Coal-Reliant Communities
Innovation Challenge Workshop

April 22-24, 2015

Pikeville, Kentucky
Welcome

Welcome to the first Coal-Reliant Communities Innovation Challenge Workshop! The National Association of Counties (NACo) and the National Association of Development Organizations (NADO) Research Foundation, with support of the U.S. Economic Development Administration (EDA), are hosting this workshop to assist counties and regions that are experiencing economic challenges due to the contraction of the coal industry. Thank you for taking the time to join us here in Pikeville.

The aim of this workshop – the first of three to be hosted throughout 2015 – is to support participants with developing economic diversification strategies that expand opportunities in your counties and regions. Each team will walk away from the workshop with a list of implementable actions to start pursuing once you get home.

NACo and the NADO Research Foundation are committed to providing you with resources to support your economic goals long term. That is why NACo and NADO, with support from EDA, are pleased to unveil the Resources for Transitioning Economies website – a new resource portal containing information on economic diversification. The site features tools, reports, case studies and other resources produced by public, private and nonprofit organizations, and can be accessed and used by any county, community or region seeking to diversify and strengthen its local economy. To access the site, please visit: www.diversifyingeconomies.org. As this is a new resource and we will continue to enhance it, we welcome your requests, comments and additions!

Please join us in providing social media updates during the workshop! The official hashtag for the workshop is: #readytodiversify. You can also follow along on Twitter with @NACoTweets, @NADOWeb and @US_EDA.

Again, thank you for taking the time to travel to Pikeville. We hope this workshop is beneficial to you and your community, and please do not hesitate to share your feedback with NACo or NADO staff here at the event or after you return home.

Workshop Location

The Hilton Garden Inn
849 Hambley Blvd., Pikeville, Ky. 41501
606.766.2000

Attire

The attire for the Coal-Reliant Communities Innovation Challenge Workshop is business casual.
Selected Teams

The seven teams selected to attend the first Coal-Reliant Communities Innovation Challenge Workshop are shown on the next two pages of maps.

*This map shows the selected seven teams with information about the counties and regions they represent.*
Selected Teams

This is an enlarged map of the Appalachian teams and the counties and regions they represent.
Workshop Agenda

Wednesday, April 22 | Day 1 – Framing the Issues

1:30 – 2:00 p.m.  Event Arrival and Registration
Location: Ballroom Foyer

2:00 – 2:15 p.m.  Welcoming Remarks
Room: Grand Ballroom
  ● Erik Pages, President, EntreWorks Consulting, Arlington, Va.

2:15 – 3:30 p.m.  Team Presentations: Who’s In the Room?
Room: Grand Ballroom
Each team will give an introductory presentation on their goals, issues
and vision for their region followed by a facilitated discussion.

3:30 – 3:45 p.m.  Networking Break

3:45 – 4:55 p.m.  Panel Discussion: From Downturn to Transition
Room: Grand Ballroom
This panel discussion will feature speakers who have experienced
economic downturns and transitions in other sectors. Panelists will
share insights and lessons learned, with a focus on the tangible actions
they pursued to transform their economies.

  ● Glenn Cox, Executive Director, Handmade in America, Asheville,
    N.C.
  ● Hon. Matt Wender, Commissioner, Fayette County, W.Va.
  ● Peter Hille, President, Mountain Association for Community
    Economic Development, Berea, Ky.
  ● Moderator: Heidi Sheppard, Advisor for Technology
    Collaborations, National Institute of Standards and Technology
    Manufacturing Extension Partnership, Gaithersburg, Md.

4:55 – 5:00 p.m.  Wrap-up of Day 1
  ● Erik Pages, President, EntreWorks Consulting

5:00 – 6:30 p.m.  Networking Reception
Room: F.A. Bailey
Light appetizers will be available along with a cash bar.
Thursday, April 23 | Day 2 – Exploring the Solutions

8:00 – 8:45 a.m.  Networking Breakfast
Room: F.A. Bailey

8:45 – 9:30 a.m.  Opening Plenary: Supporting the Transition
Room: F.A. Bailey
This plenary will help teams think through innovative public-private partnerships and resources to assist with implementing their goals for transitioning their economies.

