

**OHIO DEVELOPMENT SERVICES AGENCY  
GOVERNOR'S OFFICE OF APPALACHIA  
2016**

**Goals, Objectives, and Strategies**

**Goal 1: Increase Job Opportunities and Per Capita Income in Appalachia to Reach Parity with the Nation**

**OBJECTIVE 1.1: Promote available capital and technical assistance for developing and expanding businesses.**

- 1.1.1 Support and raise awareness of the LDD-administered Revolving Loan Fund (RLF) programs, as well as other private and public capital investment resources available to Appalachian Ohio.
- 1.1.2 Support efforts to enhance the service delivery of technical assistance that targets business development and growth.

**OBJECTIVE 1.2: Diversify the economic base.**

- 1.2.1: Create or enhance workforce training initiatives; develop entrepreneurial investment opportunities through regional partnerships; and promote technological advances and technology-related businesses and services.
- 1.2.2: Raise awareness about economic development tools, policies, programs, and initiatives available to strengthen and diversify the economic base.
- 1.2.3: Provide workforce training opportunities for businesses to increase competitive advantage.
- 1.2.4: Increase the number of Appalachian companies engaged in exporting and the volume of exported goods and services.
- 1.2.5: Encourage activities that promote Ohio's energy sector.
- 1.2.6: Support business incubator improvements that enhance job creation and growth.
- 1.2.7: Promote the development and implementation of green technologies, energy efficiency, and conservation.
- 1.2.8: Support economic development marketing efforts by the local development districts and regional economic development organizations to attract new business to the region and to gain the attention of site selection consultants about the region.

**OBJECTIVE 1.3: Promote a regional economic development strategy that incorporates the travel and tourism industry and its partners and assets.**

- 1.3.1: Support efforts to enhance local, regional, state and multi-state strategies for tourism development.
- 1.3.2: Increase collaboration among the Ohio Department of Natural Resources, TourismOhio, and Ohio Appalachian tourism organizations to promote cultural, heritage and natural attractions.
- 1.3.3: Support and raise awareness for entrepreneurial development programs that help businesses capitalize on Appalachian Ohio tourism resources.

**OBJECTIVE 1.4: Create economic opportunities from environmental recovery and adaptive reuse (brownfield) projects that capitalize on natural and existing assets.**

- 1.4.1: Strategically partner Appalachian communities with the Ohio Development Services Agency’s Office of Redevelopment to identify and remove obstacles to sustainable revitalization through innovative financing, critical resources, and site development expertise.
- 1.4.2: Raise awareness and leverage support for the restoration and reuse of strip mines and acid-mine drainage-impacted streams.

**OBJECTIVE 1.5: Encourage sufficient access to technical, managerial, and financial expertise for start-up and developing businesses in Appalachia Ohio.**

- 1.5.1: Support efforts to enhance the service delivery of technical assistance targeted toward business development and growth.

**OBJECTIVE 1.6: Encourage sufficient access to technology transfer expertise for startup and developing businesses in Appalachia Ohio.**

- 1.6.1: Support the implementation of technology transfer initiatives in Appalachia Ohio.

**OBJECTIVE 1.7: Encourage sufficient access to entrepreneurial education and training for startup and developing businesses in Appalachia Ohio.**

- 1.7.1: Support entrepreneurial education and training programs that target youth, as well as businesses and trade groups.

Below are examples of outputs and outcomes for Goal I projects used by ARC to track project results. All grant applications should include “projected” outcomes; ARC-funded projects must report “actual” output and outcome measures as part of the project’s Final Report.

