Stark County Economic Development Initiative Details
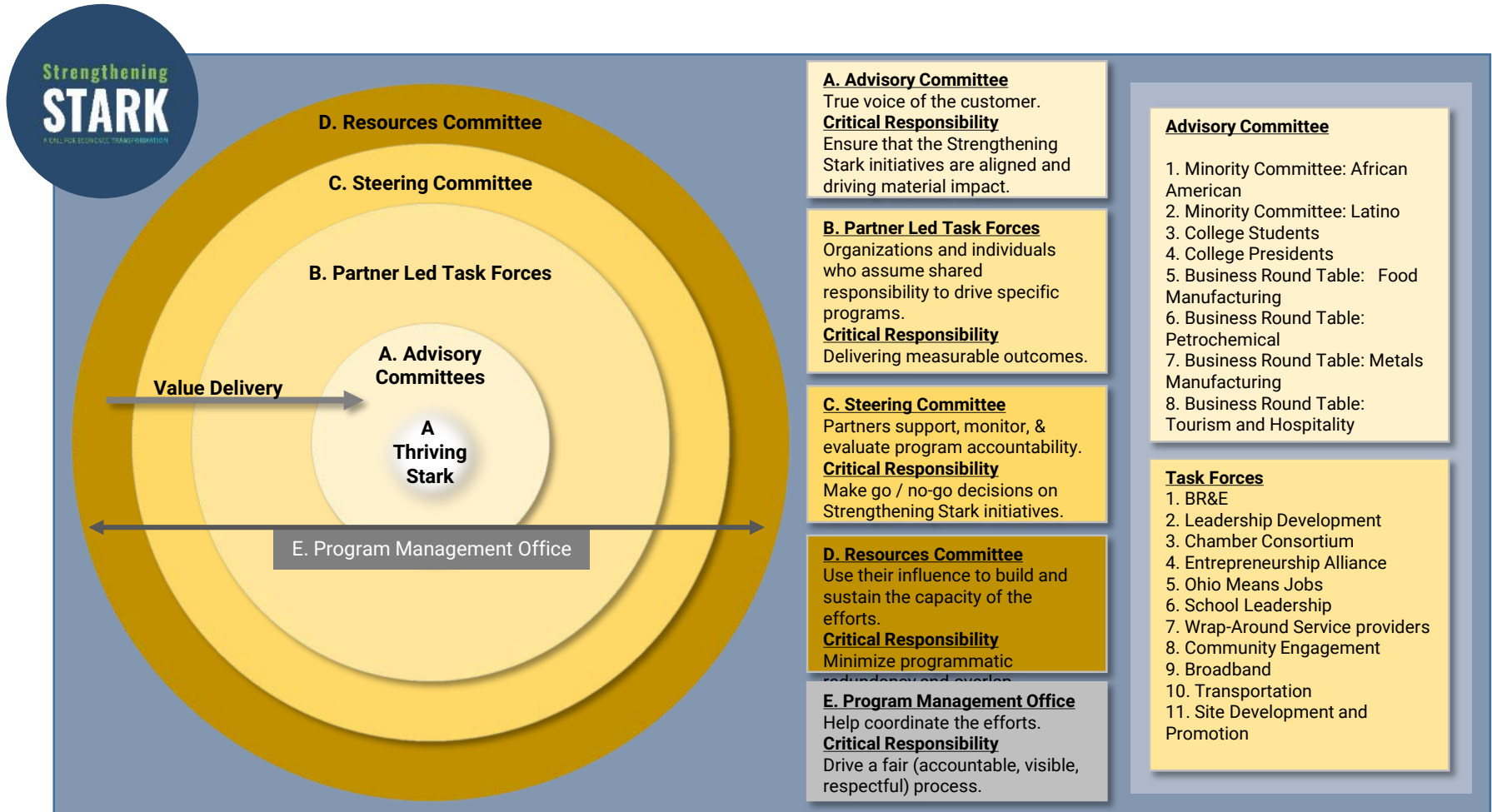
September, 2018

COMPREHENSIVE PROGRAMMING

Governance Structure

D. Resources Committee

C. Steering Committee

B. Partner Led Task Forces

A. Advisory Committees

A Thriving Stark

Value Delivery

E. Program Management Office

A. Advisory Committee
True voice of the customer.
Critical Responsibility
Ensure that the Strengthening Stark initiatives are aligned and driving material impact.

B. Partner Led Task Forces
Organizations and individuals who assume shared responsibility to drive specific programs.
Critical Responsibility
Delivering measurable outcomes.

C. Steering Committee
Partners support, monitor, & evaluate program accountability.
Critical Responsibility
Make go / no-go decisions on Strengthening Stark initiatives.

D. Resources Committee
Use their influence to build and sustain the capacity of the efforts.
Critical Responsibility
Minimize programmatic redundancy and overlap

E. Program Management Office
Help coordinate the efforts.
Critical Responsibility
Drive a fair (accountable, visible, respectful) process.

Advisory Committee

1. Minority Committee: African American
2. Minority Committee: Latino
3. College Students
4. College Presidents
5. Business Round Table: Food Manufacturing
6. Business Round Table: Petrochemical
7. Business Round Table: Metals Manufacturing
8. Business Round Table: Tourism and Hospitality

Task Forces
1. BR&E
2. Leadership Development
3. Chamber Consortium
4. Entrepreneurship Alliance
5. Ohio Means Jobs
6. School Leadership
7. Wrap-Around Service providers
8. Community Engagement
9. Broadband
10. Transportation
11. Site Development and Promotion

Governance Structure - Participants

Funders Committee
- Robert Gessner, Gessner Foundation
- Patricia Grospiron, Jumpstart, Inc.
- Teresa Purses, Stark Education Partnership
- Mark Samolczyk, Canton Foundation
- Bill Smith, Stark County
- Brad Whitehead, Fund For Our Economic Future

Steering Committee
- Joe Chaddock, Stark County Educational Center
- Ryan Hartong, The Timken Company
- Todd Hawke, GDK & Company
- Maria Heege, United Way of Greater Stark County
- Ray Hexamer, Stark Economic Development Board
- Para Jones, Stark State College
- Ron Ponder, Ponder Systems Media and Marketing
- Jim Porter, Repository
- Todd Pugh, Enviroscapes, Inc.
- Denny Saunier, Canton Regional Chamber
- Mark Scheffler, Timken Foundation
- William Shivers, Huntington Bank
- Fonda Williams, City of Canton
- Mark Wright, Aultman Health Foundation

Program Management Office
- Janelle Lee, Strengthening Stark
- Hrishue Mahalaha, Strengthening Stark

D. Resources Committee

C. Steering Committee
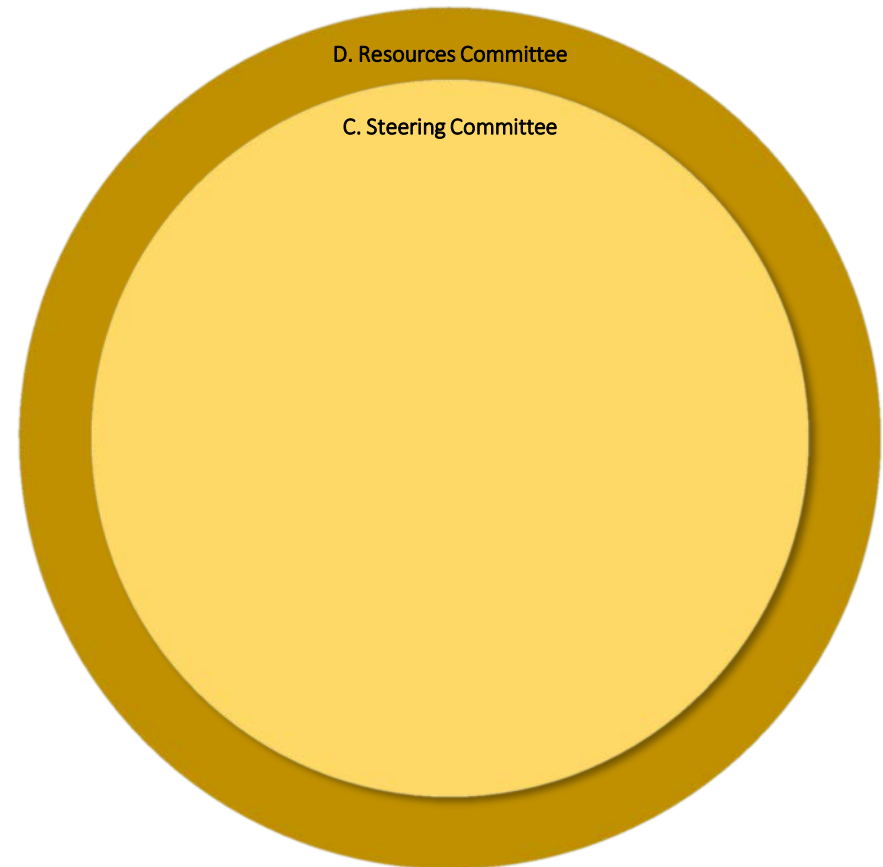
Initial Program Recommendations: 37 Initiatives

1. Governance
1.1 Manage the Governance process
1.2 Manage program funding
1.3 Manage the program tools and processes
1.4 Establish a Stark County Economic Development Data Portal

2. Workforce
2.1 Countywide Accurate Job Listing
2.2 County Compensation Benchmarking
2.3 Navigator911
2.4 Dedicated HR/Workforce Connector
2.5 Standardized Student Career Mapping
2.6 Career Exposure Programs
2.7 Integrated Career Education Pathways
2.8 Stark Internships
2.9 Engaged Mentoring
2.10 Leadership Development Programs
2.11 Minority Workforce Engagement Strategies
2.12 At-Risk Population Wrap-Around Intervntion

3. BR&E
3.1 BR&E Outreach
3.2 Revive the Chamber Consortium
3.3 Business Education Platform
3.4 Business 911 Platform and the Resource Repository

4. Business Attraction
4.1 Develop Attraction Focus areas
4.2 Hall of Fame Village Programming
4.3 Business Roundtables: Manufacturing (Metals)
4.4 Business Roundtables: Manufacturing (Food)
4.5 Business Roundtables: Petrochemical/Oil/Gas
4.6 Business Roundtables: Hospitality

5. Entrepreneurship
5.1 Integrated Support Network
5.2 Targeted Entrepreneurial Support: CoreIndustry and Arts
5.3 Countywide Innovation/Incubation Hub network
5.4 Marquee Programming: StarkTank & StarkInnovation

6. Infrastructure
6.1 Broadband
6.2 Opportunity Zone Development
6.3 Community Arts and Vibrancy
6.4 Brown/Green Field Improvement
6.5 Transportation Network

7. Community Engagement and Outreach
7.1. Integrated Marketing
7.2 Monthly Leadership Webinars

Consolidating and Streamlining our Initiatives

1. Governance
1.1 Manage the Governance process
1.2 Manage program funding
1.3 Manage the program tools and processes
~~1.4 Establish a Stark County Economic Development Data Portal~~

2. Workforce
2.1 Countywide Accurate Job Listing
~~2.2 County Compensation Benchmarking~~
~~2.3 Navigator911~~
~~2.4 Dedicated HR/Workforce Connector~~
2.5 Standardized Student Career Mapping
~~2.6 Career Exposure Programs~~
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6.1 Broadband
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6.3 Community Arts and Vibrancy
6.4 Brown/Green Field Improvement
6.5 Transportation Network

