

Greene County, Ohio Five-Year Economic Development Plan

2006-2011



The Model above demonstrates the close interaction of the five task forces and the necessary integration of all of the task force targets to make a well-rounded strategic plan for economic development. The choice of colors in the model is purposeful, too. The like colors of orange and red indicate the interdependence of the task forces addressing legislative issues and the BRAC. The complementary colors of retention & expansion and publicity & communication imply the close interaction of those two task forces. The central location of the CIC and the Department of Development not only emphasize Greene County's commitment to the plan, but also their central role in overseeing task force.

Greene County's Strategic Plan for Economic Development 2005-2010

Greene County used a participatory process among industry, education, government, and economic development practitioners to develop a five-year strategic plan for economic development in the County.

The plan advances five strategic concentrations for improving economic development in Greene County.

- **Workforce Development (addressing both the short and long-term training and education needs)**
- **Retention and Expansion of existing business in Greene County**
- **BRAC Follow-through and Leverage**
- **Publicity & Communications in the County and Region**
- **Legislative and Regulatory issues impacting Greene County Companies**

Framework

The five strategic issues are presented according to the following framework.

- **The Five-year Goal**
- **The Desired Future State**
- **The Two-year Objectives**
- **The Measurable Outcomes**

The plan ends by presenting an implementation strategy wherein it assigns an oversight organization-the Greene County Department of Development, a reporting structure, and a means of reporting progress to the community.

Goal 1 Ensure the Workforce is Well-trained

Future State – What we're striving for: Greene County has the near real-time ability to understand employer workforce needs, anticipating changes that require adjustments in government and education training programs.

Objectives

- 1. Facilitate forums between employers and schools, secondary and post secondary, to coordinate employer and employee training needs.**
 - A. Focus on industries that are considered to industry drives in the region and the County.
 - B. Work with the regional Work Force Committee through GreeneWorks, to help identify and articulate employer's needs.
 - i. Using web-based technology, survey existing businesses about their current and future workforce needs.
 - C. Hold forums to address targeted industry needs to build continuing relationships between industry and education.
 - i. Organize one forum for each targeted industry annually to evaluate needs and the resources available to meet those needs.
 - D. Connect the workforce and industry to job training opportunities.
 - E. Actively pursue co-operative education and training opportunities at the high school and post-secondary levels, so that future generations better understand the workplace culture and education/training needs for future employment

- 2. Build the infrastructure for a stronger math and science workforce.**
 - A. Ensure that math and science education and training is available in Greene County elementary and high schools.
 - i. Assess the feasibility of establishing a magnet high school for math and science in Greene County.
 - ii. Bring professionals into elementary and high schools to demonstrate the need for a stronger math and science background.
 - iii. Invite students into the workforce to observe.
 - B. Fortify math and science training programs identified by employers as priority training needs.
 - C. Match employees and displaced workers to Greene County businesses that have opportunities in science and engineering.

3. Compete more effectively to attract workforce to the area.

- A. Advertise broadly the job opportunities in the area.
- B. Use GreeneWorks as the mechanism for connecting job seekers to job opportunities, and track success.
- C. Communicate the quality of life issues that make this region attractive to potential employees.

Measurable Outcomes

- 50% more employers will be aware of existing training resources
- 20 targeted employers will provide feedback on existing training with recommendations for improvements
- training providers and employers will focus on one priority training area and make improvements by 2008
- 5-10 employers will volunteer to present math and science opportunities in schools or host students at the business site
- GreeneWorks will be promoted for Chamber usage by Greene County

Goal 2 Revitalize a Comprehensive and Useful Business Retention and Expansion Program

Future State - Workers and residents in Greene County benefit from a stable economy, as existing businesses and jobs are retained and as the foundation for entrepreneurship improves the County's ability to "grow its own" business base

Objectives

- 1. Implement an automated Business Retention and Expansion (R&E) Program in Greene County.**
 - A. Develop a "virtual economic development organization" by using technology to automatically link relevant business support organizations with companies that specify a particular need.
 - B. Develop a countywide panel to brainstorm R&E ideas.
 - C. Involve educational leaders so they can respond to business needs.