- Chuck Fluharty, Founder and Vice President for Policy Programs, Rural Policy Research Institute, Iowa City, Iowa

9:30 – 10:30 a.m.  Economic Diversification Strategies: Concurrent Sessions (Round 1)
Room: F.A. Bailey
Team members will split up to attend one of three concurrent sessions in topic areas related to economic diversification strategies. A topic area expert will lead each session and facilitate small group discussion.

**Session 1: Health Care Industry Strategies**
Room: F.A. Bailey
**Facilitators:** Duane Miller, Deputy Director, LENOWISCO Planning District, Duffield, Va. & Stephen Taylor, Development Director, Kentucky Highlands Investment Corporation, London, Ky.

**Session 2: Agriculture and Food Systems Development**
Room: Salon A
**Facilitator:** Dan Neff, LDD Director, Appalachian Regional Commission, Washington, D.C.

**Session 3: Workforce Training**
Room: Salon B
**Facilitator:** Scott Tate, Senior Economic Development Specialist, Virginia Tech Office of Economic Development, Blacksburg, Va.

10:30 – 10:45 a.m.  Networking Break
10:45 – 12:00 p.m.  **Team Exercise #1: Identifying Actions**
Teams will meet privately to brainstorm new implementation actions. Each team will have time to discuss goals for this workshop and ways to use discussions to make progress toward future successes.

12:00 – 1:30 p.m.  **Luncheon Keynote: Adaptive Leadership for Positive Change**  
*Room: F.A. Bailey*
Teams will learn about ways community leaders can focus on community engagement, shared vision and cooperation to help foster new economic opportunities.
- Kelly Ryan, President and CEO, Incourage Community Foundation, Wisconsin Rapids, Wis.

1:30 – 2:30 p.m.  **Economic Diversification Strategies: Concurrent Sessions (Round 2)**
Team members will split up to attend one of three concurrent sessions in topic areas related to economic diversification strategies. A topic area expert will lead each session and facilitate small group discussion.

**Session 1: Tourism and Recreation**  
*Room: F.A. Bailey*
**Facilitator:** Todd Christensen, Executive Director, Southwest Virginia Cultural Heritage Foundation, Abingdon, Va.

**Session 2: Entrepreneurship and Small Business Development**  
*Room: Salon A*
**Facilitator:** Mark White, Vice President of Research, The Council for Community and Economic Research, Arlington, Va.

**Session 3: Broadband Development**  
*Room: Salon B*
**Facilitator:** Brian Kiser, Executive Director, Commonwealth Office of Broadband Outreach and Development, Frankfort, Ky.

2:30 - 3:30 p.m.  **Team Exercise #2: Developing Strategies**
Teams will meet privately to share new ideas and develop strategies to help support their implementation actions.

3:30 – 3:45 p.m.  **Networking Break**
3:45 – 4:45 p.m.  Team Lesson Reports: Tracking the Progress  
*Room: F.A. Bailey*  
Each team will provide a report-out of lessons learned from Day 2.

4:45 – 5:00 p.m.  Wrap-up of Day 2  
- Erik Pages, President, EntreWorks Consulting
Friday, April 24 | Day 3 – Strategy & Commitments

7:30 – 8:30 a.m.  Programmatic Updates Breakfast  
Room: F.A. Bailey  
A buffet breakfast will be available and presentations will begin at 8:00 a.m.

Economic Development Administration (EDA) Update  
Learn about ways that EDA, the White House and other federal agencies are partnering to assist coal-impacted communities.

- Angela Martinez, Senior Advisor & Director of Outreach, Economic Development Administration, Washington, D.C.

Shaping Our Appalachian Region (SOAR) Update  
Hear about the current plans and priorities of the SOAR initiative to foster a new dialogue about ideas, innovations, assets and opportunities in Appalachian Kentucky.

- Jared Arnett, Executive Director, Shaping our Appalachian Region, Pikeville, Ky.

8:30 – 9:30 a.m.  Panel Discussion: Innovative Partnerships to Root the Transition  
Room: F.A. Bailey  
This session will highlight how diverse support partners are prioritizing economic transition efforts in Appalachia.

- Gerry Roll, Executive Director, Foundation for Appalachian Kentucky, Chavies, Ky.
- Margo Miller, Executive Director, Appalachian Community Fund, Knoxville, Tenn.
- Scott Broughton, Center Director, Advantage Kentucky Alliance, Bowling Green, Ky.
- Moderator: Jared Arnett, Executive Director, Shaping Our Appalachian Region, Pikeville, Ky.