7. Community Engagement and Outreach
7.1. Integrated Marketing
~~7.2 Monthly Leadership Webinars~~

Refreshed list of our Initiatives: 28

1. Governance
1.1 Manage the Governance process
1.2 Manage program funding
1.3 Manage the program tools and processes
1.4 Stark Advisory Commitees

2. Workforce
2.1 Comprehensive Stark Jobs Database
2.2 High Performance Career Planning
2.3 Integrated Career Education Pathways
2.4 Leadership Development Programs
2.5 At-Risk Population Wrap-Around Intervntions

3. BR&E
3.1 BR&E Outreach
3.2 Revive the Chamber Consortium
3.3 Business Education Platform
3.4 Business 911 Platform and the Resource Repository

4. Business Attraction
4.1 Develop Attraction Focus areas
4.2 Business Roundtables: Manufacturing (Metals)
4.3 Business Roundtables: Manufacturing (Food)
4.4 Business Roundtables: Petrochemical/Oil/Gas
4.5 Business Roundtables: Hospitality

5. Entrepreneurship
5.1 Integrated Support Network (Virtual/Incubation Hub)
5.2 Targeted Entrepreneurial Support: CoreIndustry and Arts
5.3 Marquee Programming: StarkInnovation
5.4 Marquee Programming: StarkTank

6. Infrastructure
6.1 Access to Broadband
6.2 Community Arts and Vibrancy
6.3 Site Development and Promotion
6.4 Transportation Network

7. Community Engagement and Outreach
7.1. Integrated Marketing
7.2. Strengthening Stark Week

COMPREHENSIVE PROGRAMMING

STARK Regional Economic Development

1. Economic Governance Structure

2. Strengthen Talent Supply Chain

3. Businesses: Retain and Grow

4. Businesses: Expand Target Industries

5. Businesses: Catalyze Entrepreneurship

6. Improve Connective Infrastructure

7. Drive Community Engagement

1 | Economic Program Governance Structure

1.1 Agile Methodology

1.2 Program Support Resources

1.3 Enabling Tools

1.4 Stark Advisory Committees

DETAILED RECOMMENDATIONS:

[1.1] Economic Program Governance Structure: Agile Methodology

Program Name	Agile Methodology
Community Challenge	While initiating community-based economic development programs is straightforward, sustaining these programs over the long run becomes a major challenge. In order to avoid the anticipated and unanticipated hurdles, the program is going to require a dynamic and adaptable strategy.
Program overview and Target Audience	**Overview:** The program aims to incorporate the Agile Methodology to help the Strengthening Stark plan become impactful. **Target Clients:** All program partners
Target outcomes and metrics	**Program Plan vs Accomplishments:** Maximize the impact of the Strengthening Stark effort by establishing a program structure and culture that continually drives outcomes.
Lead entity and Support entities	**Strengthening Stark Team:** Will be responsible for designing and facilitating the program structure.
Potential risks to manage	The critical challenge will be to find the balance between consistently nudging partners to attain/exceed their goals and at the same time working with the partners to help them develop their capabilities and capacity.
Required Support Resources	**Costs: TBD**

3 YEAR FOCUS:

[1.1] Economic Program Governance Structure: Agile Methodology

Initiative Leader and Co-Leader	Strengthening Stark Team
Initiative Support Team	Initiative Leaders and Community Leaders
2018 Goals	• Establish the program methodology • Establish a program governance structure • Establish the "kill-switch" templates for each program • Establish a quarterly and annual review process
2019 Goals	• Through the "Strengthening Stark" annual event, establish a program reset process.
2020 Goals	• Continue to improve and refine the program structure
Measurable Metrics	• Effectiveness of initiatives to deliver tagged impact. • This involves anticipating program issues in advance and being able to take mitigation steps. • The governance structure should help inspire confidence in the Strengthening Stark effort by the community citizens and the community leaders.

SHORT TERM FOCUS:

[1.1] Economic Program Governance Structure: Agile Methodology

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Develop a core team (public and private) leaders to initiate these discussions.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Establish the program methodology • Establish a program governance structure • Establish the "kill-switch" templates for each program • Establish a quarterly and annual review process		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify funding needs to support for the program.		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• Effectiveness of initiatives to deliver tagged impact. • This involves anticipating program issues in advance and being able to take mitigation steps. • The governance structure should help inspire confidence in the Strengthening Stark effort by the community citizens and the community leaders.		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Launch the program governance structure.

DETAILED RECOMMENDATIONS:

[1.2] Economic Program Governance Structure: Program Support Resources

Program Name	Program Support Resources
Community Challenge	As the various initiatives are launched, it will be crucial to coordinate how the project teams synchronize their resource support strategies.
Program overview and Target Audience	**Overview:** The program will establish a joint resource needs list for all the program initiatives and help coordinate the effort of generating resources. **Target Clients:** All program leaders
Target outcomes and metrics	**Resources Required vs. Resources Accessed:** As a collective of initiatives, the leads will first help identify the resource needs for the next 12-36 months and then work with the various funding partners to develop funding pathways.
Lead entity and Support entities	**Strengthening Stark Team:** Will be responsible for designing and facilitating the program structure.
Potential risks to manage	Identifying the exact resource requirements may be difficult given the dynamic nature of the programs. The team will work closely with partners to help better define the scope of effort.
Required Support Resources	**Costs: TBD**

3 YEAR FOCUS:

[1.2] Economic Program Governance Structure: Program Support Resources

Initiative Leader and Co-Leader	Strengthening Stark Team
Initiative Support Team	Initiative Leaders and Community Leaders
2018 Goals	• Develop a comprehensive list of funding need for the Strengthening Stark program. • Identify potential sources of funding for the program • Conduct a kick-off meeting with the program funders
2019 Goals	• Begin to solicit funding to support targeted programs. • Refresh the program structure and funding requirements • Develop the funding requirements for 2020
2020 Goals	• Refresh the program requirements
Measurable Metrics	• Ability to access funding to support the programs

SHORT TERM FOCUS:

[1.2] Economic Program Governance Structure: Program Support Resources

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Develop a core team (public and private) leaders to initiate these discussions.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Develop a comprehensive list of funding need for the Strengthening Stark program. • Identify potential sources of funding for the program • Conduct a kick-off meeting with the program funders		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Develop a preliminary draft of the funding requirements for the Strengthening Stark effort		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• Capture preliminary feedback from funders on their interest in supporting the program.		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Conduct a kick-off meeting with the program funders.

DETAILED RECOMMENDATIONS:

[1.3] Economic Program Governance Structure: Program Management Tools

Program Name	Program Management Tools
Community Challenge	Given the magnitude of effort that is entailed under the Strengthening Stark effort, the teams will need a suite of technology tools to help them more efficiently coordinate their efforts.
Program overview and Target Audience	**Overview:** The team needs to define the key needs and then establish an integrated suite of technologies and tools that help the overall program coordination. **Target Clients:** Program leaders
Target outcomes and metrics	**Program Leader Feedback:** The goal of the effort is to ease the burden of effort for the program leaders. Over the duration of the program, we will conduct surveys to determine the satisfaction that the program leaders have with the program structure, program tools, etc.
Lead entity and Support entities	**Strengthening Stark Team:** Will be responsible for designing and facilitating the program structure.
Potential risks to manage	The challenge with any tool is the ease of use and the adoption rate. In developing this platform, it will be crucial for us to establish a set of tools that ease the program management burden.
Required Support Resources	**PM Tools:** $10K (PM Tools) **Program Dashboard:** $10-15K

3 YEAR FOCUS:

[1.3] Economic Program Governance Structure: Program Management Tools

Initiative Leader and Co-Leader	Strengthening Stark Team
Initiative Support Team	Initiative Leaders and Community Leaders
2018 Goals	• Establish program governance tools (Office Teams, Google Groups, Google Drive, etc.) • Finalize the design for the program dashboard
2019 Goals	• Review how the tools are being adopted and utilized. Based on this feedback, refine the tool structure. • Develop and launch the program dashboard
2020 Goals	• Review how the tools are being adopted and utilized. Based on this feedback, refine the tool structure. • Review and refresh the program dashboard
Measurable Metrics	• Feedback from community members on how well the tools are working for them. • Utilization of the program dashboard. • User feedback on the tool.

SHORT TERM FOCUS:

[1.3] Economic Program Governance Structure: Program Management Tools

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Develop a core team (public and private) leaders to initiate these discussions.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Establish program governance tools (Office Teams, Google Groups, Google Drive, etc.) • Design the program dashboard • Review the program structure with community leaders • Finalize the approach for the dashboard		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify the funding requirements and potential sources of support funding • Identify the funding support to develop this tool		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• Feedback from community members on how well the tools are working for them. • Community leader feedback on the structure and design of the tool.		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Update Microsoft Teams with the project.

DETAILED RECOMMENDATIONS:

[1.4] Economic Program Governance Structure: Strengthening Stark Advisory Committees

Program Name	Minority Workforce Engagement Strategies
Community Challenge	Given some of the unique challenges and opportunities that our minority population faces in Stark County, we would like to ensure that the workforce programming is being deliberately inclusive and addresses the nuanced needs of the minorities.
Program overview and Target Audience	**Overview:** The Minority Advisory Committee will be spearheading the priorities that they would like to see addressed as part of the workforce development efforts. This Advisory Committee on an ongoing basis will help advise and guide the Strengthening Stark steering committee to ensure that the efforts drive meaningful impact to the minority community. **Target Clients:** While not limited in scope, currently the minority Advisory committee is primarily composed of African American leaders. Over time, it is our aspiration to create a greater inclusion amongst the other minority groups as well.
Target outcomes and metrics	TBD: Overall the goal is to deliver improved economic metrics related to the minority populations.
Lead entity and Support entities	**Minority Advisory Committee:** This committee will be taking the lead in defining the scope and focus of the program.
Potential risks to manage	Given that this effort is being lead by a committee of volunteers, the effort is susceptible to leadership exhaustion. We will need to think through how to best make this effort sustainable through infusion of incremental resources.
Required Support Resources	**$200K:** Need to work with the various partners to identify the resources required to develop and support the program.

DETAILED RECOMMENDATIONS:

[1.4] Economic Program Governance Structure: Strengthening Stark Advisory Committees

Program Name	Strengthening Stark Advisory Committee
Community Challenge	Given some of the unique challenges and opportunities related to specific members of our community, we will be establishing a core teams to advise the overall Strengthening Stark effort.
Program overview and Target Audience	**Overview:** Each Advisory Committee will be spearheading the priorities that they would like to see addressed as part of the Strengthening Stark efforts. This Advisory Committee on an ongoing basis will help advise and guide the Strengthening Stark steering committee to ensure that the efforts drive meaningful impact in the community. Initial advisory committees will include: African American, Latino, Industry specific leaders, College Students, College presidents etc. **Target Clients:** Each advisory committee will comprise of leaders with the group. Over time, it is our aspiration to create a greater inclusion amongst each of our many sub-groups.
Target outcomes and metrics	TBD: Overall the goal is to deliver improved economic metrics related to the targeted populations.
Lead entity and Support entities	**Advisory Committee:** This committee will be taking the lead in defining the scope and focus of the program.
Potential risks to manage	Given that this effort is being lead by a committee of volunteers, the effort is susceptible to leadership exhaustion. We will need to think through how to best make this effort sustainable through infusion of incremental resources.
Required Support Resources	**TBD:** Need to work with the various partners to identify the resources required to develop and support the program.

