - Other Employers
  - Building trades unions

- Organizing/Supporting Organizations
  - API/APEG
  - Ohio State University Manufacturing Extension Partnership
  - Ohio Manufacturers Association Sector Partnership – SE Ohio Chapter (leverage)
  - Local Development Districts (Buckeye Hills Regional Council, Ohio Mid-Eastern Governments Association, Ohio Valley Regional Development Commission)

Others to invite:
- Training Providers – as needed to meet specific company needs
  – Training Institutions – 2-Year Colleges and Career Technical Centers
  – Vocational Technical & Community College Advisory Boards
  – Other public and private training providers

- Additional outreach and support
  – Chambers of Commerce
  – Port Authorities
  – Ohio State Apprenticeship Council
  – Building Bridges to Careers

BUDGET – INCUMBENT WORKER UPSKILLING

BUDGET	2019	2020	2021	2022
Training and Admin Costs - surplus Workforce Innovation and Opportunity Act Adult and Displaced Worker Funding redirected to eligible incumbent worker training. Program administrative costs to be assumed by participating Workforce Innovation and Opportunity Act Regions. Program marketing to be assisted by Local Economic Development Organizations, APEG and other organizations in regular contact with businesses.	$100,000	$250,000	$350,000	$350,000

Budget notes:
- Initial budget for this area will be dependent on balances of unspent Adult and Dislocated Worker Funds available at various Workforce Areas that sign on to regional partnership. Once reintroduced and publicized, demand for the program will almost certainly outstrip capacity of available resources. Approximate cost per worker trained is expected to be $1,000 per skill + 30% for admin and marketing.

LEVERAGE – INCUMBENT WORKER UPSKILLING

- Former Upskill Program policies, systems, bidding portal, etc.
- Up to 20% of Workforce Area Adult/Dislocated allocations - specifically capturing underspent resources that would otherwise be turned back to the State and Federal governments.
- Proposed Governor's budget Micro-degrees/Micro Credentials.
- JobsOhio programs.
- Manufacturing Extension Partnership/Ohio Manufacturers Association – Credentials.
- State providing Labor Market Specialist as Business Outreach Rep at each One-Stop.

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METRICS — INCUMBENT WORKER UPSKILLING

Outcome metrics will be highly dependent of resource levels made available by participating Workforce Areas, but can be estimated based on resources as follows:

FACTORS FOR MEASUREMENT	ANNUAL
Credentials/certifications earned	1 credential per $1,000 of training funds available
Workers upskilled	67% times credentials earned (1.33 credentials earned per worker)
Percentage upskilled workers with wage increase or promotion	90% of workers trained
Backfill jobs created	90% of workers trained
Companies served	TBD — depends on whether Workforce areas set per-company limits on amount of funds accessed
Upskill retained to employer in program	95% of workers trained

B.2. Business Engagement with Career Awareness

GOAL – BUSINESS ENGAGEMENT WITH CAREER AWARENESS

Strategic engagement of employers to enhance career awareness efforts, and thus, foster growth of effective career awareness programming across the region.

WHY IMPORTANT – BUSINESS ENGAGEMENT WITH CAREER AWARENESS

A key ingredient to addressing the gap for unfilled jobs is to raise awareness of career opportunities and retain talent to the region. Students leave the region or pursue dead-end jobs with low wages because they lack awareness of opportunities in our region. Sustaining and growing businesses and the next generation of business leaders in our region requires employers to connect with students in meaningful ways that translate to the pursuit of specific skills and corresponding employment.

TEAM LEADS – BUSINESS ENGAGEMENT WITH CAREER AWARENESS

❖ Robert Miller, Focus CFO
❖ Tasha Werry, Building Bridges to Careers

ACTION STEPS – BUSINESS ENGAGEMENT WITH CAREER AWARENESS

ACTION STEPS	TEAM	TIMELINE
1. Create overlay map of service regions for the various providers starting with APEG (which is the same as Tech Prep): Local Development Districts, Educational Service centers, Small Business Development Centers, Manufacturing Extension Partnership, Career Tech Centers, Ohio Manufacturing Association (manufacturing sector partnerships), Job and Family Services, Workforce Investment Board Regions, etc.	(Team members) Bob Miller Tasha Werry John Molinaro Stuart Moynihan Mike Jacoby Max Blake Katie Good Coleen Heacock Rob Guentter Brody Lepi Bill Beisel Daryl Jones Anthony Iachini Lance Richardson Joshua Smith Frank Roberts	3Q19 - 4Q19
2. Based on overlay map results identify clustered areas of service support and the people/positions of influence/champions in each area. ▪ Create list of existing business engagement/career awareness programs in each cluster. ▪ Expand list of potential committee members.	Team members	3Q19 - 4Q19
3. Investigate model programs and organizations (e.g. Building Bridges to Careers, Pioneer Pipe welding program, etc.). ▪ Assess impact of each program (what is really working); assess from the eyes of the program and from the eyes of the businesses engaged in the work. ▪ Identify cluster areas that do not have programming available. ▪ Complete budget based on areas of identified needs for step #4 and #5.	Team members	4Q19 – 1Q20

	ACTION STEPS	TEAM	TIMELINE
4.	Share full list of programs with existing business engagement/career awareness programs and determine organizational support needed for implementation of additional programming. ▪ Identify potential sources of local or innovative funding to support continued implementation or building new programs (examples: Comprehensive Case Management and Employment Program, Workforce Innovation and Opportunity Act programs, local foundations, local business sponsorships, Manufacturing sector partnerships, various workforce dollars, state funding). ▪ Review and assess results. ▪ Survey students and involved employers after activities. ▪ Analyze feedback and improve according to feedback. ▪ Use feedback for marketing to involve more students and employers.	Team members Identified agency coordinators Newly hired regional coordinators	1Q20 – 4Q20
5.	Utilize broad based stakeholders to determine the top three business engagement/career awareness programs identified to implement in areas with no programming available in round 1 implementation. ▪ Once first round programs are implemented and experiencing success, move to round 2 implementation of other existing programs on the list to increase engagement of stakeholders. ▪ Identify potential sources of local funding to support initiative implementation (examples: Comprehensive Case Management and Employment Program, Workforce Innovation and Opportunity Act programs, local foundations, local business sponsorships, Manufacturing sector partnerships, various workforce dollars, state funding). ▪ Review and Assess Results. ▪ Survey students and involved employers after activities. ▪ Analyze feedback and improve according to feedback. ▪ Use feedback for marketing to involve more students and employers.	Team members Identified agency coordinators Newly hired regional coordinators	3Q20 – 2Q21
6.	Take to market at APEG/Tech Prep level in order to support local/sub-region efforts of implementation. ▪ Examples: Core message, (unity); Activities for outreach to businesses, schools, etc., Why are we doing this?, success stories; Marketing Materials – business, education, student, parent, $ - Examples – Report – Webpage, National & region examples; Effectively communicate how careers impact the world.	Team members Identified agency coordinators Newly hired regional coordinators	3Q21 and beyond
7.	Sustainability of funding and accountability system.	Team members Identified agency coordinators Newly hired regional coordinators	2Q20 and beyond
8.	Review and assess results to create annual reporting at APEG level.	Team Leads, APEG/API	Ongoing

TEAM EXPANSION – BUSINESS ENGAGEMENT WITH CAREER AWARENESS

Invite for early involvement:

- AEP
- Business Leaders / Human Resource Leaders
- Business Partners
- Career Tech
- Educational Service Centers
- Educators (all locals, K-12, higher ed)
- ESC Superintendent
- Foundation for Appalachian Ohio
- Governor's Office of Appalachia – John Carey
- Governor's Office of Workforce Transformation
- K-12 Superintendents
- Local Development Districts
- Local Manufacturing Councils
- Ohio Department of Education (Success Bound – Cassie Palsgrove)
- Ohio Manufacturers Association
- Ohio Mid-Eastern Governments Association – Jennette Wierzbichi
- Other (non-Marietta) local initiatives (Cambridge, Coshocton)
- Rotary / Service Clubs
- Councils of Government – Buckeye Hills Regional Council, Ohio Valley Regional Development Commission, Ohio Mid-Eastern Governments Association
- Zane State College – Tracey Porter, Dean, Workforce Development
- Hocking College – Sean Terrell, Dean, Workforce Development

Other partners to invite:

- Business Advisory Councils
- Chamber of Commerce
- Community College
- Councils of Government – Buckeye Hills Regional Council, Ohio Valley Regional Development Commission, Ohio Mid-Eastern Governments Association
- County Economic Development
- County/City Officials
- Educational service centers
- Employees
- Industry Leaders
- Industry organizations (i.e., Ohio Manufacturer's Association)
- JobsOhio
- Local elected officials
- Media
- Other (non-Marietta) local initiatives (Cambridge, Coshocton)
- Parents / Students
- Philanthropy
- Post-secondary institutions
- Rebecca Safko
- Small Business Development Centers
- Universities
- Workforce Development Directors

BUDGET – BUSINESS ENGAGEMENT WITH CAREER AWARENESS

BUDGET	2H19	2020	2021	2022
Regional Coordinators: ▪ Action Step 4 – Coordinator	$55,000			
▪ Action Steps 4 and 5 – Coordinators		$112,500		
▪ Action Steps 4 and 5 - Coordinators (increase to 3 coordinators as work expands)			$172,500	$177,500
Program implementation support as identified in Action Steps 4 and 5	$10,000	$15,000	$25,000	$25,000

Budget notes:
- ▪ Coordinators $55,000.
- ▪ Build in raises annually of 4.5%.

LEVERAGE – BUSINESS ENGAGEMENT WITH CAREER AWARENESS
- ▪ Battelle for Kids Foundation.
- ▪ State, federal, local grants.
- ▪ Training resources.
- ▪ Educational institutions.
- ▪ Leverage businesses to get schools.