- 2. Obtain adequate resources for initiating and executing the R&E program.**
 - A. Add adequate full time staff to initiate and execute an R&E plan through the Greene County Department of Development.
 - B. Develop and maintain a database of Greene County businesses in the manufacturing, distribution, aerospace, and information technology industries and make those industries the target of R&E efforts.
 - C. Involve education leaders in discussions about what businesses need to expand and remain profitable.
 - D. Designate necessary resources to lead new businesses through the local process for business start up and expansion.

- 3. Develop a better means of marketing and communicating economic development programs so businesses know what is available.**
 - A. Catalogue the business development assets that businesses use and find helpful, and market those assets.
 - B. Promote sectoral business networks, supply chain initiatives, and business forums that focus on innovation and encourage productive interaction among industries.
 - C. Continue to conduct regular, possibly monthly, countywide wrap-up of business news, expansions, changes, and new contracts that is then pushed heavily statewide to help build state recognition with the county.

4. Address common R&E concerns as a proactive R&E strategy.

- A. Utilize the tax incentive structure available in the County and its jurisdictions, to the degree possible.
- B. Continue to explore new ways to provide financial assistance for business and industrial expansions.
- C. Address regulatory concerns that adversely impact targeted industries, such as workers compensation, Ohio Environmental Protection Agency, Ohio Historical Preservation Office regulations (see Goal 5 below).
- D. Assist businesses in their efforts to control health care costs by obtaining a greater understanding of employer's responses to health care inflation, and identifying effective local responses that can be shared as best practices in business roundtable discussions.

Measurable Outcomes

- 30% of businesses in the targeted industries will be interviewed over the five year period of this strategic plan
- the County will track and publish growth companies annually
- the County will attempt to track and publish the number of jobs added to existing businesses in targeted industrial areas
- the County will conduct exit interviews with known companies, especially but not limited to companies in targeted industrial areas, that plan to close or leave Greene County
- The County will track the annual growth of the economy utilizing such tools as building construction, increases in various taxes, i.e. real, personal, sales, overall employment and increased income earned by Greene County employees

Goal 3 Monitor BRAC Implementation to strengthen the Region's and County's leadership in the Defense and Aerospace Industries

Future State - A long-term economic strategy to retain and expand WPAFB's mission will ultimately strengthen BRAC related industries and establish the region as a national center of defense and aerospace research and development

Objectives

1. Proactively work to make legislative change.

- A. Continue working with the Dayton Development Coalition (DDC) on BRAC issues to secure final implementation of the latest decisions.
 - i. Anticipate political challenges (e.g., Senators Kennedy/Clinton) before the next process.
 - ii. Maintain regular communication with legislators to demonstrate current success and introduce business leaders to legislators.
- B. Coordinate activities of all the shareholders whenever major legislative initiatives impact industry and job gains or losses to the County.
- C. Rely upon regular feedback from regional opinion leaders, as established by DDC, to be the first responders to BRAC related legislative issues.
- D. Rely upon DDC staff for new employment opportunities, to coordinate placement of the same in Greene County locations.

2. Improve the BRAC Communications Plan.

- A. Build an adequate "defense fund" to ensure sufficient economic resources to continue and expand the local effort.
- B. Establish a communication committee that is comprised of military, government, and the private sector to address the needs of the base through the expansion process.
 - i. Ensure appropriate public relations between WP AFB and the County.
 - ii. Communicate the timing and size of BRAC-related moves so individual jurisdictions can coordinate.
- C. Develop a two-way dialogue with businesses that relocate to Greene County due to BRAC decisions.

3. Identify and pursue job growth opportunities that leverage BRAC gains and the existing business base.

- A. Develop intelligence on the local and regional health sciences and sensors industries.
- B. Determine the gaps in the Region's and County's ability to support the new health sciences and sensor missions, and work with the DDC in strategically addressing those needs.
- C. Identify spin-off opportunities as a result of new BRAC initiatives coming to the Region.
- D. Expand military opportunities beyond the immediate area of WP AFB into other portions of the County.
- E. Consolidate targeted industry strategies for the aerospace and information technology (IT) industries so that capabilities in each industry are leveraged optimally.