VOICES OF THE MINORITY YOUTH

[2.5] Strengthen Talent Supply Chain: Minority Workforce Engagement Strategies

Opportunity?

Mentoring and Access

Parent engagement

Early engagement

3 YEAR FOCUS:

[1.4] Economic Program Governance Structure: Strengthening Stark Advisory Committees

Initiative Leader and Co-Leader	Advisory Committees members
Initiative Support Team	
2018 Goals	• African American Advisory Committee: Refresh the committee • Latino Advisory Committee: Establish the committee • College Student Advisory Committee: Establish this committee • Industry focus Advisory Committees: Establish these committee • Identify additional Advisory Committees that may be required
2019 Goals	• Refresh the program leadership • Ensure that each Advisory Committee establishes a core mandate • Establish a program execution schedule for each committee
2020 Goals	• Refresh the program leadership • Refresh the program mandates
Measurable Metrics	• Engagement from core citizen groups

SHORT TERM FOCUS:

[1.4] Economic Program Governance Structure: Strengthening Stark Advisory Committees

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Establish the core advisory committees		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• African American Advisory Committee: Refresh the committee • Latino Advisory Committee: Establish the committee • College Student Advisory Committee: Establish this committee • Industry focus Advisory Committees: Establish these committee • Identify additional Advisory Committees that may be required		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify if any funding will be required for the specific committees		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• Engagement from core citizen groups		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Refreshed leadership amongst the African American leaders

2 | Strengthen Talent Supply Chain

2 | Strengthen Talent Supply Chain

2.1 Comprehensive Stark Jobs Database

2.2 High Performing Career Planning

2.3 Integrated Career Education Pathways

2.4 Leadership Development Programs

2.5 At-Risk Population Wrap-Around Interventions

DETAILED RECOMMENDATIONS:

[2.1] Strengthen Talent Supply Chain: Comprehensive Stark Jobs Databse

Program Name	County-wide Accurate Job Listing
Community Challenge	Currently in Stark County we lack visibility to an accurate and comprehensive view of the open jobs across the county. Lack of this information, limits the ability of the various workforce and economic agencies to best mobilize their resources.
Program overview and Target Audience	**Overview:** Need to create a central database of open jobs across Stark County. Some of the critical elements that we need to be able to analyze: Job Details, Skill/Educational Requirement, Industry alignment, Wage Scale, Overall Benefits Package, Job Location. Armed with a more accurate view of the labor DEMAND, our support agencies can more precisely align the labor SUPPLY. **Target Clients:** Business leaders, HR leaders, Workforce Agencies, Economic Development Agencies
Target outcomes and metrics	**Data Accuracy:** Being able to establish a single empirical source of truth. **Analytical Insights:** That help the leaders gain a more accurate understanding of how to activate resources and systems to address the workforce challenges.
Lead entity and Support entities	**Ohio Means Jobs:** Enhance the OhioMeansJobs.com website to ensure that we have an accurate database established
Potential risks to manage	Given the dynamic nature of jobs data, the goal isn't to achieve a **100% accurate list**, rather to establish a set of processes that allow us progressively improve our data capture process.
Required Support Resources	**Costs: Included in the current budget.**

3 YEAR FOCUS:

[2.1] Strengthen Talent Supply Chain: Comprehensive Stark Jobs Databse

Initiative Leader and Co-Leader	Ohio Means Jobs
Initiative Support Team	
2018 Goals	• Integrate the job listing review process into BR&E • Determine how to leverage the GSTARS program and identify linkage between job seekers and job placements • We will connect with OMJ.com leadership and determine how to best collaborate • Conduct a test on accuracy of data on the current job list and determine results. Review WantedAnalytics reports and begin sharing this with our BR&E leaders. • Meet and develop partnership with the HR Organization • Develop a plan/recommendation on how to develop a more accurate jobs database.
2019 Goals	• Accurate central list of open jobs • Improved job classification capabilities: wage and total benefits, occupation, industry, • Develop a recipe on how employers can engage with OMJ to develop wage benchmarking data. • Develop marketing materials to promote this message to the community (businesses, convening agencies, etc). • Conduct 2-5 tests to see how well the process works for employers
2020 Goals	• Launch the program and begin gathering data on how to improve the processes • Implement improved processed to support county compensation benchmarking data.
Measurable Metrics	• Spot tests on job listing accuracy

SHORT TERM FOCUS:

[2.1] Strengthen Talent Supply Chain: Comprehensive Stark Jobs Databse

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Local leadership is established		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Integrate the job listing review process into BR&E • Determine how to leverage the GSTARS program and identify linkage between job seekers and job placements • We will connect with OMJ.com leadership and determine how to best collaborate • Conduct a test on accuracy of data on the current job list and determine results. Review WantedAnalytics reports and begin sharing this with our BR&E leaders. • Meet and develop partnership with the HR Organization. (SCHRA) • Develop a plan/recommendation on how to develop a more accurate jobs database.		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• No current funding requirements. • We will need business leader champions to help identify challenges/opportunities related to consistent and accurate job postings.		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• How do we measure this? Number of employees placed in jobs. • Accuracy of jobs placements (wage record		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Connect with OMJ and establish a path forward on how to best collaborate on the jobs data.

DETAILED RECOMMENDATIONS:

[2.2] Strengthen Talent Supply Chain: High Performance Career Planning

Program Name	Standardized Student Career Mapping
Community Challenge	A critical fracture in our workforce supply chain is created because young students have a lack of or have misinformation about their career choices, as a result our labor SUPPLY is mismatched with our workforce DEMAND.
Program overview and Target Audience	**Overview:** Students are starting to make preliminary choices about their future and their career as early as middle school. In order to ensure that the students are making the most educated choices, we need to educate them on their professional options and the personal choices that enable or inhibit certain career pathways. This effort will entail mapping out the best practices across our various Career Tech programs and establishing a consistent best practice on how we connect our students into meaningful employment opportunities. **Target Clients:** Primary Target: Middle School Students, Potential secondary Target: High school students and Adults seeking career guidance.
Target outcomes and metrics	**100% Middle School Participation:** By May of 2019 establish a consistent process of how our Career Tech schools are recruiting, training and placing students into meaningful employment opportunities. **Insights on Career Projections**: A more granular and accurate understanding of how our students are thinking about their professional choices.
Lead entity and Support entities	**Stark School District, Stark Career Tech Programs, Stark Educational Partnership And Stark Educational Service Center:** The program will require the close coordination of Ohio Means Jobs (has access to the software capability) and the Stark School Districts who will need to help design and oversee the program.
Potential risks to manage	The schools are currently burdened with a broad array of mandatory programs. In such an environment, do the schools have the capacity for another program?
Required Support Resources	**Costs: (TBD). The initial costs (through summer 2019) are Included in the current budget.**

3 YEAR FOCUS:

[2.2] Strengthen Talent Supply Chain: High Performance Career Planning

Initiative Leader and Co-Leader	Stark School District, Stark Career Tech Programs, Stark Educational Partnership And Stark Educational Service Center
Initiative Support Team	Ohio Means Jobs
2018 Goals	• Begin the mapping process of how each of our Career Tech programs are recruiting, educating, training, exposing students to career options and then placing the students into professions. • The mapping will include identifying how students are placed into internships and apprenticeship programs, how businesses are engaged into the schools, and how we optimize the education to career pathway. • The effort will also entail developing career maps and guidance systems for all participating students. • The effort will also entail how the program engages with the parents and guardians of students.
2019 Goals	• Finalize the mapping of the best practices. • Identify how the various schools will adopt elements of the High Performance Career Planning process • In Fall of 2019, launch a more integrate process across the various school districts
2020 Goals	• Review the program and refresh how the program can be made more impactful.
Measurable Metrics	• Satisfaction with the career guidance system: Students, employers, parents • Number of targeted students that utilize the system • Business engagement with the system

PROGRAM EXAMPLE:

[2.2] Strengthen Talent Supply Chain: High Performance Career Planning

Overview

- *Need to create a stronger connection between our Educational Sector and our Private Sector.*
- *Stark County Educational Service Centers with its 23 school district partnerships are launching a program to help bridge this gap.*

How:

- *Launching a sector focused strategy to connect students with businesses/employers.*
- *Students are being prepared for interviews.*
- *Students are developing their resumes.*
- *Career Expo has been scheduled.*

You can help:

- *Attend the event and evaluate the quality of our student workforce.*
- *Feedback is critical in helping the schools better meet the evolving business needs.*

Greater Stark County Career Expo

Canton South High School **Engineering and Media** April 20, 2018 255 – 285 students	Massillon High School **Health Care** May 1, 2018 405 - 450 students
• PLTW Engineering • Pre-Engineering • Engineering • Engineering & Architecture • Accounting • Accounting/Finance • Business & Administration • Business Management • Marketing • Marketing & Business Management • Microsoft Office Specialist • High School of Business • Law & Public Safety • Legal Studies	• Biomedical Engineering • Biomedical Sciences • Dental Assisting • Emergency Services/Firefighting/EMT • Exercise Science/ Sports Medicine • Health Occupations • Health Sciences • Health Tech Prep • Health Technologies • Medical Office Management • Medical Office Tech • Medical Tech Prep • Nurse Assisting • Nursing • Nurse Technologies • Pharmaceutical Science • Pre-Medical Professions • Clinical Health
Alliance High School **Agriculture and Natural Resources** May 2, 2018 90 - 105 students	RG Drage Career Technical Center **Trade and Industry** May 1, 2018 310 -350 students
• Agri – Business • Animal Science • Horticulture • Horticulture/Landscaping • Natural Resources • Gas/Oil • Power Equipment/ Sports Turf Mgt	• Auto Collision • Auto Technology • Automotive • Heavy Truck Diesel • Building Construction Trades • Building Technologies • Construction Technologies • HVAC • Welding • Precision Machining • Manufacturing – Engineering
Glenoak High School **Business and IT** May 2, 2018 270 -300 students	Canton McKinley High School **Human Services and Hospitality** May 3, 2018 250 - 280 students
• Programming & Game Design • Technology Support Services • Video Gaming • Cisco Networking • IT GenYes • Interactive Media • 21st Century Business • Broadcast Arts • Broadcast Media • Graphic Design • Performing Arts • Light and Sound Technology • Video and Music Productions • Commercial Photography • Animation and Graphic Design	• Bakery / Pastry • Culinary / Culinary Arts • Cosmetology • Teacher Pathways • Teaching Professions • Early Childhood Education • JTC / Hospitality

SHORT TERM FOCUS:

[2.2] Strengthen Talent Supply Chain: High Performance Career Planning

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Identify the leadership team that will help craft the program. • Get them recruited and conduct a program kick-off.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Begin the mapping process of how each of our Career Tech programs are recruiting, educating, training, exposing students to career options and then placing the students into professions. • The mapping will include identifying how students are placed into internships and apprenticeship programs, how businesses are engaged into the schools, and how we optimize the education to career pathway. • The effort will also entail developing career maps and guidance systems for all participating students. • The effort will also entail how the program engages with the parents and guardians of students.		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify the resources and support that will be needed to develop the program.		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• Satisfaction with the career guidance system: Students, employers, parents • Number of targeted students that utilize the system • Business engagement with the system		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Establish the leadership team that will help develop the program.