METRICS – BUSINESS ENGAGEMENT WITH CAREER AWARENESS

FACTORS FOR MEASUREMENT	BB2C BASELINE 2018*	2H19	2020	2021	2022
Collaborative groups are formed		1	1	2	2
Programs added to existing collaborative groups		2	3	4	6
Employers involved	1,115	Baseline comparison	Baseline** 15% ^	Baseline** 20% ^	Baseline** 25% ^
Students involved	1,742	Baseline Comparison	Baseline** 25% ^	Baseline** 30% ^	Baseline** 35% ^
Survey: More students have an action plan; Applicants to be involved in Work Based Learning (WBL) experiences	350***	Baseline Comparison	Baseline** 25% ^	Baseline** 30% ^	Baseline** 35% ^
Students employed in the field of their WBL experience		Baseline Comparison	Baseline* 25% ^	Baseline* 30% ^	Baseline* 35% ^

Metrics Notes:
* Building Bridges to Careers Baseline Metrics 2018 provided as example to set context for metrics. Building Bridges to Careers data is from a mature program that began in 2012.
** Baselines used for metrics reporting will be based on the results of action steps 1 and 2.
*** Includes students that applied for job shadow, internship, and Discover Day series participation.

B.3. Talent Recruitment to the Region

GOAL – TALENT RECRUITMENT TO THE REGION
Recruit talent to live in the APEG Region by marketing lifestyle and livability of our region and communities.

WHY IMPORTANT – TALENT RECRUITMENT TO THE REGION
Our region's population is declining. Meanwhile businesses in the region are clamoring for skilled workers in order to sustain business competitiveness and innovation. Complementary to career awareness and upskilling initiatives, it is imperative to positively position lifestyle and employment opportunities in our region in order to stop brain drain and reverse population decline. If we don't speak up for our region, no one else will.

TEAM LEADS – TALENT RECRUITMENT TO THE REGION
❖ Lisa Duvall, Ohio Mid-Eastern Governments Association
❖ Kevin Buettner, Ohio Mid-Eastern Governments Association

ACTION STEPS – TALENT RECRUITMENT TO THE REGION

ACTION STEPS	TEAM	TIMELINE
1. Inventory who's working on talent recruitment in the region.		3Q19
2. Convene young professionals and canvas them about what they want; identify what people (youth) want; engage with high schoolers (Juniors & Seniors) what they want for lifestyle. Also, seek out those who left the region and discover why they left/what would bring them back.	Kevin Buettner Bob Miller Colleen Hancock Charlotte Colley Taylor Stepp	3Q19-4Q19
3. Identify strengths and weaknesses of region relative to talent staying or moving to region; identify unique aspects of region.	Lisa Duvall Ed Looman Chris Modranski Taylor Stepp Charlotte Colley	4Q19
4. Document employer talent needs on a regional basis.	Mike Jacoby Chelsie Wollett	4Q19
5. Develop marketing message elements. ▪ Messaging internal to the region. ▪ Messaging external to the region.	Tom Poorman Heather Church Chelsie Wollett Matt Abbott Colleen Hancock Charlotte Colley Taylor Stepp	1Q20
6. Brand/re-brand Appalachian Ohio (future-oriented) relevant to talent recruitment. ▪ Cross-over link with branding in Website Enhancements Strategic Initiative.	Tiffany Swigert Kevin Buettner Ed Looman Charlotte Colley	1Q20
7. Develop playbook for region and local messaging, brand utilization, etc.	Lisa Duvall	4Q19 – 1Q20
8. Campaign schedule for all media. Consider reaching out to High School reunions to capture graduates who have left the region and may consider returning.	Lisa Duvall	4Q19

ACTION STEPS	TEAM	TIMELINE
9. Develop videos aligned to marketing message elements. ▪ Potential student or resident competition for videos or images/photos.	Tiffany Swigert Chris Modranski	(school cycle)
10. Partner with the Website enhancements. Provide information for a specific webpage or for utilization by regional and local organizations, as needed.	Lisa Duvall Kevin Buettner	1Q20
11. Deploy and monitor campaign. ▪ Invite partners and residents to actively engage in campaign.	Tiffany Swigert Kevin Buettner	2Q20

12. Campaign analytics
   ▪ Review.
 	
   ▪ Adjust and improve.
	Lisa Duvall
	Kevin Buettner
		2Q20 - 3Q20

TEAM EXPANSION – TALENT RECRUITMENT TO THE REGION

- School superintendents/reps
- Local business
- Tech center reps
- "Friends of Portsmouth"
- Tourism
- Chambers
- OD&R
- University – marketing classes, media classes
- Southeastern Ohio Manufacturing Council
- Appalachian Ohio P-20 Council
- Community Leadership programs (adult and youth)
- Rotary Clubs – District Presidents
- Young professional groups across region, i.e. Athens, Portsmouth

BUDGET – TALENT RECRUITMENT TO THE REGION

BUDGET	2H19	2020	2021	2022
Media (equipment, rentals, contractor fees, etc.)	$2,500	$2,500	--	--
Graphic design fee (branding). Hire a graphic designer or contract with a college/university to develop and complete a new logo and related items [possible to leverage regional branding in website enhancements].	$2,000	$2,000		

LEVERAGE – TALENT RECRUITMENT TO THE REGION

- Link into Strategic Initiative D.4. Website Enhancements.
- School media programs.
- School marketing classes: i.e. class project or senior seminar (make note of school-years cycle/schedule).
- Utilities.
- Coordinate with Ohio's branding efforts.
- Appalachia Regional Commission marketing professionals.

METRICS – TALENT RECRUITMENT TO THE REGION

FACTORS FOR MEASUREMENT	2H19	2020	2021	2022
Impressions and engagements (social media analytics)	100/mo	250/mo	350/mo	500/mo
Graduate (college, HS) retention to region	Take inventory	1% ^ staying	5% ^ staying in region	5% ^ staying in region

C. Competitive Assets

Three critical factors for business growth, expansion and recruitment are tackled by strategic initiatives for improving the regions competitiveness with ready sites and buildings, business financing, and broadband infrastructure. If not addressed, these weaknesses will continue to restrict economic prosperity and population growth.

C.1. Site and Speculative Building Development

GOAL – SITE & SPECULATIVE BUILDING DEVELOPMENT
Increase our region's real estate inventory with active development of sites and buildings.

WHY IMPORTANT – SITE & SPECULATIVE BUILDING DEVELOPMENT
Our work to attract and support existing business expansions are futile without ready-to-go sites and buildings. This work will enable our region to get into the game for more projects – projects for which we are currently limited to pursue competitively. Businesses seeking a new or expanding location are not willing to wait for us to get product ready; they go where product is ready to meet their needs. Regions who proactively invest in sites and buildings earn more "looks" and outright wins because they have invested in themselves. We need to invest time and resources into this hard work as opportunities will continue to pass us by and we will fall further behind the competition.

TEAM LEADS – SITE & SPECULATIVE BUILDING DEVELOPMENT
- ❖ Donna Hrezo, APEG
- ❖ Brodie Lepi, JobsOhio

ACTION STEPS – SITE & SPECULATIVE BUILDING DEVELOPMENT

ACTION STEPS	TEAM	TIMELINE
1. Gap analysis. ▪ Analyze real estate demands across region/state that align to our target industry needs. ▪ Define specific gaps in our regional site and building inventory.	Bret Allphin Melissa Clark Robert Horton Anthony Iachini Jeanette Wierzbicki Donna Hrezo Mike Jacoby – invite to all discussions	3Q19
2. Community outreach and education - Ongoing public education/local leadership education about why speculative development strategy is needed and competitive realities (including average days on market for industrial buildings). ▪ Educate community leaders on value and importance of ready sites & spec buildings. Include success stories.	Harold Montgomery Robert Horton	4Q19 (Ongoing)

ACTION STEPS	TEAM	TIMELINE

3. (A) Feasibility/prioritize potential sites. Identify short-term and long-term sites to develop.
  ▪ Identify sites with potential based on known attributes (see quality site attributes doc) – good access, utilities, surrounding usage (minimal updates), willing owners. Include APEG SiteOhio authenticated sites, sites likely to pursue authentication in 2020, and sites that were part of the APEG due diligence initiative.
  ▪ Engage utilities providers and assess service capacities.
  ▪ Conduct workforce studies.
  ▪ Identify specific locations and communities that can carry out building / development projects – political feasibility.
	Melissa Clark
	Jeannette Wierzbicki
	Robert Horton
	Anthony Iachini
		4Q19

3. (B) Due diligence studies and engineering plans (for sites prioritized in 3A).
  ▪ Phase I.
  ▪ Phase II where required.
  ▪ Geotechnical Study.
  ▪ Wetland Delineation.
  ▪ Army Corps of Engineers Jurisdictional Determination.
  ▪ Phase I Cultural Resources Studies.
  ▪ State Historic Preservation Office Concurrence.
  ▪ Endangered Species Analysis.
  ▪ U.S. Fish and Wildlife Service Concurrence.
  ▪ Site engineering plans and estimates (grading, utility extensions, remediation, etc.).
  ▪ Constraint to Development Reports.
		1Q20

4. Pre-approve permitting. ▪ Complete pre-approval work with permitting agencies and tax abatement approval agencies.		3Q20

5. Financial model. Develop cost estimates and potential sources of funds to then develop multiple pro-forma models.
  ▪ Develop construction plans for 25K, 50k, 75k, 100k sq. ft. buildings.
  ▪ Get estimates on these.
  ▪ Identify potential funding sources.
  ▪ Find ways to minimize risk for developers.
  ▪ Seek input from developers.
  ▪ Explore Real Estate Development Authority model (see section IV. for Capacity Development).
  ▪ Develop viable funding model.
	Jeannette Wierzbicki
	Andy Kuhn
	Brodie Lepi
	Tammy Eallonardo
		4Q19

6. Identify partners who can add value or willing to assume risk.		2Q20

ACTION STEPS	TEAM	TIMELINE
7. Build three new spec buildings within three years in the region (this number may change based on demand analysis in step 1).	Bret Allphin Jeannette Wierzbicki	2Q21

TEAM EXPANSION – SITE & SPECULATIVE BUILDING DEVELOPMENT

- Local lenders, banks, financers
- Utility reps
- Developers/Builders
- Landowners
- Utility providers
- Permitting/Inspectors/Engineers
- Realtors
- Contractors
- Regional success stories
  – Lawrence Economic Development Corporation
  – Belmont County - Jefferis model
  – Pike County - Nier
  – Holmes County - Mark Leininger
  – Muskingum County - Z-M Port
- NAI Gloval – Bryce Custer
- Local residents with money and interest

BUDGET – SITE & SPECULATIVE BUILDING DEVELOPMENT

BUDGET	2H19	2020	2021	2022
Due diligence studies for 7 sites		$700,000		
Engineering plans		$100,000		
Mileage for outreach	$2,000	$5,000	$5,000	$5,000

Budget notes:
- Cost of site development and construction of spec buildings is dependent upon analysis/models developed within this plan.