Project Type	Output	Outcome
Entrepreneurship Education	<ul style="list-style-type: none"> <li>• Number of participants</li> </ul>	<ul style="list-style-type: none"> <li>• Number of businesses created</li> <li>• Number of participants with improved skills</li> <li>• Number of participants completing program (i.e. course with certified skills)</li> </ul>
Business Incubator	<ul style="list-style-type: none"> <li>• Number of businesses assisted</li> <li>• Number of participants</li> </ul>	<ul style="list-style-type: none"> <li>• Number of businesses created or graduated</li> <li>• Number of jobs created</li> <li>• Amount of Leveraged Private Investment (LPI)</li> </ul>
Tourism Development	<ul style="list-style-type: none"> <li>• Number of businesses assisted</li> </ul>	<ul style="list-style-type: none"> <li>• Number of jobs created</li> <li>• Amount of Leveraged Private Investment (LPI)</li> <li>• Number of “new” tourist</li> </ul>
Telecommunications	<ul style="list-style-type: none"> <li>• Number of trainees enrolled</li> <li>• Number of new sites added to network</li> </ul>	<ul style="list-style-type: none"> <li>• Number of trainees with improved skills</li> <li>• Number of households served with improved access</li> <li>• Number of miles of infrastructure or new technology deployed</li> </ul>

**GOAL 2: Strengthen the Capacity of the People of Appalachia to Compete in the Global Economy.**

**OBJECTIVE 2.1: Enhance workforce skills through training.**

- 2.1.1: Increase the utilization of the Appalachian Training Investment Partnership to support development and modernization of work-force training and vocational programs.
- 2.1.2: Support innovative means to re-tool the region's workforce.
- 2.1.3: Work toward building the capacity of training institutions, including but not limited to two- and four-year colleges and career technical schools, to provide real-life skill training that is applicable on the job.

**OBJECTIVE 2.2: Increase educational attainment and achievement.**

- 2.2.1: Enhance local and regional efforts to better prepare students, out-of-school youths and adults for post-secondary training.
- 2.2.2: Maintain and expand programs that increase college enrollment rates.
- 2.2.3: Support preventative measures that reduce the number of dropouts.
- 2.2.4: Support efforts to improve technology education in order to prepare the Appalachian workforce for the new economy.
- 2.2.5: Support the development of comprehensive, community-based education programs for children and families.

**OBJECTIVE 2.3: Promote health care access and good health through wellness and prevention programs.**

- 2.3.1: Support local efforts to recruit health professionals in order to eliminate Health Professional Shortage Areas (HPSAs).
- 2.3.2: Support local efforts to improve medical facilities, equipment and technology in Appalachia Ohio.
- 2.3.3: Create a learning environment that will produce world-class health care professionals.
- 2.3.4: Promote programs focused on nutrition education, understanding the importance of physical activity and early screening as a means of eliminating or reducing the incidence of obesity, diabetes, cancer and heart disease.
- 2.3.5: Support programs that reduce drug and/or alcohol abuse.

**OBJECTIVE 2.4: Support community-based institutions devoted to citizen mobilization, strategic planning, and economic and community development in Appalachian communities.**

- 2.4.1: Support the continuing efforts of the Local Development Districts to serve as conveners of community efforts and marketers and catalysts for economic development.
- 2.4.2: Support the efforts of the Governor's Office of Appalachia to improve the economy of the region and provide its residents with a better standard of living.
- 2.4.3: Through demonstration projects, technical assistance and research help communities reinvent key institutions, form new partnerships and initiate new services.
- 2.4.4: Support local level planning to develop shared visions for communities and encourage the incorporation of local planning priorities into state and regional plans.

**OBJECTIVE 2.5: Strengthen the capacity of communities and organizations in Appalachia Ohio to build and sustain entrepreneurial networks of professional and trade service providers.**

- 2.5.1: Support programs and initiatives which call for collaboration and cooperation of entrepreneurial service providers.

**OBJECTIVE 2.6: Support access to quality, affordable day care and other related facilities in order to accept and retain employment opportunities for the Appalachia Ohio workforce.**

- 2.6.1: Support efforts and initiatives that expand access to quality childcare and early childhood education.
- 2.6.2: Provide support for the development of day care and related facilities in service shortage areas of Appalachia Ohio.