DETAILED RECOMMENDATIONS:

[2.3] Strengthen Talent Supply Chain: Integrated Career Education Pathways

Program Name	Integrated Career Education Pathways
Community Challenge	One critical challenge we have in the community is the very high college drop-out rates. Currently only 50-60% of students starting college, actually finish their education in Ohio. As a community we need to educate our students on their career educational and development pathways.
Program overview and Target Audience	Overview: This program will be structured in a way that allows the various regional educational services, the ESCs, the Community Colleges and the local Universities, to better engage with the local population. The program will begin with students at the middle school level, through the high school level and continue through to adult education. Target Clients: Local students and adult populations.
Target outcomes and metrics	Through greater exposure to educational opportunities students are able to make more prudent choices related to their educational path. Improved college retention rates.
Lead entity and Support entities	Stark College Consortium, Get Connected, Stark Educational Partnership And Stark Educational Service Center: The Education leaders will construct an integrated schedule/calendar to engage with the various community citizens.
Potential risks to manage	The elaborate nature and the large number of stakeholders involved in such a program introduces a variety of logistical challenges.
Required Support Resources	Costs: Included in the current budget.

3 YEAR FOCUS:

[2.3] Strengthen Talent Supply Chain: Integrated Career Education Pathways

Initiative Leader and Co-Leader	Stark College Consortium
Initiative Support Team	Get Connected, Stark Educational Partnership And Stark Educational Service Center The discussion can also include entities such as local Unions and trades programs.
2018 Goals	• College leadership team to determine how the colleges and universities could be collaboratively working to inform the local student population about the most effective educational pathways. • Establish a 2 year plan • Identify where the universities need support from other regional partners.
2019 Goals	• TBD; based on the plans that are established in 2018
2020 Goals	• TBD; based on the plans that are established in 2018
Measurable Metric	• College drop out rates by local students • College enrollments in local colleges • Pipeline of college ready students

SHORT TERM FOCUS:

[2.3] Strengthen Talent Supply Chain: Integrated Career Education Pathways

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Identify all the partners that need to be engaged in this discussion.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• College leadership team to determine how the colleges and universities could be collaboratively working to inform the local student population about the most effective educational pathways. • Establish a 2 year plan • Identify where the universities need support from other regional partners.		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Develop a funding plan (Needs, and potential sources)		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Program Material Benefits	• College drop out rates by local students • College enrollments in local colleges • Pipeline of college ready students		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Schedule the next college leader discussion.

DETAILED RECOMMENDATIONS:

[2.4] Strengthen Talent Supply Chain: Leadership Development Programs

Program Name	Leadership Development Programs
Community Challenge	Given that the citizens of Stark are our strongest assets, we need to create an opportunity to more effectively develop and connect our high performing leaders.
Program overview and Target Audience	**Overview:** This program will be created to provide leadership training and coaching to a variety of key categories of individuals in Stark County. The program would be developed to not only cultivate leadership skills, but also place the individuals on pathways that places them in leadership positions across the county. **Target Clients:** (1) High school students, (2) College students, (3) Professional adults, (4) Non-traditional leadership candidates, (5) Minority, and (6) Senior Citizens
Target outcomes and metrics	Participation levels Leadership placements across the county
Lead entity and Support entities	**Leadership Stark County, YStark:** These organizations are very well positioned to take a strong leadership role on this front, and have the expertise to continue leading this program.
Potential risks to manage	It is crucial for us to utilize the broad network of workforce partners to identify the most promising leaders across the county and get them engaged in the programming.
Required Support Resources	**TBD:** Need to work with the various partners to identify the resources required to develop and support the program.

3 YEAR FOCUS:

[2.4] Strengthen Talent Supply Chain: Leadership Development Programs

Initiative Leader and Co-Leader	Canton Regional Chamber
Initiative Support Team	A variety of regional service providers
2018 Goals	• Establish an integrated mechanism to support leadership programs across the various groups: (1) High school students, (2) College students, (3) Professional adults, (4) Non-traditional leadership candidates, (5) Minority, and (6) Senior Citizens. • Identify where the current programs can be supportive and where incremental programming is needed. • Design mechanisms to place individuals into service opportunities. • Identify and develop the support mechanism for the programs
2019 Goals	• Launch the full spectrum of programs. (ensure a pathway to connect leadership programs to service/actionable opportunities. • (Target: 10-15 students for each new program/class)
2020 Goals	• Review the program wins refresh and redesign (Target: 30 students for each program/class)
Measurable Metrics	• Student participation rates • Student feedback • Number of individuals that are recruited to serve in a leadership capacity in the community.

SHORT TERM FOCUS:

[2.4] Strengthen Talent Supply Chain: Leadership Development Programs

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Identify the leadership team that will help craft the program. • Get them recruited and conduct a program kick-off.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Establish an integrated mechanism to support leadership programs across the various groups: (1) High school students, (2) College students, (3) Professional adults, (4) Non-traditional leadership candidates, (5) Minority, and (6) Senior Citizens. • Identify where the current programs can be supportive and where incremental programming is needed. • Design mechanisms to place individuals into service opportunities.		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify the resources and support that will be needed to develop the program.		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• Student participation rates • Student feedback • Number of individuals that are recruited to serve in a leadership capacity in the community.		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Gain alignment with the Regional Canton Chamber on the role that it would like to play on the project.

DETAILED RECOMMENDATIONS:

[2.5] Strengthen Talent Supply Chain: At-Risk Population Wrap-Around Interventions

Program Name	At-Risk Population Wrap-Around Interventions
Community Challenge	Across Stark County, approximately 40K residents are either unemployed or are currently working-age and eligible to work, though are no longer seeking employment. Additionally, the poverty rate in Stark County hovers in the 15-20% range, which includes a broad segment of individuals who are the "working poor." Given the high number of jobs open in the community, we need to develop integrated strategies to address these issues at the root level.
Program overview and Target Audience	**Overview:** This program will involve developing an integrated web of services and partnerships that ensures close coordination to help address poverty and un/under-employment challenges at the root level. The various county-wide social and economic agencies will deliver wrap-around support to the targeted population. **Overall Program Goal:** Want to see 100% of community living and working vs. not surviving. **Target Clients:** At-risk population that is under or unemployed.
Target outcomes and metrics	Structurally move individuals out of the poverty cycle and into sustainable employment.
Lead entity and Support entities	**OMJ, GOODWILL, STARK JOB AND FAMILY SERVICES, AND SCCAA :** These entities in partnership with the economic development agencies will establish an integrated support service.
Potential risks to manage	Given the number of partnerships and the complexity of the effort, it is inherently prone to execution challenges. Team will need to clearly define scope, roles, and engagement strategy to address this risk.
Required Support	**Annual Budget: ~$300K**

3 YEAR FOCUS:

[2.5] Strengthen Talent Supply Chain: At-Risk Population Wrap-Around Interventions

Initiative Leader and Co-Leader	GoodWill, United Way, Ohio Means Jobs
Initiative Support Team	Workforce Partners
2018 Goals	• Identify how the wrap-around services support structure can drive greater impact • Establish what is working and not-working in the program • Refine and establish targets: 2019: 100 families; 2020: 200 families • Maintenance families: 30. These individuals in some cases have been involved for several years. For this group, need to develop a step-down program. Trying not to foster too much dependence.
2019 Goals	• Deliver measurable wins to help our at-risk families structurally move out of poverty.
2020 Goals	• Refine and update the program based on the previous 2 years of collective effors
Measurable Metrics	• Number of families served • Number of families that are earning living wages • Number of families that have broken out of structural poverty

SHORT TERM FOCUS:

[2.5] Strengthen Talent Supply Chain: At-Risk Population Wrap-Around Intervention

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Develop a core team (public and private) leaders to initiate these discussions.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Identify how the wrap-around services support structure can drive greater impact • Establish what is working and not-working in the program • Refine and establish targets: 2019: 100 families; 2020: 200 families		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify funding needs to support for the program.		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• Number of families served • Number of families that are earning living wages • Number of families that have broken out of structural poverty.		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Establish a more detailed plan and the partnership structure to support the effort.

3 | Businesses: Retain and Grow

- 1. Economic Governance Structure
- 2. Strengthen Talent Supply Chain
- 3. Businesses: Retain and Grow
- 4. Businesses: Expand Target Industries
- 5. Businesses: Catalyze Entrepreneurship
- 6. Improve Connective Infrastructure
- 7. Drive Community Engagement

STARK Regional Economic Development

3 | Businesses: Retain and Grow

3.1 BR&E Coordinated Outreach

3.2 Revive the Chamber Consortium

3.3 Business Education Platform

3.4 Business911 Platform and Resource Repository

PROGRAM OVERVIEW:

[3.1] Businesses Retain and Grow: BR&E Coordinated Outreach

Program Name	BR&E Coordinated Outreach
Community Challenge	There are over 15,000 establishments in Stark County. Of these there are approximately 1,000 businesses that have annual revenues of greater than $7MM. There are also a handful of business clusters that are quite strong in the region. One fundamental economic development tool that Stark County has underutilized in the past is making strategic visits to these businesses. The common feedback from these businesses is that they don't feel heard by the community and economic leaders.
Program overview and Target Audience	**Overview:** Business Retention and Expansion is the process by which the dedicated economic developers will make visits to businesses and evaluate potential ways they can help support growth and sustainability. The economic developers will utilize a structured process to engage with the business leaders and each visit will be followed up with a business satisfaction survey. **Target Clients:** Local mid/large-sized business owners.
Target outcomes and metrics	**Job Creation, Capital Investment, and Business Expansion:** Through an engaged problem solving process, the goal of these visits will be to drive these metrics.
Lead entity and Support entities	**Local Economic Development Leaders**
Potential risks to manage	The effort requires a consistent and proactive outreach process. Given the many initiatives that EcD leaders face, prioritizing such business visits can be a challenge.
Required Support Resources	**Annual Budget: Existing Budget**

3 YEAR FOCUS:

[3.1] Businesses Retain and Grow: BR&E Coordinated Outreach

Initiative Leader and Co-Leader	Ray Hexamer, SEDB
Initiative Support Team	Regional Canton Chamber; City of Canton; City of Alliance; OMJ Business Resource Network; TeamNEO;
2018 Goals	• Establish a repeatable process for tracking and managing the BR&E effort. • Establish a mechanism to track and share business visits, follow up activities, and discussion summary. (e.g. Central business database(s). • Establish target outreach metrics for 2019. • Launch BR&E visit business feedback surveys
2019 Goals	• Establish a repository of high impact business resources and tools. • Develop capacity in the amongst the countywide economic development resources to be able to drive a higher volume and quality of BR&E discussions. • Develop sustainable and replicable processes to drive more impactful BR&E discussions.
2020 Goals	• Establish an impactful repository of business resources • Get 8+ on our BR&E
Measurable Metric	• BR&E Targets: • Feedback survey results: • Number of projects initiated: • Number of jobs created:

SHORT TERM FOCUS:

[3.1] Businesses Retain and Grow: BR&E Coordinated Outreach

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Establish a dedicated team that will drive BR&E • Identify who is missing from the discussion and how to best engage with them. • Take steps to get the parties engaged.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Establish a repeatable process for tracking and managing the BR&E effort. • Establish a mechanism to track and share business visits, follow up activities, and discussion summary. (e.g. Central business database(s). • Establish a repository of high impact business resources and tools. • Establish target outreach metrics for 2019. • Launch BR&E visit business feedback surveys		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Develop a funding plan (Needs, and potential sources)		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Program Material Benefits	• Feedback from business surveys • Investments generated and Jobs created		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
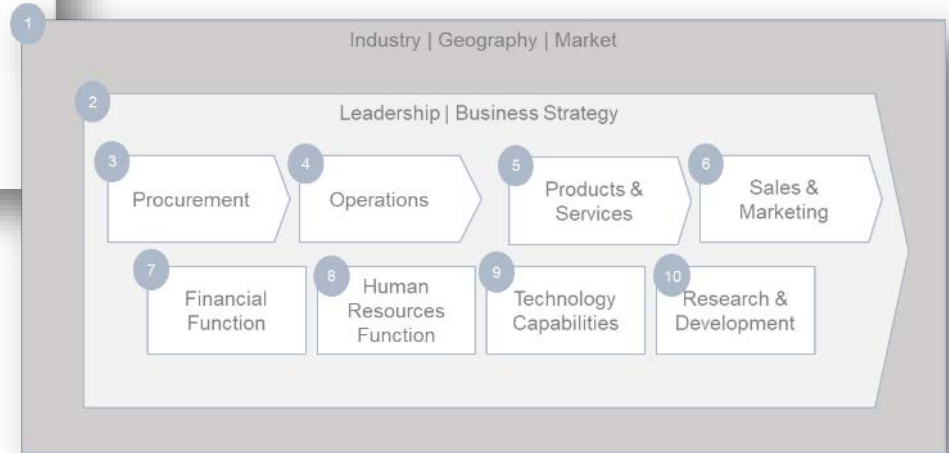*Gain agreement amongst the BR&E partners on the approach outlined here.*

PROGRAM EXAMPLE:
[3.1] Businesses Retain and Grow: BR&E Training
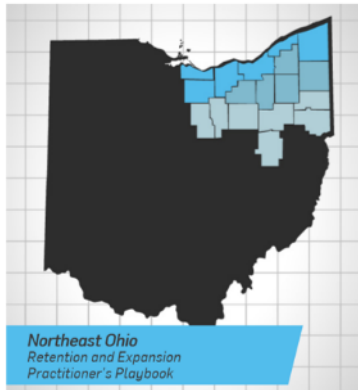
LINK TO THE BR&E TRAINING MATERIALS

DETAILED RECOMMENDATIONS:

[3.2] Businesses Retain and Grow: Revive the Chamber Consortium

Program Name	Revive the Chamber Consortium
Community Challenge	There are 8 (Canton, North Canton, Canal-Fulton, Lake, Alliance, Massillon, Louisville, Minerva) local chambers across Stark County that are currently minimally coordinated. As a result of these siloed operations, each chamber is not tapping into the collective power.
Program overview and Target Audience	**Overview:** The idea is for the Chambers to establish a more structured and functional relationship. The effort will begin by creating a cadence around the frequency of when these groups meet, then the group will jointly help create a set of priorities that they would like to work on together. **Target Clients:** Small and mid-sized businesses
Target outcomes and metrics	**Improved Satisfaction Scores:** Through this effort, the team's aspiration is to better market the service and support that the chambers are offering to their community.
Lead entity and Support entities	**Chamber Leaders**
Potential risks to manage	There is much history that exists amongst the chamber leaders. Building a true trusted partnership in such an environment will pose a challenge.
Required Support Resources	**Annual Budget: TBD**

3 YEAR FOCUS:

[3.1] Businesses Retain and Grow: BR&E Coordinated Outreach

Initiative Leader and Co-Leader	Chamber Consoritum
Initiative Support Team	
2018 Goals	• Work with the chamber leaders to identify areas where they would like to drive collective impact • Based on this focus, establish a 2 year plan on how the group would like to proceed forward.
2019 Goals	• TBD
2020 Goals	• TBD
Measurable Metric	• Local business engagement • Local chamber membership • The quality of interactions between the various chambers

SHORT TERM FOCUS:

[3.1] Businesses Retain and Grow: BR&E Coordinated Outreach

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Establish a core team for the Chamber Consortium • Continue to encourage the remaining chambers to participate in the program		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Work with the chamber leaders to identify areas where they would like to drive collective impact • Based on this focus, establish a 2 year plan on how the group would like to proceed forward.		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Develop a funding plan (Needs, and potential sources)		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Program Material Benefits	• Local business engagement • Local chamber membership • The quality of interactions between the various chambers		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Convene with the chamber consortium and develop a plan.

DETAILED RECOMMENDATIONS:

[3.3] Businesses Retain and Grow: Business Educational Series

Program Name	Business Educational Series
Community Challenge	The largest portion of businesses in Stark County are small businesses (less than $7MM in revenues, Approximately 14k businesses). During the community interviews, one common theme that was identified is that the businesses felt that they are not receiving sufficient support from their communities. In order to address this challenge, the Chamber Consortium is developing a virtual Business Speaker Series.
Program overview and Target Audience	Overview: The effort entails working closely with the Chamber Consortium to develop a virtual business educational speaker series. The program will be constructed such that business owners (both current chamber members and non-members) could access this support at no cost. The goal of the programming will be to engage with local business owners to help provide them access to rich local training opportunities, while at the same time connecting them with local resources that can help address related issues. Target Clients: Local small and mid-size businesses
Target outcomes and metrics	TBD: Overall, the goal is to deliver improved economic metrics related to the minority populations.
Lead entity and Support entities	Chamber Leaders
Potential risks to manage	The biggest challenge with the program will be to ensure that we are delivering high quality speakers that are engaging and can impassion the audience.
Required Support Resources	Annual Budget: TBD

PROGRAM EXAMPLE:

[3.3] Businesses Retain and Grow: Business Educational Series

Overview

- *Establish a virtual educational platform*

- *1 Event per month*

- *Make high-impact speakers accessible to businesses in each participating community*

Local Chamber Responsibility:

- *Develop programming for a portion of the events*

- *Promote the programming to the local businesses*

- *Coordinate local business network opportunity*

Strengthening Stark Team Responsibility:

- *Coordinate the calendar*

- *Establish the virtual platform*

- *Identify Regional, State and National speakers*

General Thoughts

> Keep the overall cost of the program to a minimum

> Assume no incremental funding to support the program. Think of this as an additional Chamber asset.

> **Success Metric**: Value seen by participating businesses in the programming.

Next Steps

> Review the concept and generate feedback

Potential Schedule:

> **August, 2018**: Finalize program design

> **September 14th**: Program Launch

3 YEAR FOCUS:

[3.3] Businesses Retain and Grow: Business Educational Series

Initiative Leader and Co-Leader	Chamber Consortium
Initiative Support Team	Chambers: Canton Regional; North Canton; Minerva; Alliance; Louisville; Lake Township; Massillon; Minority Business Network; Latino Business League
2018 Goals	• Establish the basic program and launch the initiative. • Identify opportunities to further refine and improve the program.
2019 Goals	• Monitor the community interest and gain feedback on the program. • Based on the feedback received, refine and modify the program to be more impactful to the local business community
2020 Goals	• TBD
Measurable Metric	• Business participation • Business feedback

SHORT TERM FOCUS:

[3.3] Businesses Retain and Grow: Business Educational Series

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Establish the core team that will help lead the effort		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Establish the basic program and launch the initiative. • Identify opportunities to further refine and improve the program.		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify if incremental funding is needed to support the program.		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• Business engagement scores • Business feedback on the event		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Launch the first Business Educational Series event and gain feedback.

DETAILED RECOMMENDATIONS:

[3.4] Businesses Retain and Grow: Business911 Platform

Program Name	Business911 Platform
Community Challenge	Currently there are a vast array of services both within and outside of Stark County that are not being utilized by the local businesses. There is a certain degree of opaqueness in the information that prevents those that are seeking support and those that offer support to best connect with each other.
Program overview and Target Audience	**Overview:** The Business911 platform will help place the related critical business resources on a central repository such that businesses looking for help will be able to find the information in a more easy manner. **Target Clients:** Local businesses and employees
Target outcomes and metrics	Site Usability: Track the number of users that are visiting and using the site. Client Satisfaction Score: Survey the users to determine their overall satisfaction scores with the tool.
Lead entity and Support entities	**SEDB:** Will help develop the platform **SEDB and Local Chambers of Commerce:** Will help provide support to businesses that come to the Business911 portal.
Potential risks to manage	In order to make the platform as helpful as possible, it will be crucial that we continue to iterate and revise the platform. By listening to what the local businesses are saying about the site and adapting the platform to meet the business needs will help create a powerful business tool.
Required Support Resources	**Annual Budget:** ~$10K

PROGRAM EXAMPLE:

[3.4] Businesses Retain and Grow: Business911 Platform

Overview

- *Business911 will be a website and an email portal that will allow businesses seeking support to access rapid help.*

- *Given that the chambers and the economic development community have limited resources and time, this approach will allow the leaders to more judiciously target their support.*

Local Chamber Responsibility:

- *Identify local support and programming.*

- *Promote the program locally.*

- *Work collaboratively to deliver support to local businesses.*

Strengthening Stark Team Responsibility:

- *Establish the platform.*

- *Develop a regional catalog of support services.*

- *Develop the operational structure of how to best connect services to businesses.*

SAMPLE

BUSINESS 911

Resources | Jobs | Properties | Events | 911 Support | Educational Series | Mentoring | Internships | Forums

Resource Catalog | Local Jobs | Commercial Properties

Business Events | 911 Support | Educational Series

Mentoring | Internships | Forums

General Thoughts

> Keep the overall cost of the program to a minimum

> Assume no incremental funding to support the program. Think of this as an additional Chamber asset.

> Success Metric: Value seen by participating businesses in the programming. Businesses and jobs saved.

3 YEAR FOCUS:

[3.4] Businesses Retain and Grow: Business911 Platform

Initiative Leader and Co-Leader	SEDB
Initiative Support Team	Chambers: Canton Regional; North Canton; Minerva; Alliance; Louisville; Lake Township; Massillon; Minority Business Network; Latino Business League
2018 Goals	• Design the platform; Develop a prototype and test the platform capabilities. • Launch the platform.
2019 Goals	• Gather feedback from the community of users and refine the platform.
2020 Goals	• TBD
Measurable Metric	• Business participation and utilization of the platform • Business feedback regarding the effectiveness of the platform

SHORT TERM FOCUS:

[3.4] Businesses Retain and Grow: Business911 Platform

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Establish the core team that will help lead the effort		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Design the platform; Develop a prototype and test the platform capabilities. • Launch the platform.		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify if incremental funding is needed to support the program.		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• Preliminary feedback from the community regarding the design and the functionality of the platform.		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Establish a beta site with the platform functionality.