LEVERAGE – SITE & SPECULATIVE BUILDING DEVELOPMENT

- APEG site readiness grants.
- Utilities.
- Economic Development Administration coal impacted communities.
- Appalachian Regional Commission Power Grant.
- Tax Increment Financing Districts & Joint Economic Development Districts.
- Additional state resources/grants/loans/technical assistance.
- Community foundations & other impact investors.

METRICS — SITE & SPECULATIVE BUILDING DEVELOPMENT

FACTORS FOR MEASUREMENT	2020	2021	2022	2023	2024	2025
Sites assessed	7					
New shovel-ready sites*	2	2	2			
New spec buildings built		1	2	2	2	2
RFI's submitted to client for new sites and buildings		10	20	25	30	30
Site visits at new sites and buildings		2	4	4	6	6
New sites occupied				2	2	2
New buildings occupied				1	2	2

Metric notes:

* 2 through APEG DDI (2020), 2 through SiteOhio (2021), additional 2 through this initiative (2022).

C.2. Business Financing Gaps

GOAL – BUSINESS FINANCING GAPS

Increase flexible and affordable resources for business financing gaps, without creating unacceptable levels of risk for private, nonprofit and public sector investors.

WHY IMPORTANT – BUSINESS FINANCING GAPS

Over 90% of businesses are small businesses. Financing is a fundamental tool for business growth and can serve as the root of our region's economic prosperity to grow from within, however consolidations in the banking industry have severely reduced credit available for rural Appalachian businesses. If organized businesses who need financing cannot access it readily, they may leave our region to pursue financing resources elsewhere or even shut down the business. This means that our region could miss out on their business growth and experience an economic decline if we do not address these gaps.

In addition, businesses lack sufficient access to technical assistance, financial education and mentoring in order to help them organize and present their financial information in ways that will allow banks and others to lend them the capital they need to grow. Businesses also need assistance connecting to lenders interested in lending to companies in their industry or with their specific credit needs. Without this assistance, many companies that could qualify for available credit will be frozen out of financial markets or simply be unable to connect with the right lender to meet their needs.

TEAM LEADS – BUSINESS FINANCING GAPS

- ❖ John Molinaro, Appalachian Partnership, Inc.
- ❖ Brad Blair, Appalachian Growth Capital
- ❖ Jay Bennett, City of Zanesville

ACTION STEPS – BUSINESS FINANCING GAPS

ACTION STEPS	TEAM	TIMELINE
1. Organizing for action. • Identify major elements of ecosystem of business financing and related technical assistance providers and recruit representation on initiative leadership team. • Secure two key regional public sector representatives on initiative leadership team.	Jay Bennett John Molinaro Brad Blair Invite others TBD	3Q19

ACTION STEPS	TEAM	TIMELINE
2. Resource identification/asset inventory – Inventory existing financing, financial education and technical assistance resources available in the region – including characteristics that bear upon their suitability for specific businesses and types of financing need (e.g., geography, industry focus, loan size, type of assets financed, other services provided etc.). ▪ Financing: - Commercial Banks - Secondary Lenders - Partners with Revolving Loan Funds - Equity Investors and the "Type" of Equity Investment - Opportunity Zone Investors/New Market Tax Credit Investors/Historic Tax Credits - Public-Sector Sourced Financing (including debt limits) ▪ Financial Education and Technical Assistance: - Small Business Development Centers - Certified Public Accounting Firms for Mentoring - Law Firms for Mentoring - Marketing/Website for Mentoring - Education Entities to support Academic/Mentoring - National Mentoring Programs that can work in Ohio	Matt Schley Jay Bennett John Molinaro Brad Blair	4Q19 and ongoing
3. Needs assessment and gap identification - Identify business needs for Financing and Financial Education, compare with Asset Inventory and Identify Gaps.	Ryan Mapes John Molinaro Brad Blair Katy Faber	4Q19
4. Fill gaps determined by needs assessment.	TBD based upon gaps identified	4Q19 and ongoing
5. Establish a certificate program for business owners. Establish a program that will allow business owners to achieve a certificate that provides Lenders and Investors assurance that the business owner understands financial concepts and reporting. ▪ Research certificate programs that could work in the region. ▪ At a minimum, program components should include: - Basic business financial concepts such as cash flow versus profit, accrual versus cash accounting, EBITDA, etc. - Tax obligations and reporting requirements. - What Lenders and Investors look at when financing businesses, including indicators/ratios of financial health and ability to service debt.	Marsha Lewis John Molinaro Brad Blair Scott Applegate Will Cooper	4Q19 and ongoing
6. Leverage local investors. ▪ Identify investors located within and outside the region interested in investing in Appalachian. ▪ Determine the "Sweet Spot" of each Investor: what they are interested in, the amount, other criteria for investment. ▪ Create new investor pools. ▪ Regularly educate investors about business opportunities. ▪ Create key local stakeholder groups around securing public sector investment as leverage for attraction of local investors.	Scott Applegate John Molinaro Brad Blair	1Q20 and ongoing

ACTION STEPS	TEAM	TIMELINE

7. Coordinate existing and new resources.
  ▪ Build "Power" by coordinating all the Revolving Loan Funds into a common voice with the Funder, i.e. Economic Development Administration, Small Business Administration, US Department of Agriculture, so the APEG Region can benefit with all available funds to the region.
 	
  ▪ Pursue an Opportunity Zone Investor Pool.
 	
  ▪ Create a New Market Tax Credit Pool.
	Jennifer Simon
	John Molinaro
	Brad Blair
		1Q20 and ongoing

8. Measure, document and publicize results.
  ▪ Organize case studies on financed businesses – tools they utilized and feedback on service.
 	
  ▪ Create a Library of Success Stories of what worked.
	Brad Blair	3Q19 and ongoing

TEAM EXPANSION – BUSINESS FINANCING GAPS

- Investor community Angel Funds, etc.
- Commercial Bankers
- Consumer Bank Association
- JobsOhio
- State of Ohio Development Services Agency
- Certified Public Account Association
- FocusCFO
- Marketing Agency Owners
- Website Company Owners
- Secondary lenders – (Community Development Financial Institutions (CDFIs), Revolving loan funds, The Finance Fund, Economic and Community Development Institute (ECDI)
- TechGROWTH Ohio - Lynn Gellermann
- Wesbanco – Joe Flynn
- Peoples Bank, Ohio Valley Bank, Belmont Savings
- Chambers of Commerce
- APEG - Tom Poorman, Ed Looman, Taylor Stepp
- Small Business Development Centers – Lissa Jollier and Ryan Mapes
- Manufacturing Extension Partnership – Mick Whitt and Dorinda Byers
- Federal Reserve Bank of Cleveland
- Venture Capitalists/Angel Investors – i.e. Mike Thompson, Larry Triplett, Sugarbush Valley LLC
- Public Sector Representatives – Matt Abbott

BUDGET – BUSINESS FINANCING GAPS

BUDGET	2H19	2020	2021	2022
Coordination, grant-writing time/ expense	$50,000	$100,000	$100,000	$100,000

LEVERAGE – BUSINESS FINANCING GAPS

- Increased capital deployed in region by regional and national bank chains.
- Better utilization and impact of existing programs through coordination and alignment.
- Graduate students.
- Successful local businesspeople and regional alumni for investment capital.
- Local Certified Public Accountants – leverage for training / mentoring.

- Various federal programs for capitalizing AGC's loan programs.

METRICS – BUSINESS FINANCING GAPS

FACTORS FOR MEASUREMENT	2H19	2020	2021	2022
Companies financed	20	30	40	50
Jobs created/retained/supported	250	350	450	550
Total financing/investment	$29MM	$60MM	$70MM	$90MM
Net new investment by participating businesses (10% of financing/investment leveraged)	$3MM	$6MM	$7MM	$9MM
Start-ups	2	4	5	6
Projects funded	20	30	40	50
Additional companies mentored	20	40	55	75
RELATED AGC METRICS				
Total AGCs loan capital	$1MM	$10MM	$15MM	$20MM
▪ Deploy 90% in loans on ongoing basis	$900M	$9MM	$13.5MM	$18MM
▪ Leveraged at least $3 for each $1 in AGC Loans	$2.7MM	$27MM	$40.5MM	$54MM
▪ Leveraged at least $25MM annually through AGC matchmaking	$25MM	$25MM	$25MM	$25MM

C.3. Broadband Infrastructure

GOAL — BROADBAND INFRASTRUCTURE

Expand quality high-speed broadband infrastructure across the region, focusing particularly on areas that remain unserved.

WHY IMPORTANT — BROADBAND INFRASTRUCTURE

As technology has transformed the economy and society, access to high-speed broadband has become an essential utility, no longer just a nice-to-have amenity. The Internet has become the foundation on which businesses operate and learners of all ages depend. The quality of broadband access has become a crucial factor in economic development, driving business competitiveness and strongly influencing the ability to attract and retain talent. As the boundary between personal and professional lives have blurred, Internet access must be ubiquitous, available in homes and businesses alike.

Due to the lack of concentrated housing and businesses, rural regions fall far behind urban counterparts for access to quality high-speed broadband infrastructure. Regions with installed broadband infrastructure have a significant and categorical economic advantage.

Most of our unserved and underserved locations in the APEG region fall within what we call the "rural expanse." These are areas with population densities too low to support profitable deployment of broadband infrastructure. For comparison, Columbus, Ohio has 1,510 households per square mile while Meigs County, Ohio has 26 households per square mile, just 1.7% the density of Columbus. When excluding towns, population densities in the rural areas are often 17 or fewer households per square mile, just 1.1% of Columbus.