4. Enhance education and training requirements to meet the BRAC needs.

- A. Realign or create academic offerings to meet needs.
- B. Work with the educational community to ensure that they are aware of the jobs/career fields that are being created so they can be proactive in their program development.

Measurable Outcomes

- Jobs related to BRAC relocated industries (aerospace medicine and sensors) are created in Greene County
- BRAC strategies are implemented (e.g., the Brooks mission moves to the Dayton region along with companies - either attracted or established that support that mission)
- Greene County will track start ups and spin offs
- Greene County will continue to support the work and measure the results of the Dayton Development Coalition's regional marketing strategies

Goal 4 Improve Economic Development Communications in the County

Future State - Greene County stands out within the region as the ideal place to work and live, and grow your business.

Objectives

- 1. Develop an informative countywide economic development database and website.**
 - A. Update the available land and building database.
 - B. Exploit the County's unique geographical position with 1-70,1-71, and 1-75 to develop the distribution industry.
 - C. Support and commit more dollars to market the region as a workforce attraction strategy.

- 2. Develop a communication plan that provides and updates key initiatives by cities, towns and villages within Greene County.**
 - A. Assign a Greene County marketing group composed of community representatives that meets quarterly to set priorities and combine efforts to market Greene County. House this committee within the CIC.
 - B. Build a theme around "Greene" and keep it consistent in all mailings, brochures, logos, etc.
 - i. Obtain agreement by County communities to use the same branding on marketing materials.
 - ii. Solicit ideas from the businesses and entities within the county as to what the County should view as their "brand."
 - C. Partner with area businesses in joint marketing efforts. Businesses can sell the County to other businesses.
 - D. Leverage expertise at local universities to assist with branding.
 - E. Develop a marketing plan to attract businesses that complement current BRAC relocations.

- 3. Ensure that the DDC's regional branding highlights the core capabilities and resources of the region and the County, while promoting their diversity.**

Measurable Outcomes

- Countywide website for economic development is created
- Consistency in marketing materials across communities in the County is achieved

Goal 5 Ensure that County priorities are Legislative Priorities

Future State - Greene County influences legislation and local regulatory issues to streamline business development

Objectives

- 1. Work with the DDC to develop a shared political agenda to ensure that the region gets its fair share of Ohio's distributed resources.**
 - A. Involve local businesses in communicating Greene County's legislative priorities.
 - B. Provide a forum for local businesses to provide input regarding problem legislation.

- 2. Continuously improve business development support in Greene County.**
 - A. Streamline the permitting process, especially building inspections and permits.
 - B. Coordinate zoning between townships and municipalities and have adequate land use plans in place.
 - C. Explore the potential for coordinating and consolidating services in the County.
 - D. Address regulatory issues that affect business development (such as workers compensation and EPA regulations).

- 3. Seek additional funding for roads and other needed infrastructure to improve access throughout Greene County.**
 - Continue improvements of US 35 to better facilitate transportation throughout region.

Measurable Outcomes

- Track the region's and Greene County's share of Ohio's distributed resources. Trends over time should indicate an increase
- Businesses in the retention and expansion survey report improvements in business development support
- Track and publish state and federal funding secured for road improvements and other utility improvements throughout Greene County

Economic Development Plan Oversight

Oversight: The Greene County Department of Development should provide oversight to ensure that the plan's goals and objectives are accomplished.

Work Teams: The Department of Development will establish task forces to conduct the work tasks described in this plan.

Reporting Structure: Each task force will designate a leader who will report progress to the Department of Development and to the Greene County Community Improvement Corporation.

Reporting Progress: Support will be provided to each task force by the Department of Development in measuring outcomes. Progress will be reported to the community annually during Greene County's Annual Report to the Community.



**Greene County Board of Commissioners
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