PROGRAM EXAMPLES: Business911; CreateHere; Business Education Series

Examples of how the programs can be designed

(1) The Community Challenge

(2) Potential Initiative

(3) Program Value

(4) Program Sustainability

(5) Next Steps

LINK to program document

4 | Businesses: Expand Target Industries

4.1 Strategic Business Attraction

4.2-4.5 Business Roundtables: Metals Manufacturing, Food Manufacturing, Petrochemicals, Hospitality & Tourism

CORE INDUSTRIES

[4.1] Expand Target Industries: Strategic Business Attraction

Program Name	Strategic Business Attraction
Community Challenge	Stark County has a rich base of economic assets and economic clusters that can help be very attractive to organizations looking to relocate to the region. To-date, the business attraction effort has been primarily reactionary, which does not allow Stark County to be competitive in its business attraction efforts.
Program overview and Target Audience	**Overview:** The business attraction effort will involve identifying priority businesses. The prioritization decision will be made based on the following criteria: Site-based attraction, Industry-based attraction, Expansion of a core supply chain strength, etc. **Target Clients:** This effort will be targeted at non-regionally (preferably non-Ohio) based high-value employers.
Target outcomes and metrics	Number of leads generated, Number of businesses attracted, Number of high value jobs created, Amount of investment attracted to the region.
Lead entity and Support entities	**SEDB:** Will help lead this effort in close partnership with the local and regional players, such as JobsOhio, TeamNEO, and neighboring EcDs.
Potential risks to manage	There are several critical elements to a strong business attraction program: (1) Ensuring that the local community develops a compelling regional marketing collateral, (2) Ensuring that there are sites prepared, and (3) Enabling an attraction process that sends broad messages, but also finds ways to micro-target companies that are believed to be in a relocation or expansion mode.
Required Support Resources	**Annual Budget: Existing Budget**

3 YEAR FOCUS:

[4.1] Expand Target Industries: Strategic Business Attraction

Initiative Leader and Co-Leader	SEDB; Canton Regional Chamber, TeamNEO, JobsOhio
Initiative Support Team	Regional Chambers: (North Canton; Minerva; Alliance; Louisville; Lake Township; Massillon; Minority Business Network; Latino Business League)
2018 Goals	• Develop a targeted strategy that identifies how to best recruit businesses to Stark County. These strategies could based on existing core industries in Stark County. It could be based on potential properties that are currently available, based on regional opportunities, etc. • Work with TeamNEO and JobsOhio to prioritize industries and businesses that will be targeted as part of the outreach effort. • Establish a strategy on how these potential target businesses will be engaged.
2019 Goals	• Develop marketing assets that will be used to attract the businesses to the region. • Launch the outreach process • Engage with targeted businesses
2020 Goals	• Review the learnings from 2019 and refine/refresh the process for 2020
Measurable Metrics	• Expansion of revenue, capital investment, jobs in the cluster • Ability to attract new/complementary businesses in the cluster • Feedback from industry leaders on the progress of these efforts

SHORT TERM FOCUS:

[4.1] Expand Target Industries: Strategic Business Attraction

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Develop a core team (public and private) leaders to initiate these discussions.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Develop a targeted strategy that identifies how to best recruit businesses to Stark County. These strategies could based on existing core industries in Stark County. It could be based on potential properties that are currently available, based on regional opportunities, etc. • Work with TeamNEO and JobsOhio to prioritize industries and businesses that will be targeted as part of the outreach effort. • Establish a strategy on how these potential target businesses will be engaged.		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify if incremental funding is needed to support the program.		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• Expansion of revenue, capital investment, jobs in the cluster • Ability to attract new/complementary businesses in the cluster • Feedback from industry leaders on the progress of these efforts		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Establish a process with TeamNEO on how to best proceed forward.

[4.2-4.5] Expand Target Industries: Core Industry; Business Roundtables

Program Name	Core Industry; Business Roundtables
Community Challenge	Stark County is home to an array of Industry Clusters. The clusters, along with the complementary natural and economic assets in the region, set up the region to be well positioned to help grow the clusters further. So far, minimal efforts have been made to strategically support the growth of the clusters. This effort entails working closely with top cluster leaders and collaboratively working to further grow the cluster regionally.
Program overview and Target Audience	**Overview:** The effort will involve conducting quarterly (at a minimum) sessions with core cluster leaders and establishing a public/private partnership that helps the regional leaders find ways to support the growth of these industries. The core clusters include: **Manufacturing: Food, Manufacturing: Metals, Petrochemicals, and Hospitality/Tourism** **Target Clients:** Core Cluster Leaders
Target outcomes and metrics	Growth and expansion of the clusters, Quality jobs created, Dollars invested in the region by core clusters.
Lead entity and Support entities	**SEDB:** Will help lead this effort in close partnership with the local and regional players, such as JobsOhio, TeamNEO, Canton Regional Chamber, and neighboring EcDs.
Potential risks to manage	The most critical risk on this project is to get the buy-in of the core cluster leaders to participate in the effort. In order to address this issues, the team facilitating these discussions has to be very thoughtful and prepared in order to probe the leaders into the real business issues.
Required Support Resources	**Annual Budget: Existing Budget**

3 YEAR FOCUS:

[4.2-4.5] Expand Target Industries: Core Industry; Business Roundtables

Initiative Leader and Co-Leader	SEDB; Canton Regional Chamber, TeamNEO, JobsOhio
Initiative Support Team	Regional Chambers: (North Canton; Minerva; Alliance; Louisville; Lake Township; Massillon; Minority Business Network; Latino Business League)
2018 Goals	• Develop a core team (public and private) leaders to initiate these discussions. • Identify most critical pain points and opportunities in each of the clusters. • Establish a detailed plan of activities for the next 3 years • Identify need for local, regional and statewide resources and support
2019 Goals	• Establish industry cluster priorities • Identify short, mid and long term strategies • Begin making progress on short term opportunities
2020 Goals	• TBD
Measurable Metrics	• Expansion of revenue, capital investment, jobs in the cluster • Ability to attract new/complementary businesses in the cluster • Feedback from industry leaders on the progress of these efforts

SHORT TERM FOCUS:

[4.2-4.5] Expand Target Industries: Core Industry; Business Roundtables

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Develop a core team (public and private) leaders to initiate these discussions.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Identify most critical pain points and opportunities in each of the clusters. • Establish a detailed plan of activities for the next 3 years • Identify need for local, regional and statewide resources and support		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify if incremental funding is needed to support the program.		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• Expansion of revenue, capital investment, jobs in the cluster • Ability to attract new/complementary businesses in the cluster • Feedback from industry leaders on the progress of these efforts		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Identify the leaders that will be part of each of the discussions and schedule the preliminary discussions.

5 | Businesses: Catalyze Entrepreneurship

5.1 Integrated Support Network (Virtual/Incubation Hub)

5.2 Targeted Entrepreneurial Support: (A) Technology based ventures in Core Industries (Manufacturing: metals and foods, Petrochemicals); (B) Creative Arts Industry

5.3 Establish Marquee Programming: StarkInnovation

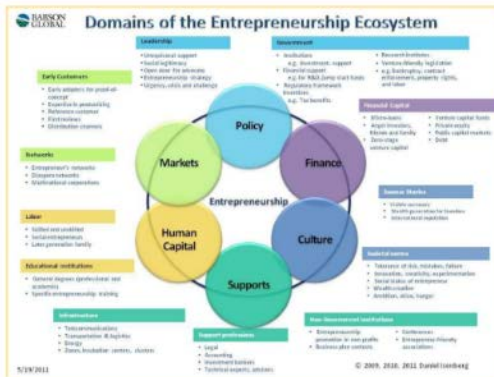**5.4** Establish Marquee Programming: StarkTank

"There's a way to do it better - find it."

THOMAS EDISON

See detailed program recommendations HERE

DETAILED RECOMMENDATIONS:
[5.1] Catalyze Entrepreneurship: Integrated Support Network (Virtual/Incubation Hub)

Program Name	Integrated Support Network (Virtual/Incubation Hub)
Community Challenge	Currently there doesn't exist a central repository of entrepreneurial programming that entrepreneurs across Stark County can access. In order to fully capitalize on the entrepreneurial opportunities, the community must create greater transparency on the high quality assets that are available in the community. This will encompass both physical and virtual support services.
Program overview and Target Audience	Overview: The effort entails establishing a central repository of the best local resources and ensuring that this information is available to the citizens who are seeking this content out. This effort also entails developing the Innovation District in Canton, then establishing a network of programming hubs across the county. This network will allow programming to be delivered through a combination of virtual and physical means. There are three parts to this effort. (1): Capturing the content related to entrepreneurial support, (2) By more closely monitoring the quality of the support programming, identify where there are overlaps and gaps in services. (3) Based on this content, work with the regional partners to establish a stronger network of programming. Target Clients: Local and regional aspiring entrepreneurs
Target outcomes and metrics	Increased Deal Flow: By developing a repository of services that allows the leaders to monitor the demand and patterns of services, the leaders will be able to deliver more impactful programming.
Lead entity and Support entities	JumpStart, Stark Entrepreneurial Alliance, JuniorAchievement: The group would work with the other regional partners to develop a consolidated list of local programs.
Potential risks to manage	One of the realities in Stark County is that the number of resources is somewhat limited. The effort initially will need to be focused on prioritizing the list of gaps so that steps can be taken to make progress in addressing specific challenges.
Required Support Resources	Annual Budget: TBD

3 YEAR FOCUS:

[5.1] Catalyze Entrepreneurship: Integrated Support Network (Virtual/Incubation Hub)

Initiative Leader and Co-Leader	JumpStart, Stark Entrepreneurship Alliance, Junior Achievement
Initiative Support Team	Local Colleges/Universities, Regional Entrepreneurs, Canton Tech Group (Slack), MindBankers, etc.
2018 Goals	• Develop a central mapping of all the entrepreneurial services. Identify gaps in the ecology and potential mitigation strategies. • Establish 6-10 entrepreneur profiles (use cases) to determine how the community could best serve these individuals. • Launch the Innovation District in partnership with JumpStart
2019 Goals	• Based on the ecological gaps that are identified, develop a strategy on the gaps can be best addressed in the community. Prioritize the gaps and take steps to address the regional gaps. • Establish a mechanism to better track the regional entrepreneurial deal flow
2020 Goals	• Review the effort to-date and refine the go-forward strategy.
Measurable Metrics	• Entrepreneurial deal flow • Utilization of entrepreneurial services offered in Stark • Feedback from entrepreneurs on the regional services offered

SHORT TERM FOCUS:

[5.1] Catalyze Entrepreneurship: Integrated Support Network (Virtual/Incubation Hub)

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Identify core program leaders.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Develop a central mapping of all the entrepreneurial services. Identify gaps in the ecology and potential mitigation strategies. • Establish 6-10 entrepreneur profiles (use cases) to determine how the community could best serve these individuals. • Launch the Innovation District in partnership with JumpStart		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify if incremental funding is needed to support the program.		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• Entrepreneurial deal flow • Utilization of entrepreneurial services offered in Stark • Feedback from entrepreneurs on the regional services offered		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Meet with JumpStart and coordinate the efforts.