Broadband deployment costs tie closely to the square miles to be covered irrespective of population density. For this reason, the low population density areas of the region do not offer a sustainable business model for carriers to invest in the necessary infrastructure. Even if the initial construction costs are covered by 100% grant funds, the projected revenues would be unlikely to cover even the operations and maintenance costs. In the APEG region, our beautiful and rugged terrain further increase costs, e.g. signals from a tower cover a fraction of the area compared to flat terrain.

Thus, we must focus on funding opportunities that offer multi-year support for implementation, operations and maintenance. Acting now is crucial to be prepared for a variety of existing and emerging funding opportunities and to inform policy makers regarding the level of funding required.

At present, The Federal Communications Commission's Universal Service Fund distributes more than $7 billion per year, primarily to address telecommunications access in rural America. Originally focused on providing cost-effective telephone services in remote locations, the Universal Service Fund has shifted to a focus on broadband and mobile service availability. The Universal Service Fund dwarfs all other past and present broadband funding programs at federal, state and local levels.

Of the Universal Service Fund programs, the Connect America Fund offers the most concrete opportunity to address the needs in the unserved and underserved areas. In 2015, $250 million was awarded to carriers in the APEG region for expansion of broadband. The six-year funding expires in 2021.

In 2018, the Federal Communications Commission held a reverse auction seeking providers to bid on remaining opportunities in Appalachian Ohio. The funding levels, though, were too low to attract any bidders, relegating these areas of our region to additional delays before even minimal broadband becomes available.

The Buckeye Hills Regional Council was awarded an Appalachian Regional Commission POWER grant to assess the feasibility of expanding the availability and quality of broadband in a six-county area in the center of the APEG territory. This effort will yield realistic business case analysis to determine the level of subsidy required to motivate carriers to serve the rural expanse. Considering fixed wireless, fiber-to-the-premise and hybrid solutions, the Buckeye Hills project will provide a solid technical plan and related financial pro-formas vetted through consultations with carriers, both large and small.

APEG can leverage this data to enable our political leaders and influencers to convince the Federal Communications Commission and other funding agencies of the higher costs involved in serving Appalachian Ohio terrain compared to flatlands elsewhere. While

initially focused on the Federal Communication Commission Connect America Fund, the overarching architecture and related financial analysis will apply equally well to other funding opportunities as they arise.

Before solving the digital divide, though, we must first grapple with inaccurate mapping that <u>overstates broadband availability</u>, a big issue finally garnering significant attention. Several players offer approaches to refine the maps. The State of Ohio recently funded a renewed ConnectOhio mission to refresh mapping in Ohio. They will sign non-disclosure agreements with carriers, map the carrier data, perform some level of field verification and have some mechanism for public input/challenges. These refinements may well be helpful.

Better than mapping general areas of the geography, identifying the actual service locations in rural areas, i.e. the exact locations of the households and small businesses, is crucial. Driveways can be quite long, significantly altering the cost to reach the service location as opposed to reaching the mailbox. Also, precise service location information is essential in wireless signal propagation analysis.

USTelecom, an industry trade group, is leading an interesting effort that <u>processes satellite images along with public data sources to precisely identify service locations</u> rather than just addresses. Service providers can then indicate which specific locations they can serve rather than the current, rather vague, "served-area" process. They also intend to offer crowdsourced feedback to improve accuracy. Having started in two states, USTelecom estimates they could do the same process across the *entire nation* for $10-$12 million. While not the only viable approach, their solution does address significant data needs at a very reasonable cost.

The mission falls into four broad categories:

1. Advocacy for the region with Federal officials, bolstered by our Congressional delegation;
2. Advocacy at the state level for key policy changes needed to accelerate broadband deployment;
3. Assuring the public good is served by those receiving funding; and
4. Equipping regional leadership with accurate information and a consistent set of messages to support the strategy.

This will require concerted, well-organized multi-year action. While a volunteer team can help, dedicated professional services will also be required.

TEAM LEADS – BROADBAND INFRASTRUCTURE

❖ Tom Reid, Reid Consulting Group
❖ Gwynn Stewart, OSU Extension Noble County
❖ Bret Allphin, Buckeye Hills Regional Council

ACTION STEPS – BROADBAND INFRASTRUCTURE

ACTION STEPS	TEAM	TIMELINE

1. Data.
  ▪ Create and continuously update a comprehensive geographic information system (GIS) map of the region to present available data.
  ▪ Leverage existing data gathering efforts by other entities engaged in rural broadband advocacy.
  ▪ Combine data from available sources regarding current connectivity down to a census block level.
  ▪ Create or utilize detailed service location information for both businesses and residences (reflecting the latest thinking in broadband mapping).
  ▪ Leverage existing efforts to reflect consumer input regarding broadband realities and/or establish a public-facing citizens' reporting capability tied into the Geographic Information System (GIS) map to field verify the data gathered from other sources.
	Chelsie Wollett
	Patrick Bocta
	Bret Allphin
	Tom Reid
		3Q19

2. Regional partnership and stakeholders.
  ▪ Cultivate regional public/private partnerships to leverage public funding to achieve the broadband objectives with commercial carriers implementing the networks.
  ▪ Commercial carriers included in the partnerships need to include wireline and wireless carriers operating in the region, both small and large.
  ▪ Teamwork between public entities and private carriers offers the best solution for the provision of inclusive broadband access because it:
    - Magnifies the impact of broadband funding won from federal and state sources;
    - Spurs economic development as private companies rise to the challenge of building networks to span the digital divide; and
    - Relies on telecommunications companies to run telecommunications services, freeing the stakeholders to focus on strategy, policy, and regulation to spur expansion of broadband and protect the interests of businesses and residents.
  ▪ Establish an enduring oversight organization to protect the public interest, e.g. a leadership council, coalition or board. These planning and watchdog functions need to operate independently of any commercial carrier.
  ▪ To influence federal funding formulas and priorities, we need our Senate and House delegations to work together to amplify the region's message.
  ▪ Convene stakeholders across the economic and political spectrum to deliver accurate information, articulate clear action agendas and garner support.
  ▪ Form community coalitions to aid in advocacy and policy efforts.
	Brodi Lepi
	Melissa Clark
	Chris Cooper
	Steve Williams
	Tom Reid
	Josh Bodimer
	Bill McKell
	John Molinaro
	Bret Allphin
	Bill Arnett
	Tiffany Swigert
	Susan Urano
		3Q19 – 4Q21

ACTION STEPS	TEAM	TIMELINE
3. Shared vision. ▪ Generate incentives and programs to deploy ubiquitous, high quality, fairly priced broadband across the service area to reach businesses and residential subscribers. ▪ Ensure that the unique geography of the service area be accurately represented in Federal Communications Commission funding formulas, so the region receives adequate subsidy in low population density areas. ▪ Establish threshold of success as: - 100% of homes and small businesses able to connect at a 100 Mbps down and 25 Mbps up - Availability of symmetric gigabit speeds (1,000 Mbps down and 1,000 Mbps up) to all community anchor facilities as well as medium and large businesses	Ben Lachman Melissa Clark Chris Cooper Steve Williams Tom Reid Steve Patterson Josh Bond John Hemmings Bill McKell John Molinaro Bret Allphin	3Q19 – 4Q21
4. Solutions. ▪ Create an overarching broadband architecture to identify regions of the service area based on a variety of criteria including business density, population density and terrain. A small set of representative profiles will enable us to generate architecture variations tailored to the various scenarios across the service area. ▪ Determine cost models for the overarching broadband architecture. ▪ Educate the policy makers on the actual costs of serving our region. At present, their cost models are far too low. ▪ Rally support within the stakeholders' group for the cost models, vision and thresholds.	Patrick Bolton Steve Williams Tom Reid Bill McKell	3Q19 – 4Q21
5. Policy. ▪ Convince federal agencies to adjust cost and subsidy formulas that reflect the actual cost of providing broadband in our terrain. ▪ Support efforts to correct federal broadband maps that dramatically overstate broadband availability. ▪ Support efforts to increase mapping accuracy by identifying the actual service locations, i.e. the exact locations of the households and businesses rather than the location of the mailbox. ▪ Encourage the state to streamline broadband implementation by: - Generate a broadband plan that satisfies requirements of federal funding agencies; - Extending easements in existing utility corridors to companies installing fiber; - Capping "make-ready" costs charged to attach fiber to existing utility poles by owners of poles; and - Provide matching funds for federal grants.	Bret Allphin Jamie Barker Steve Patterson Lisa Duvall Josh Bodimer Tom Reid John Hemmings Gwynn Stewart	3Q19 – 4Q21

ACTION STEPS	TEAM	TIMELINE

6. Funding.
  ▪ The Federal Communications Commission's Connect America Fund offers a clear and significant source of funding for the broadband agenda.
 	
  ▪ Possible federal infrastructure funding may include significant broadband allocations.
 	
  ▪ The State of Ohio may also provide some broadband funding.
 	
  ▪ Private funding will be required to apply for grants as well as providing required matches.
	Jay Bennett
	Josh Bodimer
	Tom Reid
		2020 - 2022

TEAM EXPANSION – BROADBAND INFRASTRUCTURE

- Appalachia Regional Commission-designated Local Development District leadership
- Existing wireline and wireless broadband providers, including both small and large companies
- Utility providers including electric, natural gas, etc. with specific focus on rural electric co-ops
- Federal and State legislators
- County commissioners and mayors
- K-12 Information Technology Center leadership and Superintendents
- Healthcare providers
- Universities and colleges
- Ohio Department of Transportation
- Ohio Public Works Commissions
- ConnectOhio
- Ohio State University Rural/Urban Policy Leaders
- Technology companies
- Community foundations

BUDGET – BROADBAND INFRASTRUCTURE

BUDGET	2H19	2020	2021	2022
Contracted professional services	$128,000	$150,000	$150,000	$150,000

Budget notes:

- Ongoing budgetary allocations are required to sustain the Regional Partnership and to enable the proposed oversight organization to protect the public interest.
- We need to sustain Federal and State advocacy, stakeholder relations and partnership formation activities for years to come.
- The cost projections above are incremental to existing budget resources for dedicated professional services to advance the agenda.
- 2H19 includes $78,000 Appalachian Regional Commission POWER grant, covering six counties.