**OBJECTIVE 2.7: Encourage integrated health care delivery systems designed to provide universal access and comprehensive service at a reasonable cost in Appalachian Ohio counties.**

**Strategies**

- 2.7.1: Support telemedicine as a means of universal access to comprehensive health care.
- 2.7.2: Support programs that encourage careers in rural medicine and prepare potential health care providers for life in rural and Appalachian communities.
- 2.7.3: Support partnerships that provide access to inpatient and ambulatory care support services, such as home care, hospice, medical transportation companies, emergency care, post-acute and sub-acute care, chronic disease management, palliative care, mental health services, substance abuse services, dental services, and wellness centers, focusing on service shortage areas of Appalachia Ohio.

Below are examples of outputs and outcomes for Goal II projects used by ARC to track project results. All grant applications should include “projected” outcomes; ARC-funded projects must report “actual” output and outcome measures as part of the project’s Final Report.

Project Type	Output	Outcome
Civic Entrepreneurship - Organizational Capacity/ Individual Capacity (applicable to multiple goals)	<ul style="list-style-type: none"> <li>• Number of new programs</li> <li>• Number of individual participants</li> </ul>	<ul style="list-style-type: none"> <li>• Number of participants completing training and actively involved in leadership positions</li> <li>• Number of communities implementing plans</li> <li>• Increase in organization’s efficiency, effectiveness, diversity</li> </ul>
Workforce Training	<ul style="list-style-type: none"> <li>• Number of students enrolled in program</li> </ul>	<ul style="list-style-type: none"> <li>• Number of students with improvements (i.e. obtain or enhance their employment)</li> </ul>
Adult Literacy	<ul style="list-style-type: none"> <li>• Number of students enrolled</li> </ul>	<ul style="list-style-type: none"> <li>• Number of students with improvements (i.e. obtain GED or other milestone)</li> </ul>
Health Care	<ul style="list-style-type: none"> <li>• Number of individual patients/ participants</li> <li>• Number of clinics renovated</li> </ul>	<ul style="list-style-type: none"> <li>• Number of patients with improved health care</li> <li>• Number of health-care providers recruited</li> </ul>
Educational Attainment	<ul style="list-style-type: none"> <li>• Number of students enrolled in program</li> </ul>	<ul style="list-style-type: none"> <li>• Number of students with improvements (i.e. graduate high school/college, continue education, obtain employment)</li> </ul>

**GOAL 3: Develop and Improve Appalachia’s Infrastructure to Make the Region Economically Competitive.**

**OBJECTIVE 3.1: Build and enhance public infrastructure.**

- 3.1.1: Make strategic investments that leverage federal, state and local capital for the development and improvement of water and wastewater systems.
- 3.1.2: Promote multi-county regional approaches that address infrastructure needs of small communities.
- 3.1.3: Provide assistance to local governments and not-for-profit organizations for basic infrastructure damage and building/structural damage caused by flooding and/or natural disasters.
- 3.1.4: Support the development of disaster risk reduction programs through partners such as the Ohio Department of Natural Resources and the Ohio Emergency Management Agency.

**OBJECTIVE 3.2: Increase accessibility and use of broadband telecommunication technology.**

- 3.2.1: Make strategic investments in advanced telecommunications infrastructure to increase local and regional connectivity to high band-width (broadband) networks.
- 3.2.2: Support programs that assist citizens or businesses in learning to use information technology.
- 3.2.3: Support partnerships with educational institutions, corporations, health care providers and institutions, government entities and telecommunications providers.

**OBJECTIVE 3.3: Invest strategically in transportation infrastructure to help develop and further diversify market access.**

- 3.3.1: Promote the ARC Access Road Program in order to ensure access to industrial, commercial and service areas and other areas primed for economic development.
- 3.3.2: Promote economic development and safe transportation by supporting initiatives related to improving designated federal highways, state routes and other transportation corridors and infrastructure in the region.