DETAILED RECOMMENDATIONS:

[5.2] Catalyze Entrepreneurship: Targeted Entrepreneurial Support

Program Name	Targeted Entrepreneurial Support
Community Challenge	While there are some core industries in Stark County that are dominate not just the local economy but have a strong regional, national and international base, the community isn't working to actively mobilize innovation capabilities to these industries. More concerted efforts need to be made to tie in local entrepreneurial/innovation capabilities with our existing core clusters.
Program overview and Target Audience	**Overview:** This program will entail working with our core cluster leaders to identify potential local innovation/entrepreneurial challenges. **Target Clients:** Core Cluster Leaders
Target outcomes and metrics	**Product expansion, Revenue growth, Cost reduction:** Resulting from incremental innovation capabilities within local core cluster businesses.
Lead entity and Support entities	**SEDB:** Will leverage the business roundtable discussions to identify potential innovation opportunities. Then they will work with the regional innovation service providers (SEA, Innovation District, etc.) to establish an innovation pathway.
Potential risks to manage	This effort may cause businesses to identify opportunities that are highly specialized and specific to an industry, and the local entrepreneurs may not be able to meet such needs.
Required Support Resources	**Annual Budget: TBD**

3 YEAR FOCUS:

[5.2] Catalyze Entrepreneurship: Targeted Entrepreneurial Support

Initiative Leader and Co-Leader	JumpStart, Stark Entrepreneurship Alliance, Junior Achievement, ArtsInStark
Initiative Support Team	Local Colleges/Universities, Regional Entrepreneurs, Canton Tech Group (Slack), MindBankers, etc.
2018 Goals	• Identify which core areas to focus on and establish a strategy that can be utilized to support the cluster. • Develop a strategy mid-term strategy (2019-2020) to address the identified opportunities. • Work with the Arts In Stark to identify potential opportunities • Work with the Business Attraction teams to identify potential strategies to support them
2019 Goals	• Launch a reverse pitch competition • *TBD*
2020 Goals	• *TBD*
Measurable Metrics	• Development of the focused cluster. Increased number of businesses/ventures. Innovative solutions/technology/ etc to help the industry cluster become more sustainable

SHORT TERM FOCUS:

[5.2] Catalyze Entrepreneurship: Targeted Entrepreneurial Support

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Develop a core team (public and private) leaders to initiate these discussions.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Identify which core areas to focus on and establish a strategy that can be utilized to support the cluster. • Develop a strategy mid-term strategy (2019-2020) to address the identified opportunities. • Work with the Arts In Stark to identify potential opportunities • Work with the Business Attraction teams to identify potential strategies to support them		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify if incremental funding is needed to support the program.		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• Development of the focused cluster. Increased number of businesses/ventures. Innovative solutions/technology/ etc to help the industry cluster become more sustainable		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Meet with Arts In Stark and coordinate the efforts.

DETAILED RECOMMENDATIONS:

[5.3] Catalyze Entrepreneurship: Stark Business Innovation Contest

Program Name	Conduct Marquee Programming: **Stark Business Innovation Contest**
Community Challenge	Currently entrepreneurship is not seen as a viable pathway for many local citizens of Stark County.
Program overview and Target Audience	Overview: The program will focus on specific areas: (1) "StarkTank" and (2) Regional Innovation Challenge. The first program will focus on a county-wide business attraction and startup challenge that is prompted by local needs. Each community will identify potential areas of need and applicants will compete to deliver these services. The second program will involve a competition that encourages innovation-related challenge across the Stark County businesses. The goal will be to showcase how local businesses are innovating their products and services. Target Clients: Local Communities, Local/regional entrepreneurs, Local business leaders
Target outcomes and metrics	More businesses started and business growth
Lead entity and Support entities	Local Colleges and Universities
Potential risks to manage	The scale and the magnitude of effort will require close monitoring and planning.
Required Support Resources	Annual Budget: TBD

3 YEAR FOCUS:

[5.3] Catalyze Entrepreneurship: Stark Business Innovation Contest

Initiative Leader and Co-Leader	Stark Colleges and Universities
Initiative Support Team	Chamber Consortium, SEDB, Economic Development, Etc.
2018 Goals	• Identify the program leaders who would be involved int eh program • Establish the basic parameters of the program • Develop a detailed plan for 2019
2019 Goals	• Conduct the first countywide innovation contest program • Identify learnings from the program and re-position it for future success
2020 Goals	• Conduct the second innovation contest.
Measurable Metrics	• Help promote business innovation in local businesses. The specific metrics related to the program need to be refined.

SHORT TERM FOCUS:

[5.3] Catalyze Entrepreneurship: Stark Business Innovation Contest

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Develop a core team (public and private) leaders to initiate these discussions.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Identify the program leaders who would be involved int eh program • Establish the basic parameters of the program • Develop a detailed plan for 2019		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify if incremental funding is needed to support the program.		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• Number of colleges and universities that participate in the program. • Number of business and chamber leaders that demonstrate in interest in participating in the program		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Schedule the next College leader meeting.

DETAILED RECOMMENDATIONS:

[5.4] Catalyze Entrepreneurship: Student StarkTank Challenge

Program Name	Conduct Marquee Programming: **Student StarkTank Challenge**
Community Challenge	Currently entrepreneurship is not seen as a viable pathway for many local citizens of Stark County.
Program overview and Target Audience	Overview: The program will focus on specific areas: (1) "StarkTank" and (2) Regional Innovation Challenge. The first program will focus on a county-wide business attraction and startup challenge that is prompted by local needs. Each community will identify potential areas of need and applicants will compete to deliver these services. The second program will involve a competition that encourages innovation-related challenge across the Stark County businesses. The goal will be to showcase how local businesses are innovating their products and services. Target Clients: Local Communities, Local/regional entrepreneurs, Local business leaders
Target outcomes and metrics	More businesses started and business growth
Lead entity and Support entities	TBD: (A pilot SharkTank module is currently being launched in Lake Township. Scheduled for November 14th.)
Potential risks to manage	The scale and the magnitude of effort will require close monitoring and planning.
Required Support Resources	Annual Budget: TBD

3 YEAR FOCUS:

[5.4] Catalyze Entrepreneurship: Student StarkTank Challenge

Initiative Leader and Co-Leader	Chamber Consortium
Initiative Support Team	Regional Chambers: (North Canton; Minerva; Alliance; Louisville; Lake Township; Massillon; Minority Business Network; Latino Business League)
2018 Goals	• Develop a core team (public and private) leaders to initiate these discussions. • Identify most critical pain points and opportunities in each of the clusters. • Establish a detailed plan of activities for the next 3 years • Identify need for local, regional and statewide resources and support
2019 Goals	• Establish industry cluster priorities • Identify short, mid and long term strategies • Begin making progress on short term opportunities
2020 Goals	• TBD
Measurable Metrics	• Expansion of revenue, capital investment, jobs in the cluster • Ability to attract new/complementary businesses in the cluster • Feedback from industry leaders on the progress of these efforts

[5.4] Catalyze Entrepreneurship: Student StarkTank Challenge

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Develop a core team (public and private) leaders to initiate these discussions.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Identify most critical pain points and opportunities in each of the clusters. • Establish a detailed plan of activities for the next 3 years • Identify need for local, regional and statewide resources and support		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify if incremental funding is needed to support the program.		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• Expansion of revenue, capital investment, jobs in the cluster • Ability to attract new/complementary businesses in the cluster • Feedback from industry leaders on the progress of these efforts		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Identify the leaders that will be part of each of the discussions and schedule the preliminary discussions.

6 | Improve Connective Infrastructure

6.1 Access to Broadband

6.2 Community Arts and Vibrancy

6.3 Site Development and Promotion

6.4 Transportation Network

DETAILED RECOMMENDATIONS:

[6.1] Improve Connective Infrastructure: Access to Broadband

Program Name	Access to Broadband
Community Challenge	In order to ensure that the community is well positioned to capture the opportunities of the digital economy, Stark County needs to establish a comprehensive broadband network.
Program overview and Target Audience	**Overview:** Currently the broadband network in Stark County is primarily served by three providers: AT&T, MCTV and Charter. In order to expand the access and improve the service, these incumbent service providers will need to work with the other public/private entities in Stark County to define an integrated strategy delivers a stronger access. **Target Clients:** Local citizens
Target outcomes and metrics	Expand the broadband (fiber) coverage to homes.
Lead entity and Support entities	**Service Provider Consortium and the Stark County Broadband Taskforce**
Potential risks to manage	There are many subtle and overt challenges that could risk the success of this effort. The competing and conflicting interests of the various parties will need to be managed and facilitated in order to drive productive outcomes.
Required Support Resources	**Annual Budget: TBD**

3 YEAR FOCUS:

[6.1] Improve Connective Infrastructure: Access to Broadband

Initiative Leader and Co-Leader	Service Provider Consortium and the Stark County Broadband Taskforce
Initiative Support Team	Local communities,…
2018 Goals	• Establish a "north-star" and define what outcomes the community would like to see as a result of the Broadband efforts. • Work with the individual service providers to determine what their 1-3 year strategy looks like to help expand the broadband coverage in the region. • Based on the above findings, establish a 2-3 year plan on how the county should be proceeding forward in the coming years
2019 Goals	• TBD based on the 2018 findings
2020 Goals	• Tentative goal: Ensure broadband access to all homes and businesses in Stark County
Measurable Metrics	• Number of homes and businesses with broadband access • Regional benchmarking of the service pricing. How does Stark County stack up with the other regions.

SHORT TERM FOCUS:

[6.1] Improve Connective Infrastructure: Access to Broadband

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Develop a core team (public and private) leaders to initiate these discussions.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Establish a "north-star" and define what outcomes the community would like to see as a result of the Broadband efforts. • Work with the individual service providers to determine what their 1-3 year strategy looks like to help expand the broadband coverage in the region. • Based on the above findings, establish a 2-3 year plan on how the county should be proceeding forward in the coming years		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify if incremental funding is needed to support the program.		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• Number of homes and businesses with broadband access • Regional benchmarking of the service pricing. How does Stark County stack up with the other regions.		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Schedule the next discussion with each of the partners.

DETAILED RECOMMENDATIONS:

[6.2] Improve Connective Infrastructure: Community Arts and Vibrancy

Program Name	Community Arts and Vibrancy
Community Challenge	The community currently has a powerful program through the Arts In Stark. The goal of this effort is to find a way to better integrate the efforts related to the Arts in Stark and County-wide economic development.
Program overview and Target Audience	**Overview:** Through a stronger collaboration between Arts In Stark and Economic Development, the program will aspire to create positive economic opportunities in Stark County. One way in which this program could be rolled out is to identify specific projects that are made more economically attractive for investment. **Target Clients:** Community leaders and business leaders
Target outcomes and metrics	Growth and expansion of the clusters, Quality jobs created, Dollars invested in the region by core clusters.
Lead entity and Support entities	**Arts In Stark and SEDB**
Potential risks to manage	The opportunity needs to be defined further.
Required Support Resources	**Annual Budget: TBD**

3 YEAR FOCUS:

[6.2] Improve Connective Infrastructure: Community Arts and Vibrancy

Initiative Leader and Co-Leader	Arts In Stark
Initiative Support Team	
2018 Goals	• Work with Arts In Stark to determine how the arts can be used as an asset to drive economic development across Stark County. • Based on the findings, establish a recommendation and a path forward
2019 Goals	• TBD based on the 2018 effort
2020 Goals	• TBD based on the 2018 efforts
Measurable Metrics	• TBD

SHORT TERM FOCUS:

[6.2] Improve Connective Infrastructure: Community Arts and Vibrancy

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Develop a core team (public and private) leaders to initiate these discussions.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Work with Arts In Stark to determine how the arts can be used as an asset to drive economic development across Stark County. • Based on the findings, establish a recommendation and a path forward		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify if incremental funding is needed to support the program.		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• TBD		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Schedule a meeting with the Arts In Stark leadership

DETAILED RECOMMENDATIONS:

[6.3] Improve Connective Infrastructure: Site Development and Promotion

Program Name	Site Development and Promotion
Community Challenge	In Stark County, there is a large array of Brown/Green field properties that need to be made productive through some basic intervention. In order to gain the most value from these locations, the sites will need to be prepared and marketed accordingly. Also, Stark County was awarded 8 locations to be in the Ohio Opportunity zone. In order to gain the most value from these locations, the sites will need to be prepared and marketed accordingly.
Program overview and Target Audience	Overview: This project will focus on prioritizing key locations and establishing a development and a marketing pitch for the top properties. Target Clients: Businesses (site selectors) and site selectors looking to expand into the region.
Target outcomes and metrics	Number of bids received, Number of properties sold or leased, Number of high quality jobs created,
Lead entity and Support entities	SEDB: Will take the lead on this effort.
Potential risks to manage	The timing will be the most crucial in this effort, as certain base improvements will be needed to make the site attractive to potential acquirers. At the same time the lack of resources will prevent extensive improvements.
Required Support Resources	Annual Budget: TBD

3 YEAR FOCUS:

[6.3] Improve Connective Infrastructure: Site Development and Promotion

Initiative Leader and Co-Leader	SEDB
Initiative Support Team	Economic developers, Property owners, Real estate
2018 Goals	• Develop a repository strategy of properties in Stark County (retail, industrial, commercial, etc.) • Shortlist properties that will be aggressively marketed and establish priority uses for each property. • Develop a strategy on how to best proceed forward with the Opportunity Zones. • Develop a plan on how the properties will be marketed.
2019 Goals	• Establish an easy to navigate repository of all the commercial properties. • Launch a property improvement strategy. • Launch the marketing campaign for key properties.
2020 Goals	• Ensure that the top prioritized properties have been positioned for investment
Measurable Metrics	• Sites converted to productive use.