LEVERAGE – BROADBAND INFRASTRUCTURE

- Local Development Districts Geographic Information System services.
- Private foundations in the region, i.e. to fund grant application process and/or provide require matches.
- Data gathering by other organizations include ConnectOhio and broadband advocacy groups from around the country.

METRICS — BROADBAND INFRASTRUCTURE

FACTORS FOR MEASUREMENT	2H19	2020	2021	2022
Overarching broadband architecture and related pro-formas	Complete	Distribute	Update	
Stakeholders provided with clear messaging content to support efforts	Phase 1 complete	Continue and refine	Continue and refine	
Federal Communications Commission (FCC) adjusts cost formulas to provide adequate funding to region	Initial presentations at FCC and Congressional Delegation complete	Continued presentations to FCC, Congressional Delegation and stakeholders	Continued presentations to FCC, Congressional Delegation and stakeholders	
Regional public/private consortium formed to pursue funding opportunities, e.g. ready to participate in federal communications commission system auction	Initial traction	Drive to completion	Likely bidding on FCC Reverse Auction	Likely release of FCC funding
State of Ohio Creates Broadband Plan	Initial traction	Drive to completion		
State of Ohio streamlines easement processes in existing utility corridors	Initial traction	Drive to completion		
State of Ohio caps "Make-Ready" costs for attaching fiber to existing utility poles	Initial traction	Drive to completion		
Mapping improvements adequately identify unserved and underserved areas		Initial revisions complete by others	Updates and refinements	
Mapping improvements identify precise service locations	Initial traction	Drive to completion	Updates and refinements	
Projects to serve all unserved areas funded at sustainable levels			FCC Reverse Auction Complete	FCC funding released

D. Economic Development

Five strategic initiatives boost our economic development programming to a higher level, all in support of business growth and prosperity.

D.1. Focused Existing Business Growth

GOAL – FOCUSED EXISTING BUSINESS GROWTH
Take business retention and expansion programming to the next level of effectiveness.

WHY IMPORTANT – FOCUSED EXISTING BUSINESS GROWTH
Supporting existing business growth delivers the most effective return on investment of our economic development resources. Plus, if we don't take care of our businesses, another economic development group may be targeting them to relocate to their region or community. Happy and growing regional employers are our best proof points to support business attraction. And, if we build trust by serving our existing businesses better, we gather more fruitful intelligence for planning and devising solutions to common challenges. By expanding our efforts with existing businesses, we can accomplish parallel tracks of basic industry growth and expanded retail and service sectors to enhance quality of place throughout our region.

TEAM LEAD – FOCUSED EXISTING BUSINESS GROWTH
- ❖ Katy Farber, APEG

ACTION STEPS – FOCUSED EXISTING BUSINESS GROWTH

ACTION STEPS	TEAM	TIMELINE
1. Outreach team. • Determine partner in community to conduct Business Retention and Expansion (BRE). • Meet with community/regional partners to all get on same page.	Mike Throne Melissa Clark Robert Horton Harold Montgomery Tammy Eallonardo APEG Project Manager Team	3Q19
2. Structure specific program. • Name program from a business perspective since they are target audience. • Use JobsOhio Business Retention and Expansion module from JOSF and adapt for use in regional program. This will provide a guide for conversations as well as aligning data fields for input into JOSF–fulfilling the APEG contractual obligation for number of BRE calls. • Local staff expansion need? TBD	Tammy Eallonardo Larry Merry Matt Abbott APEG Project Manager Team	3Q19
3. Resource mapping. • Resource network mapping (partner relationships). • Develop a formal method to share resources with company.	Mike Jacoby Lance Richardson Robert Horton Katy Farber Heather Church APEG Project Manager Team	3Q19

ACTION STEPS	TEAM	TIMELINE
4. Refine questionnaire and finalize meeting approach. ▪ Develop a problem-solving approach (as opposed to data-driven survey) by industry, especially in first visit; conversation focused questionnaire.	Matt Cybulski Katy Farber Rebecca Safko Chelsie Wollett APEG Project Manager Team LEDO BRE Champions	4Q19
5. Target companies. ▪ Identify companies (large & small) to visit (in community & supply chain & contacts).	Matt Cybulski APEG Project Manager Team LEDO in county	4Q19
6. Team training. ▪ Provide training to those conducting visits covering business basic data (product, sales, # of employees, opportunities/challenges). ▪ Improve research and company intelligence prior to visit.	APEG Project Manager Team Chelsie Wollett	4Q19
7. Leverage wins to meet with right person. Leverage existing BRE relationships and recent wins to get in front of the right people.	APEG Updates and stakeholder communications	Ongoing
8. Business outreach. ▪ Line up appointments and teams. ▪ Make business calls / actual visits.	Lance Richardson APEG PM Team and LEDOs	Ongoing
9. Follow up. Concise and effective follow-up. ▪ Find programs and resources to fill gaps.	Melissa Taylor (for transportation follow up) APEG PM Team and LEDOs	Ongoing
10. Analysis of intelligence gathered. ▪ Assemble data/review: What does it tell us? Common issues? ▪ Possibly link to discussions at Employer Roundtables. ▪ Share combined analysis with participating employers.	Andy Kuhn Chelsie Wollett APEG Project Manager Team	End of each year
11. New program or resource development to meet unmet needs.	APEG Project Manager Team LEDOs	Ongoing
12. Continuous improvement. ▪ Develop system for sustainability and continuous improvement. ▪ Communication. ▪ Evaluate and improve BRE program.	Andy Kuhn APEG Project Manager Team Heather Church LEDOs	Ongoing

TEAM EXPANSION – FOCUSED EXISTING BUSINESS GROWTH

Invite based on needs of businesses:

- Chambers of Commerce
- Workforce Innovation and Opportunity Act Workforce Development Board staff/Ohio Means Jobs Partners
- Local Economic Development Organizations
- Vocational Technical / Community College
- Regional chambers or local Mayor's Regional Council
- Utility / Transportation partners
- Mainstreet Partners

BUDGET – FOCUSED EXISTING BUSINESS GROWTH

BUDGET	2H19	2020	2021	2022
	0	0	0	0

Budget notes:

- Since APEG already has a robust BRE program, there should be no additional budget requirements.

LEVERAGE – FOCUSED EXISTING BUSINESS GROWTH

- JobsOhio Salesforce CRM.
- Strategic Initiative for Website Enhancements.
- More partners involved depending on target or mission.
- JobsOhio training modules / library of materials.

METRICS – FOCUSED EXISTING BUSINESS GROWTH

FACTORS FOR MEASUREMENT	2H19	2020	2021	2022
Company expansions related to BRE meetings/relationships	6	8	12	15
Companies retained (is defined threat to leave)	TBD	TBD	TBD	TBD
Jobs impacted – retained	100	250	350	450
Jobs impacted – new from expansion	75	150	250	350
Capital investment	$4M	$10M	$15M	$25M
Company visits	75	175	195	225

D.2. Cluster Development

Appalachian Ohio is home to specific assets, including technological innovations that provide for unique distinction. By focusing on three niche industries for cluster development we can draw attention to our region as a global leader for wood furniture craftsmanship, energy and chemical resources related to the Shale Crescent, and the Stirling cycle machine. Cluster development for the shale industry links directly to the strategic initiative for Targeted Business Attraction. Cluster development initiatives specific to Forest-to-Furniture and the Stirling Cycle Machine are outlined in this section.

D.2.A. Forest-to-Furniture Cluster Development

GOAL – FOREST-TO-FURNITURE CLUSTER DEVELOPMENT
Define a clear path forward to sustain the Forest to Furniture (F2F) Program after 2020.

WHY IMPORTANT – FOREST-TO-FURNITURE CLUSTER DEVELOPMENT
The Ohio forest products industry is a $25+ Billion business. This Small Business Administration Cluster Initiative Program was awarded to Appalachian Partnership, Inc. in September 2015. Since start-up, the program has assisted various companies with 30 new product lines, provided over 975 hours of technical consulting, facilitated 17 training programs involving 188 employees. Participant companies have invested over $1.5 million in expansion resulting in 105+ new jobs. The ohiowoodproducts.com directory has been created and currently contains over 1,600 vetted companies. This site now provides supply chain/marketing resources to over 150 users per day. The program continues to build confidence and trust of cluster participants. The technical services offered, along with supply chain assistance, often provides just what is needed with new company start-ups or new product lines. Simply said the Forest-to-Furniture (F2F) program/ ohiowoodproducts.com is having a positive impact in this cluster and funding to continue the program and "Ohio Wood Products" brand beyond 2020 is needed.

TEAM LEADS – FOREST-TO-FURNITURE CLUSTER DEVELOPMENT
- ❖ Frank Roberts, APEG Wood Products Team
- ❖ Patrick Bolton, APEG Wood Products Team

ACTION STEPS – FOREST-TO-FURNITURE CLUSTER DEVELOPMENT

ACTION STEPS	TEAM	TIMELINE
1. Send out Marketing Request for Proposals for Ohio Wood Products website to build and monetize traffic to the site.	John Molinaro	5/1/19
2. Review Request for Proposal applicants.	John Molinaro Frank Roberts Patrick Bolton Craig Albright	5/20/19
3. Meet with fellow champions at Ohio Forest Association, Ohio State University, Furniture Guild to discuss proposals and applicants.	Frank Roberts Patrick Bolton Craig Albright	6/8/19
4. Award marketing proposal contract.	John Molinaro Frank Roberts	6/17/19
5. Set forth a robust marketing campaign for the program.		7/31/19
6. Continue to provide technical assistance to F2F Cluster companies to assist them with technical, market, export and other issues.	F2F Team	Ongoing
7. Continue to support and build usefulness of F2F OWP.com website.	F2F Team	Ongoing

ACTION STEPS	TEAM	TIMELINE
8. Continue to support APEG Business Attraction efforts directed at wood products manufacturers and others sourcing forest products and byproducts by providing timely data about the region's F2F industry and forest resources and making supply chain connections.	F2F Team	Ongoing
9. Build and implement a sustainability plan for F2F initiatives for periods beyond depletion of Small Business Administration contract funds (CY2021 and beyond).	John Molinaro F2F team	3Q19 – 4Q20

BUDGET – FOREST-TO-FURNITURE CLUSTER DEVELOPMENT

BUDGET	2H19	2020	2021	2022
SBA grant for program administration	$250,000	$500,000	TBD	TBD

LEVERAGE – FOREST-TO-FURNITURE CLUSTER DEVELOPMENT
- Ohio Forestry Association, established in 1903, continues to be a leader in this industry.
- Mike Workman, CEO, Contraxx Furniture. He designs furniture and has 1,000 local craftsman who run their own businesses of manufacturing furniture.