Below are examples of outputs and outcomes for Goal III projects used by ARC to track project results. All grant applications should include “projected” outcomes; ARC-funded projects must report “actual” output and outcome measures as part of the project’s Final Report.

Project Type	Output	Outcome
Water/Sewer System	<ul style="list-style-type: none"> <li>• Linear feet of pipe installed</li> <li>• Increase in capacity or storage (measured in millions of gallons per day [MGD])</li> <li>• Number of businesses served</li> </ul>	<ul style="list-style-type: none"> <li>• Number of households with new service or improved quality of service</li> <li>• Number of jobs created and retained</li> <li>• Amount of Leveraged Private Investment (LPI)</li> </ul>
Industrial Park & Site	<ul style="list-style-type: none"> <li>• Linear feet of pipe installed</li> <li>• Number of businesses served</li> </ul>	<ul style="list-style-type: none"> <li>• Number of jobs created and retained</li> <li>• Amount of Leveraged Private Investment (LPI)</li> </ul>
Access Road	<ul style="list-style-type: none"> <li>• Miles of road constructed</li> <li>• Number of businesses served</li> </ul>	<ul style="list-style-type: none"> <li>• Number of jobs created and retained</li> <li>• Amount of Leveraged Private Investment (LPI)</li> </ul>

**GOAL 4: Build the Appalachian Development Highway System (ADHS) to reduce Appalachia’s isolation.**

**OBJECTIVE 4.1: Foster growth models to fully utilize the highway system for job creation opportunities.**

- 4.1.1: Initiate and support multi-jurisdictional mechanisms to promote completed sections of the highway system for economic growth.
- 4.1.2: Encourage long-term planning by local and regional leadership in order to take full advantage of the economic and community-building opportunities presented by existing and planned highway system corridors, both within and apart from the ADHS.
- 4.1.3: Improve outreach and awareness efforts to help communities fully integrate the ADHS highway system into economic development planning strategies.
- 4.1.4: Promote a development approach for the highway system that preserves the cultural and natural resources of the region while enhancing economic opportunities.

**OBJECTIVE 4.2: Promote completion of the Appalachian Development Highway System.**

- 4.2.1: Improve communication among the Governor’s Office of Appalachia Director, ARC Program Manager, the Local Development Districts, Ohio Department of Transportation, and Federal Highway Administration to identify and overcome barriers to development of the highway system situated in the location study phase.
- 4.2.2: Support efforts to obligate the maximum amount of the annual appropriation for highway system construction and work with the Ohio Department of Transportation to complete construction of the final phases of the highway system.
- 4.2.3: Continue to work with the Ohio Department of Transportation, local and regional planning organizations, and others to identify critical highway interchanges and priority miles along the ADHS.

**OBJECTIVE 4.3: Capitalize on the economic potential of the Appalachian Development Highway System.**

- 4.3.1: Support regional business attraction models that effectively promote completed sections of the ADHS.
- 4.3.2: Support the installation of broadband infrastructure during construction of the ADHS system.
- 4.3.3: Promote cooperative projects and programs between economic development and state highway planning officials.
- 4.3.4: Encourage strategic planning to help direct and select effective development along future segments of the system.

**OBJECTIVE 4.4: Coordinate Appalachian Development Highway System state-line crossings.**

- 4.4.1: Coordinate technical information, funding disbursements and construction schedules among Kentucky, Ohio, Pennsylvania and West Virginia in order to facilitate the completion of state-line crossings of highway system corridors.

Below are examples of outputs and outcomes for Goal IV projects used by ARC to track project results. All grant applications should include “projected” outcomes; ARC-funded projects must report “actual” output and outcome measures as part of the project’s Final Report.

Project Type	Output	Outcome
ADHS	• Number of miles created	• Number of jobs created and retained
Access Road	• Number of miles created	• Number of jobs created and retained