SHORT TERM FOCUS:

[6.3] Improve Connective Infrastructure: Site Development and Promotion

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Develop a core team (public and private) leaders to initiate these discussions.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Develop a repository strategy of properties in Stark County (retail, industrial, commercial, etc.) • Shortlist properties that will be aggressively marketed and establish priority uses for each property. • Develop a strategy on how to best proceed forward with the Opportunity Zones. • Develop a plan on how the properties will be marketed.		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify if incremental funding is needed to support the program.		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• Sites converted to productive use.		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Meet with Chris Johnson and align on a path forward.

DETAILED RECOMMENDATIONS:

[6.4] Improve Connective Infrastructure: Transportation Network

Program Name	Transportation Network
Community Challenge	Given the geographic expansiveness of Stark County and the poverty related challenges, there is a physical disconnection between employers and employees. Many employees lack personal mobility, and unfortunately the current mass-transit public transportation network is unable to address the needs.
Program overview and Target Audience	**Overview:** The goal of this effort will be to develop a multi-pronged strategy that helps identify and address transportation gaps for interested citizens. **Target Clients:** Local citizens who lack access to transportation. Employers who are dis-connected from the transportation networks.
Target outcomes and metrics	Connecting employers and employees by addressing transportation barriers.
Lead entity and Support entities	**SARTA and SEDB**
Potential risks to manage	Given the number of variables involved, the program will be very complicated to manage. The leadership team will need to work through the opportunities diligently.
Required Support Resources	**Annual Budget: TBD**

3 YEAR FOCUS:

[6.4] Improve Connective Infrastructure: Transportation Network

Initiative Leader and Co-Leader	SARTA, Local Transportation providers
Initiative Support Team	
2018 Goals	• Establish a menu of transportation options for the Stark Couty businesses and residents • Conduct preliminary meetings with taxi service providers (Uber, Lyft, others) and SARTA to identify potential partnership opportunities. • Prioritize a handful of key employers and colleges for whom transportation challenges need to be addressed • Establish a base plan on how the transportation access can be improved
2019 Goals	• Launch a handful of pilot transportation strategies
2020 Goals	• Based on the learning accumulated in 2019, deploy a more robust solution
Measurable Metrics	• User (employee/employer) feedback on transportation opportunities • Number of incremental citizens that utilize the enhanced transportation services

SHORT TERM FOCUS:

[6.4] Improve Connective Infrastructure: Transportation Network

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Develop a core team (public and private) leaders to initiate these discussions.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Establish a menu of transportation options for the Stark Couty businesses and residents • Conduct preliminary meetings with taxi service providers (Uber, Lyft, others) and SARTA to identify potential partnership opportunities. • Prioritize a handful of key employers and colleges for whom transportation challenges need to be addressed • Establish a base plan on how the transportation access can be improved		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify if incremental funding is needed to support the program.		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• User (employee/employer) feedback on transportation opportunities • Number of incremental citizens that utilize the enhanced transportation services		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Schedule a follow up meeting with SARTA

7 | Drive Community Engagement

7.1 Integrated Marketing

7.2 Strengthening Stark Week

DETAILED RECOMMENDATIONS:

[7.1] Drive Community Engagement: Integrated Marketing

Program Name	Integrated Marketing
Community Challenge	There is a need across Stark County to better inform, educate and engage the Stark County citizens. Through greater engagement, we hope to identify/create a set of leaders that will take greater interest in participating in the efforts.
Program overview and Target Audience	**Overview:** A team of about half a dozen marketing agencies has been pulled together to develop an integrated marketing and a community engagement strategy. As part of the effort the team will design the collateral, the outreach process and help gain competitive pricing with the regional marketing agents (Facebook, newspaper, radio, etc.) to formally kick off the outreach. As part of the effort, the team will also be looking to hold a marquee Strengthening Stark Celebration Week in September, 2018. **Target Clients:** Community Citizens
Target outcomes and metrics	Community engagement and awareness by local citizens of the Strengthening Stark efforts.
Lead entity and Support entities	**Strengthening Stark Marketing Task Force**
Potential risks to manage	Ensuring that the various partners on the Task Force find common value and as such continue to participate in the process.
Required Support Resources	**Annual Budget: TBD**

3 YEAR FOCUS:

[7.1] Drive Community Engagement: Integrated Marketing

Initiative Leader and Co-Leader	Strengthening Stark Marketing Task Force
Initiative Support Team	Marketing leadership team
2018 Goals	• Develop a leadership team to support the marketing effort • Develop an integrated marketing plan. This will include: social media, print media, PR, etc. • Launch the "I am Strengthening Stark Campaign", The website, and Social media platforms.
2019 Goals	• Execute the marketing strategic plan • Establish a dedicated leader to support the community engagement effort
2020 Goals	• Build on the learnings from 2019 and expand the impact of the program
Measurable Metrics	• Awareness of the Strengthening Stark program • Community participation on the various programs • Increased demand for services and programs that are offered

SHORT TERM FOCUS:

[7.1] Drive Community Engagement: Integrated Marketing

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Establish a core team to help drive the effort.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Develop a leadership team to support the marketing effort • Develop an integrated marketing plan. This will include: social media, print media, PR, etc. • Launch the "I am Strengthening Stark Campaign", The website, and Social media platforms.		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify if incremental funding is needed to support the program.		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• Awareness of the Strengthening Stark program • Community participation on the various programs • Increased demand for services and programs that are offered		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Launch the "I am Strengthening Stark" campaign

DETAILED RECOMMENDATIONS:

[7.2] Drive Community Engagement: Strengthening Stark Week

Program Name	Strengthening Stark Week
Community Challenge	Strengthening Stark is a massive initiative and the effort will have many program details underneath it. All the elements of the program must be pulled under a cohesive umbrella, if the program is to maximize collective impact.
Program overview and Target Audience	**Overview:** The team has come up with a concept of an integrated marketing marketing/branding plan, that will help the community celebrate the entire Strengthening Stark effort in a cohesive manner. The week will serve as an opportunity to not only celebrate all the accomplishments, but more importantly, this is an opportunity for all the program leaders to demonstrate accountability over tangible program outcomes. **Target Clients:** Community Citizens
Target outcomes and metrics	Community engagement and awareness by local citizens of the Strengthening Stark efforts.
Lead entity and Support entities	**Strengthening Stark Marketing Task Force**
Potential risks to manage	Ensuring that the program that is designed is able to maximize the impact, with a constrained program budget.
Required Support Resources	**Annual Budget: TBD**

DETAILED RECOMMENDATIONS:

[7.2] Drive Community Engagement: DRAFT Schedule for the week

	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	10/19/19	10/20/19	10/21/19	10/22/19	10/23/19	10/24/19	10/25/19	10/26/19	10/27/19
Location	*Offsite*	*Offsite*	Canton	Massillon	Alliance	North Canton	Canton	Canton	
Theme	Leadership Retreat Focus: 2020 Tactical Planning		Leadership Recognition Day	Innovation Day	Workforce Day	Infrastructure Day	Business Attraction and Development Day	Stark Strong Weekend	

Leadership Teams

	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Steering Committee Leadership Funders Leadership	Leadership retreat		Recognition of leaders						
Minority Advisory Commitee	Leadership retreat		Recognition of leaders						
Chamber			Leadership graduate placement						
Colleges				Corporate Innovation					
Workforce Taskforce: OMJ Schools					Workforce initiatives - Schools - Internships - Career day				
Cities SARTA; Broadband,...						Highlight the programs. CIC?			
SEDB							New businesses. Expanded businesses.		
Junior Achievement JumpStart Arts In Stark								STARK WEEKEND Startup/Scaleup Weekend (would be awesome if we can pull in local cultural programming, arts, etc. to showcase all the cultural activites. Not sure if we can somehow connect this with the homecoming weekend and schools and colleges?)	

DRAFT

3 YEAR FOCUS:

[7.2] Drive Community Engagement: Strengthening Stark Week

Initiative Leader and Co-Leader	Strengthening Stark Marketing Task Force
Initiative Support Team	Marketing leadership team
2018 Goals	• Design the parameters of the Strengthening Stark week • Identify program leadership • Identify the funding and resources to develop the program
2019 Goals	• Conduct the detailed planning for the event • Help execute the event • Used the event to identify future improvement/development opportunities
2020 Goals	• Conduct a more impactful Strengthening Stark week
Measurable Metrics	• Awareness of the Strengthening Stark program • Community participation on the various programs • Increased demand for services and programs that are offered

SHORT TERM FOCUS:

[7.2] Drive Community Engagement: Strengthening Stark Week

#	Area	Planned Activities	Potential Risks and Mitigation Steps	Sample Measurable Scale	Score (1-10)	Progress (Declining, Staying Course, Improving)
1	Dedicated Program Leadership	• Establish a core team to help drive the effort.		1: Leadership significantly lacking 5: Intermittent/inconsistent leadership. 10: Strong and dedicated, At least two program leaders.		
2	Program Execution	• Design the parameters of the Strengthening Stark week • Identify program leadership • Identify the funding and resources to develop the program		1: Project not meeting any planned objectives 5: Project meets some planned objectives 10: Excellent project execution (plan = outcomes)		
3	Funding Gap (Plan vs. actual)	• Identify if incremental funding is needed to support the program.		1: Massive funding gap (Greater than 60%) 5: Some funding gap (less than 60%) 10: Funding goals attained		
4	Community Enthusiasm and Material Benefits	• Awareness of the Strengthening Stark program • Community participation on the various programs • Increased demand for services and programs that are offered		1: Not seeing any material program benefits 5: Seeing some benefits, inconsistent outcomes 10: Program driving measurable benefits		

What will we accomplish by end of September?
Develop a leadership team for the program.