METRICS – FOREST-TO-FURNITURE CLUSTER DEVELOPMENT

FACTORS FOR MEASUREMENT	2H19	2020	2021	2022
Website sessions	300/day	500/day		
Website marketplace feature companies	50	250		
Technical support consulting hours	240	640		
Technical support projects	16	24		
Attend / sponsor marketing events	2	4		
Training events	2	4		

D.2.B. Stirling Cycle Machine Cluster Development

GOAL — STIRLING CYCLE MACHINE CLUSTER DEVELOPMENT
Build a more robust regional cluster for the region's globally recognized free-piston Stirling cycle machine technology.

WHY IMPORTANT — STIRLING CYCLE MACHINE CLUSTER DEVELOPMENT
The free-piston Stirling engine (FPSE) technology was invented at Ohio University in 1964. In the last 50 years, the region has been fostering the growth and development of world class talent and resources surrounding the specialized design and exacting manufacturing of Stirling cycle machines. Through the strategic alignment of goals, the region can leverage its resources to bolster the support of current Stirling companies in the region, attract existing Stirling companies from outside of the region, and foster the growth of potential new Stirling companies in the region.

TEAM LEADS — STIRLING CYCLE MACHINE CLUSTER DEVELOPMENT
- ❖ Stacy Strauss, Ohio University Innovation Center
- ❖ Erin Rennich, Ohio University Innovation Center
- ❖ Aaron Kirby, TechGROWTH Ohio

ACTION STEPS — STIRLING CYCLE MACHINE CLUSTER DEVELOPMENT

ACTION STEPS	TEAM	TIMELINE
1. Refine questions for Stirling companies.	Erin Rennich Stacy Strauss	May 2019
2. Interview companies to determine their pain points (past and present), how they overcame challenges, and lessons learned along the way.	Erin Rennich Stacy Strauss Aaron Kirby	June-July 2019
3. Assess findings after company interviews to determine next steps related to the initiative.	Erin Rennich Stacy Strauss Aaron Kirby	August 2019

TEAM EXPANSION — STIRLING CYCLE MACHINE CLUSTER DEVELOPMENT
Stirling engine experts:
- ▪ Neill Lane
- ▪ Ametek
- ▪ James Huth
- ▪ Catherine Chagnot
- ▪ Randall Gabriel

(Potential) Key Partners:
- ▪ Ohio University RUSS College of Engineering
- ▪ Ohio Manufacturing Extension Partnership
- ▪ Athens County Economic Development Council
- ▪ Workforce Development
- ▪ APEG

BUDGET – STIRLING CYCLE MACHINE CLUSTER DEVELOPMENT

BUDGET	2H19	2020	2021	2022
TBD based upon the needs determined in interviews.				

LEVERAGE – STIRLING CYCLE MACHINE CLUSTER DEVELOPMENT

- Possibly apply for (3Q19) Small Business Administration Regional Innovation Grant.
- Possibly apply for Economic Development Administration or US Department of Agriculture grant.
- Possibly ask for donations of expensive equipment from established companies (for outfitting manufacturing or training facilities).

METRICS – STIRLING CYCLE MACHINE CLUSTER DEVELOPMENT

FACTORS FOR MEASUREMENT	2H19	2020	2021	2022
Company visits	5			

D.3. Targeted Business Attraction

GOAL – TARGETED BUSINESS ATTRACTION
Recruit businesses to the APEG Region with proactive, targeted marketing and sales.

WHY IMPORTANT – TARGETED BUSINESS ATTRACTION
Pursuing companies to select our region for their location is a crowded field – thousands of economic development organizations worldwide – so it is important to establish strategic differentiation for our region by targeting industries that align to our strengths. Proactively targeting sets our region up for the best opportunities for successful business recruitment. Companies will feel wanted because they see we are honing solutions to match their specific needs with a compelling business case that translates directly to their board discussions.

TEAM LEAD – TARGETED BUSINESS ATTRACTION
❖ Mike Jacoby, APEG

ACTION STEPS – TARGETED BUSINESS ATTRACTION

ACTION STEPS	TEAM	TIMELINE
1. Prioritize target industries. ▪ Categorize options into short and long-term goals, i.e. short-term targeting considerations where we have existing industry strengths. Current targets: - Hardwood manufacturers - Petrochemical companies - Primary metals and metal fabrication - Automotive components - Food processing ▪ Align to certified sites and existing buildings; Mid-term: Next level of ready properties; Long-term: What can help us diversify? Where are areas of growth nationally that could be a fit for us longer-term?	Melissa Clark Robert Horton	3Q19
2. Data to build business case. ▪ Organize regional assets into a proactive quasi-proposal, matching assets to typical project/industry needs: existing business of target industry; sites; utility capabilities; access to input materials (supply chain); data on relevant occupations and training programs, etc.	Mike Jacoby Tammy Eallonardo Anthony Iachini Andy Kuhn	3Q19
3. Build team - bring private developers to the table for cohesive marketing: ▪ Identify core group of key contacts to "sell" community/region. ▪ Sales Training.		
4. Messaging. ▪ Read industry publications to stay on top of trends so that messaging is relevant to industry issues. ▪ Develop compelling marketing and sales messaging that is industry-specific, using industry terminology. Leverage business case data.	Mike Throne Mike Jacoby Tom Crooks, Stonewall Digital (specific invite to this step)	

ACTION STEPS	TEAM	TIMELINE

5. Marketing materials and tools.
   - Specific input to Website Enhancements strategic initiative for industry-specific information on regional website.
   - Print on-demand collateral.
   - Other hand-outs or gifts?

6. Target prospects.   *Andy Kuhn*
   - Identify the list of target companies. Initially will rely on a lead generation firm to identify companies and undertake initial outreach. May consider doing our own research or outreach depending upon internal capacity.
   - Initial targets:
     - Hardwood manufacturers
     - Petrochemical companies
     - Primary metals & metal fabrication
     - Automotive components
     - Food processing
   - Possible additional targets:
     - Polymers & Plastics
     - Logistics/fulfillment
     - Back office operations

7. Lead generation – hire lead generation consultant (budget item).   *Robert Horton*
   - Training on industry-specific messaging and business cases for our region.   *Mike Jacoby*
   - Utilize lead generation firm(s).
   - Debrief and evaluate results after marketing mission or event.

8. Attend targeted events with set appointments. Possible events include:
     - IHS World PetChem Conference
     - AWFS hardwood furniture show
     - PetChem Update
     - Fabtech
     - TBD Auto show
     - TBD Food processing show
     - TBD Plastics Show
   - Logistics planning.
   - Lead follow up.
   - Debrief and evaluate results after event.

9. Lead interaction protocols established for:
   - Best practices on proposals.
   - How we communicated with on a regular basis.
   - Follow up with leads.

TEAM EXPANSION – TARGETED BUSINESS ATTRACTION
- Regional employers
- Southeast Ohio Local Economic Development Organizations
- Utility representatives (AEP Ohio)
- Career Tech / University
- JobsOhio to help with industry research
- Industry to assist with supply chain
- Ohio Forestry Association to help sales messaging
- Workforce professionals
- Entrepreneurial support system
- Local partners – business knowledge
- Existing industry leaders

BUDGET – TARGETED BUSINESS ATTRACTION

BUDGET	2H19	2020	2021	2022
Lead generation (additional to current budget)		$30,000	$40,000	$50,000

Budget notes:
- 2020 Two more events with appointments from lead generation firm = $30,000 for $60,000 total above baseline.
- 2021 Three additional events with appointments from lead generation firm = $40,000 for $80,000 total above baseline.
- 2022 Four more events with appointments from lead generation firm = $50,000 for $100,000 total above baseline.

LEVERAGE – TARGETED BUSINESS ATTRACTION
- Utilities.
- Railroad.
- Private developers.
- JobsOhio.
- Real Estate Investment Trusts, i.e., IDI, Marketing.

METRICS – TARGETED BUSINESS ATTRACTION

FACTORS FOR MEASUREMENT	2H19	2020	2021	2022
Interfaces with business decision makers (calls, appointments, etc.)		50	75	100
Leads per event		5	6	7
Website analytics		10% ^	10% ^	10% ^
Site searches from leads		5	7	10
Site visits from leads		3	4	5
Quality of interactions with leads (region a good fit, legitimate interest)		50% of interfaces yield a project opportunity	60% of interfaces yield a project opportunity	66% of interfaces yield a project opportunity
Project wins		1	1	2
Jobs from wins		25	25	50
Capital investment from wins		$2M	$2M	$4M
Payroll from wins		$1M	$1.5M	$2M

D.4. Website Enhancements

Marketing is woven throughout the Economic Prosperity Plan. This strategic initiative is called out specifically to raise the profile of a regional website as the foundational marketing tool for all other marketing to leverage.

GOAL – WEBSITE ENHANCEMENTS

To enhance website content at regional and local levels and to organize and maintain updates of robust economic development information to competitively present the assets and services of the APEG region of southern and eastern Ohio.

Essentially this initiative falls under APEG's current marketing protocol, but APEG Marketing Director will proactively work with the Website Enhancements Team to create better cohesion among all county economic development sites as well as ensuring all necessary items are represented on the APEG website.

WHY IMPORTANT – WEBSITE ENHANCEMENTS

Economic development websites are typically the first door that a business enters to learn about a region. It is often the first impression of your community or region. Expectations for current, in-depth information on websites are a mandate to demonstrate readiness and capabilities to serve businesses in real time. Web visitors expect to find what they are seeking online and find it quickly.

Ultimately, it is up to us – no one is going to tell our region's story. Meanwhile our competitors are presenting more robust data and information, including case studies of the work they do.

TEAM LEADS – WEBSITE ENHANCEMENTS

❖ Heather Church, APEG
❖ Tiffany Swigert, Coshocton Port Authority
❖ Brenda Stamper, Coshocton Port Authority

ACTION STEPS – WEBSITE ENHANCEMENTS

ACTION STEPS	TEAM	TIMELINE
1. Identify and invite key members of Website Enhancements Team to guide website enhancement process.	Heather Church Tiffany Swigert Chelsie Wollett Matt Abbott Melissa Clark (invite) Chris Modranski Aaron Kirby Kelly O'Bryant	Current

2. Brand region for marketing purposes.
  ▪ Identify new regional name w. Southeast Ohio identifier.
  ▪ Work with branding company to identify hidden areas of concern.
  ▪ Purchase URL.
  ▪ Create logo.
  ▪ Replace logo on current APEG site.
  ▪ Begin new URL redirect to apeg.com.
  ▪ Build out and begin social media marketing effort to promote new regional name.
    - Include Local Economic Development Organizations in the process of rollout to better get the message out
	APEG Team/consultant	2Q19- 4Q19

ACTION STEPS	TEAM	TIMELINE

3. Define additional target audiences for website.
  ▪ Outside businesses + site selectors (current):
    - What info is missing for this audience?
  ▪ Current businesses in APEG region (current):
    - What info is missing for this audience?
  ▪ Partner organizations.
  ▪ General public.
	APEG Team
	Websites
	Enhancements Team
		3Q19

4. Establish way to 'bifurcate' website between target audiences.
  ▪ Create landing pages for target audiences.
  ▪ Create key messaging for each target audience.
  ▪ Develop content.
		4Q19

5. Establish continuity between regional (APEG) and Local Economic Development Organization's websites.
  ▪ Establish cross-linking protocols.
  ▪ Offer county pages on regional site via varying price levels. Define level with price-point and benefits, such as:
    - Free – counties with current viable websites
      a) Determine basic info needed on APEG site
      b) Add basic info with link to county's website
    - $600/year? ($50/month)
      a) Basic info plus
      b) Site selection section on page that displays county's most prominent sites
      c) Additional item to be determined by Website Enhancements Team
    - $1,200/year? ($60/month)
      a) Basic info plus
      b) Site selection info
      c) URL redirect support
      d) Blog updates
      e) Additional item to be determined by Website Enhancements Team
	APEG Team
	Websites Enhancements Team
		4Q19

6. Identify contractual workers to manage website content.
  ▪ Initial content population.
  ▪ Ongoing content updates.
  ▪ Regular blog posts.		

ACTION STEPS	TEAM	TIMELINE

7. Identify missing data/statistics that should go on website using other economic development websites and International Economic Development Council as a baseline.
   - Add missing data.
   - Establish update intervals and person responsible for updates; or
   - Work to get Application Programming Interfaces (APIs) in place to update data/stats automatically.

8. Build out comprehensive regional brand by including additional partners and entities that should be represented.
   - Include testimonials.
   - Establish regional company directory.
   - Establish partner directory and resource guide for region.

9. Build comprehensive cross-linking strategy.
   - Define who to cross-link with.
   - Provide cross-link support.

TEAM EXPANSION – WEBSITE ENHANCEMENTS
- Local Economic Development Offices

BUDGET – WEBSITE ENHANCEMENTS

BUDGET	2H19	2020	2021	2022
Regional brand development	$20,000			
Web hosting and Maintenance	$6,000	$12,000	$12,000	$12,000

LEVERAGE – WEBSITE ENHANCEMENTS
- JobsOhio online properties database.

METRICS – WEBSITE ENHANCEMENTS

FACTORS FOR MEASUREMENT	2H19	2020	2021	2022
New regional brand established	completed			
All APEG counties represented at different levels		completed		
Monthly Google Analytics reports to reevaluate strategy				

D.5. Community Technical Assistance

GOAL – COMMUNITY TECHNICAL ASSISTANCE
Create a structure for planning and resource acquisition that makes it easier for local communities to tackle important projects that may not fall within traditional economic development programs.

WHY IMPORTANT – COMMUNITY TECHNICAL ASSISTANCE
Across our region, there is a wide range of expertise in economic development and community development programming, along with varied experience with grant writing and resource acquisition. This initiative intentionally leverages resources and expertise to save time and resources as communities across our region tackle important projects.

TEAM LEADS – COMMUNITY TECHNICAL ASSISTANCE
- ❖ Jennifer Simon, Ohio University
- ❖ Ryan Mapes, The Ohio State University, South Center
- ❖ Katy Farber, APEG
- ❖ MarJean Kennedy, Holzer Health System

ACTION STEPS – COMMUNITY TECHNICAL ASSISTANCE

ACTION STEPS	TEAM	TIMELINE
1. Define structure. ▪ Structure to focus and sustain this work. ▪ Initial step could be in person regional meetings.	(Core team) Jennifer Simon Katy Farber Ryan Mapes MarJean Kennedy	6/19
2. Needs. ▪ Survey locals to identify areas of need and opportunity: Info – Training – Facilitation – Expertise.	Jennifer Simon *Potential student project	3Q19
3. What to address. • Narrow down areas of focus/issues to address.	Core team Donna Hrezo Taylor Stepp	3Q19
4. What current resources. ▪ Identify regional resources: - Governor's Office of Appalachia - Local Development Districts - Higher education ▪ Identify current resources. ▪ Document/clearinghouse website; Understand what is already in place; – Purpose, – Expertise, – Target audiences. ▪ Utilize our local economic development partners so they can be local resource.	Core team Aaron Kirby Justin Ochsenbein *Potential student project	4Q19
5. Gaps. ▪ Identify gaps and decide what to do about it.	Core team Carleen Dotson Governor's Office of Appalachia (invite)	1Q20

ACTION STEPS	TEAM	TIMELINE
6. Who? ▪ Identify host or hosts based on area(s) of focus; Circuit Rider individual.	Core team	2Q20

7. Strategies to fill gaps – Develop strategies to fill gaps – existing or new organizations; Gaps – grant writing – entrepreneurial; Biz park development.
    ▪ Fill gaps in resource management and implementation.
    ▪ Secure funding to fill gaps; Align applications to a broad regional effort, i.e., Replicating grant applications / Toolkit.
	Core team
	Patty Tennant
	Kim Cutlip
	Governor's Office of Appalachia (invite)
		3Q20

8. Constant tweaking - Regular basis; "Convening" of a rep quarterly – "GoToMeeting"; Each entity sends a rep to update.	(Core team)	Ongoing

9. Communication – Develop communication vehicles – how to share / disseminate data – e.g. "Intranet for region – Listserv(s).
    ▪ Create a hub-and-spoke model for services.
    ▪ Share successes/stories.
    ▪ Promote and communicate programs/resources.
	Core team
	Taylor Stepp
	Anthony Iachini
	Stacy Strauss
		Ongoing

TEAM EXPANSION – COMMUNITY TECHNICAL ASSISTANCE

- Local Development Districts - Bret Allphin, Misty Casto, Jeannette Wierzbicki, John Hemmings
- Voinovich School of Leadership and Public Affairs – Jason Jolley, Faith Knutsen
- Local Economic Development Organizations – Reps from networking groups
- Mayor's Partnership for Progress
- Rural Action
- ACEnet
- Athens Makerspace
- Epicenter
- SEE
- IDEA Lab
- County Economic Development (in addition to Local Economic Development Organizations)
- Hocking College – Sean Terrell
- Shawnee State University – Angie Duduit & David Kilroy
- The University of Rio Grande and Rio Grande Community College – Ian Blanche
- Southern State Community College – Amy McClellan
- Social Enterprise Ecosystem – Faith Knutson
- Angel investors
- County Commissioners Association
- Trustees Association
- Main Street Programs
- Small Business Development Centers
- Governor/Lt Governor Regional Reps
- LIGHTS
- Chambers of Commerce
- Endeavor Center
- Small Business Development Centers that cover region

BUDGET

BUDGET	2H19	2020	2021	2022
Student survey/analysis help	$5,000	$10,000	$10,000	$10,000
Process management/facilitation	$20,000	$30,000	$20,000	$10,000
Webhosting for page/platform on resources	$10,000	$10,000	$10,000	$10,000
Communication platform (e.g. GoToMeeting or Zoom)	$2,000	$2,000	$2,000	$2,000

LEVERAGE – COMMUNITY TECHNICAL ASSISTANCE

- Governor's Office of Appalachia - John Carey and Julia Hinten.
- Voinovich School for Leadership and Public Affairs– Social Enterprise & Mayors Partnership for Progress.
- LIGHTS Regional Innovation.
- Higher education institutions.
- Models as source of inspiration:
    - Former Governor's Regional Community Development Representatives from early 2000s
    - Appalachian Community Environmental Infrastructure Group (water & sewer grants) and the Ohio Small Community Environmental Infrastructure Group

METRICS – COMMUNITY TECHNICAL ASSISTANCE

FACTORS FOR MEASUREMENT	2H19	2020	2021	2022
Inventory completed & update	X			
Usage stats – referral stats	Data is not yet available for us to state this metric			
Leverage/cooperative projects:				
Projects	1	2	6	8
Average # of partners on cooperative/collaborative projects	1	3	3	4
Dollar amount leveraged	$25,000	$50,000	$100,000	$500,000
Number of partners in the database of resources	50	150	200	250
Impact stories collected	1	2	4	5

IV. ACCOUNTABLE IMPLEMENTATION

This section of the plan defines how we will stay on track for implementation, understanding that as we implement, report progress and measure results, we will review, assess and possibly adjust the plan to maintain plan relevancy and adjust for what is working. Clearly, initiatives will evolve, while some may fall off as needs and our external situation changes. Resourcing beyond the current funding opportunities is also addressed in this section.

A. Effective Implementation

Team Leads and teams are organized around each strategic initiative. 29 professionals across 20 different organizations have stepped up to serve as Team Leads. This section of the plan addresses how these diverse teams cohesively work in alignment to accomplish the goals outlined in the Economic Prosperity Plan. In a work session, Team Leads came together and defined principles for success, a process for reporting accomplishments, and communicating our accomplishments.

A.1. Principles for Success

To support and honor each other as we implement the Economic Prosperity Plan, we must adhere to the following principles:

- Stay positive and hopeful for our region.
- Develop comradery through strong partnerships.
- Share resources to leverage so we can do and accomplish more together than alone.
- Exemplify inclusive accountability.
- Stay focused and timely in execution of the plan.
- Be open to pivot with review of progress and achievements.
- Communicate clearly, timely and transparently.
- Celebrate successes regularly.

When we get off track, it is important to remind each other of these principles for success.

A.2. Reporting

Under the coordination of APEG/API, Team Leads will update corresponding team progress and ask for help across teams, on the following schedule:

- Monthly Update Report via shared folder, possible a survey template.
- Quarterly video meetings.
- Annual APEG Meeting provide public announcement of annual accomplishments, celebrate successes and inform what's next.

A.3. Communicating our Accomplishments

There are five main audiences for communications:

- Businesses in the region;
- Elected officials and government officials;
- Business groups, economic developers, port districts, utilities and other partners;
- Stakeholders specific to individual initiatives; and
- Media and general public.

It is important to segment these audiences by roles, geography (state, region and subregion), and interests.

Utilize the following media to communicate our accomplishments: regional website (see Strategic Initiative for Website Enhancements), electronic newsletter, press release, social media, and speaking engagements around the region.

Key messages involve:

- Start with the spirit of the Economic Prosperity Plan, branding the plan for consistent communications.
- Concise quarterly updates with consistent approach.
- Solicit involvement and feedback.
- Celebrate accomplishments in between quarterly updates to carry and build momentum.

B. Roles of API and APEG

Together, Appalachian Partnership Inc. (API) and Appalachian Partnership for Economic Growth (APEG) led the strategic planning process for the development of the Economic Prosperity Plan. The Plan is a region-wide economic development strategy; it is not an organization-specific plan. As a regional leader for economic development with finite resources, it is important to define the roles for API and APEG on each strategic initiative of the Economic Prosperity Plan.

STRATEGIC INITIATIVE	API			APEG		
	LEADERSHIP ROLE	PARTICIPATING ROLE	LIMITED ROLE	LEADERSHIP ROLE	PARTICIPATING ROLE	LIMITED ROLE
Business Voice						
A.1. Employer Roundtables		X		X		
A.2. Advocating for our Region	X			X		
Talent						
B.1. Incumbent Worker Upskilling	X				X	
B.2. Business Engagement with Career Awareness		X			X	
B.3. Talent Recruitment to the Region			X		X	
Competitive Assets						
C.1. Site & Speculative Building Development		X		X		
C.2. Business Financing Gaps	X					X
C.3. Broadband Infrastructure	X					X
Economic Development						
D.1. Focused Existing Business Growth			X	X		
D.2.A. Forest-to-Furniture Cluster Development	X					X
D.2.B. Stirling Cycle Machining Cluster Development			X			X
D.3. Targeted Business Attraction			X	X		
D.4. Website Enhancements			X	X		
D.5. Community Technical Assistance		X		X	X	
Accountable Implementation						
Team Leads Coordination	X			X		
Capacity Development	X			X		

C. Capacity Development

The Board of Directors overseeing API and APEG recognizes that it currently receives most of its funding from JobsOhio. While JobsOhio is a valued partner, the Board also recognizes the need for more diverse funding sources and sustainable, long-term funding so that region controls its own destiny. The Economic Prosperity Plan is essential to driving the work of API and APEG in alignment to the region's priorities. Proactively working on the region's priorities demands financial support from the region so that regional stakeholders have a stake in this important work.

It is common for successful regional economic development organizations to be resourced through a variety of diverse funding approaches. In a work session, the API/APEG Board explored a variety of funding models for expanding capacity. Four approaches for funding were prioritized for further exploration. Teams organized by prioritized model to investigate, analyze fit for the region, and prepare a pro forma for Board Retreat scheduled for August 14 & 15, 2019. From there, the Board will decide "go"/"no go" as to which funding models to pursue.

C.1. Investor Board

MODEL DESCRIPTION – INVESTOR BOARD
All board members are investors, often at a specific minimum level to qualify for a board seat. This model requires clarity for funding levels to qualify for board seat and corresponding benefits for contribution levels. A best practice also defines roles and responsibilities of board members.

QUESTIONS – INVESTOR BOARD
- Establish a membership or investor approach?
- How to differentiate APEG or API?
- What is the capacity for public sector to fund with this model?
- What are defined benefits for membership?
- How do we handle conflicts of interest?
- How do we maintain diversity on the Board?

EXPLORATION TEAM – INVESTOR BOARD
- Greg Adams
- Kevin King
- Gordon Litt
- John Molinaro
- Katy Farber
- Brad Blair

INITIAL STEPS – INVESTOR BOARD
1. Gather examples for Board organization and fees for Investor Board model.
2. Gather examples for membership benefits.
3. How could this model interface with or leverage Fundraising Model?
4. Explore Board structure options.

C.2. Fundraising

MODEL DESCRIPTION - FUNDRAISING
A formal fundraising program is established, including corresponding benefits for funding levels. The fundraising can be done by staff or engagement of a professional fundraising firm. Fundraising campaigns can be annual, but are typically multiple year pledges, i.e. five-year cycles or timeframe of a strategic plan.

QUESTIONS - FUNDRAISING

- How much money do we need to raise?
- How will the money be used?
- What is the feasibility to raise money?
- Will we be competing with local fundraising?
- How do we ensure this fundraising effort does not hurt local partners?
- How does APEG or API differentiate for fundraising?
- Is this a membership or investment model?
- What are the levels for membership or investment?
- What is our plan for fundraising?

EXPLORATION TEAM - FUNDRAISING

- MarJean Kennedy
- Mike Jacoby
- John Molinaro

INITIAL STEPS - FUNDRAISING

1. Budget for plan, including prioritization and timing of strategic initiatives.
2. Feasibility study/assessment/opportunity study for fundraising. This step includes the development of a Prospectus to synthesize strategy, metrics and budget.
3. Define expectations of API/APEG Board Members.
4. Identify potential sub-region champions.
5. Develop list of top 100 to 150 companies, not necessarily basic industries.
6. Understand staff support needed for fundraising campaign.
7. Determine who will fundraise – staff, board, or hire a fundraising firm.

C.3. Real Estate Development Authority

MODEL DESCRIPTION - REAL ESTATE DEVELOPMENT AUTHORITY

A real estate development authority is a formal entity organized to invest in and improve real estate to support economic development objectives. Real estate development authorities often emerge when the private sector is not readily investing in real estate developments, thus real estate product is limited for economic development activity. Real estate development authorities can generate profits to reinvest in real estate and/or support economic development programming.

QUESTIONS - REAL ESTATE DEVELOPMENT AUTHORITY

- What is the legal structure?
- Who could be investment partners?
- What is the composition of governing board?
- What are the tax implications?
- How do we ensure we are welcomed into communities and avoid duplication or competition with private developers, LEDOs, Community Improvement Corporations, port authorities/districts, etc.?

EXPLORATION TEAM - REAL ESTATE DEVELOPMENT AUTHORITY

- Mark James
- MarJean Kennedy
- Jay Goodman
- Sara Marrs-Maxfield
- Matt Cybulski
- Brad Blair

INITIAL STEPS - REAL ESTATE DEVELOPMENT AUTHORITY
1. Set long-term real estate goals (see Strategic Initiative C.1. Site & Speculative Building Development).
2. Define and formalize legal structure.
3. Find financial partners.
4. Establish policies on investment location, including how to solicit input on desired locations.

C.4. Fee for Service

MODEL DESCRIPTION – FEE FOR SERVICE
Regional economic development organizations provide a wide variety of services to communities and businesses. It is possible to charge for services of value or as a means to leverage local resources. For instance, communities may choose to pay a regional economic development organization to provide local services, often at a rate lower than hiring staff or developing a specific local program. Businesses may also want to pay for a service of value, especially if the fee for services is at lower cost than alternative options. Appalachian Growth Capital works in this manner.

QUESTIONS – FEE FOR SERVICE
- What are services of value that communities and/or business will pay for?
- Do private companies and communities pay the same type of fees?
- Who delivers service?
- What is our capacity to provide services?
- Who are competitors for these services?
- How can we avoid duplication?
- What is legal structure?
- How can we identify and avoid potential conflicts of interest?

EXPLORATION TEAM – FEE FOR SERVICE
- TBD

INITIAL STEPS – FEE FOR SERVICE
1. Determine market for services:
   a. Type of services.
   b. Price Points.
2. Explore legal structures.
3. Gather examples and best practices for fee for service.
4. Decide which to replicate or modify for our needs.

D. Board of Directors

The organizational structure and composure of the Board of Directors will be impacted by the funding model or models selected to pursue. Regardless of board composure, defined roles and responsibilities for board members should be developed with the expectation of a working board to review CEO/President performance, to support funding efforts for capacity development, and address relevant policy for effective implementation of the Economic Prosperity Plan.

E. Immediate Action Steps

There is much to do by many people to implement the Economic Prosperity Plan. Although Team Leads are able to initiate the work for their respective strategic initiatives, there are several overall action steps that API/APEG should lead immediately:

1. Build out fully loaded budget, including staffing and other operational budget elements, for 5-year timeframe.
2. Share final version of the Economic Prosperity Plan – Comprehensive Action Plan and budget fully loaded budget with API/APEG Board.

3. Hold an in-person or virtual meeting with Team leads to:
    a. Share final version of the Economic Prosperity Plan – Comprehensive Action Plan;
    b. Share the Implementation Timeline;
    c. Solicit any information needed for budgeting;
    d. Review specific reporting process; and
    e. Schedule quarterly meetings.
4. Encourage Team Leads to invite others from Team Expansion list, and other interested implementers.
5. Invite API/APEG Board Members to participate on one of the four Exploration Teams for capacity building as not all board members attended the Funding Work Session.
6. Clarify assignments of Exploration Teams so that information is ready for decision-making during the August Board Retreat.

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