9:30 – 11:00 a.m.  Team Exercise #3: Strategizing and Committing to Action  
Teams will meet privately to confirm and document short- and long-term implementable actions.
11:00 - 11:30 a.m.  Exploring Economic Diversification Data Tools  
*Room: F.A. Bailey*
This session will highlight data and tools that teams can use to support, visualize and communicate economic diversification strategies.


11:30 - 12:15 p.m.  Team Reports – Round 1  
*Room: F.A. Bailey*
Four teams will overview their implementable actions followed by a facilitated discussion of major themes and takeaways.

12:15 - 12:30 p.m.  Break and Pick Up Lunch  
*Boxed lunches will be available.*

12:30 - 1:15 p.m.  Team Reports – Round 2  
*Room: F.A. Bailey*
Over lunch, three teams will overview their implementable actions followed by a facilitated discussion of major themes and takeaways.

1:15 – 1:30 p.m.  Final Lessons and Next Steps  
- Erik Pages, President, EntreWorks Consulting

1:30 p.m.  Workshop Adjourns
Event Participants

Jared Arnett  
Executive Director  
Shaping Our Appalachian Region (SOAR)  
Kentucky  
jared@soar-ky.org  
606-766-1160

Ray Beck  
City of Craig Mayor  
Craig City Council  
Colorado  
rlegal@bresnan.net  
970-824-4994

Regina Becknell  
Project Specialist  
Mountain Association for Community Economic Development  
Kentucky  
rbecknell@maced.org  
606-356-3101

Shannon Blevins  
Director of Economic Development  
The University of Virginia’s College at Wise  
Virginia  
sblevins@uvawise.edu  
276-328-0162

Scott Broughton  
Center Director  
Advantage Kentucky Alliance  
Kentucky  
scott.broughton@wku.edu  
814-505-3786

Bob Brown  
Project Manager  
Reconnecting McDowell  
West Virginia  
bbrown@aft.org  
304-541-2110

Lora Bryant  
Community Development Planner  
FIVCO Area Development District  
Kentucky  
lora@fivco.org  
606-929-1366

Melinda Burchett  
Chief Operations Officer  
American Health Management  
Kentucky  
mburchett@forhorizon.com  
606-305-3028

Bobby Cassell  
Former owner of small business service for coal operations  
Virginia  
bobbycassell@comcast.net  
276-275-0540

Todd Christensen  
Executive Director  
Southwest Virginia Cultural Heritage Foundation  
Virginia Department of Housing and Community Development  
Virginia  
todd.christensen@dhcd.virginia.gov  
276-274-7774

Larry Combs  
Director of Technology and Business Services  
The Center for Rural Development  
Kentucky  
lcombs@centertech.com  
606-677-6000
Michael Cornett
Director of Agency Expansion and Public Relations
Eastern Kentucky Concentrated Employment Program, Inc.
Kentucky
mcornett@ekcep.org
606-438-9938

Glenn Cox
Executive Director
HandMade in America
North Carolina
glenncox@handmadeinamerica.org
828-442-1556

Sandi Curd
Promise Zone Coordinator
Kentucky Highlands Investment Corporation
Kentucky
s.curd@khic.com
606-524-7785

Brent Curtice
Superintendent
Moffat County School District
Colorado
brent.curtice@moffatsd.org
970-826-6262

Chuck Fluharty
President and CEO
Rural Policy Research Institute
Iowa
cfluharty@rupri.org
319-384-3825

Russell George
President
Colorado Northwestern Community College
Colorado
russell.george@cncc.edu
970-948-4925

Tim Gibbs
President and CEO
Ashland Alliance
Kentucky
tim@ashlandalliance.com
606-324-5111

Stephen Greiner
President and CEO
Hazard Community and Technical College
Kentucky
steve.greiner@kctcs.edu
606-487-3100

Ronald Hart
Chief Operating Officer
The Center for Rural Development
Kentucky
rhart@centertech.com
606-487-7470

Peter Hille
President
Mountain Association for Community Economic Development
Kentucky
peter@maced.org
859-986-2373

Dennis Jarvis
Director of Career Tech Education
McDowell County Schools
West Virginia
dljarvis@k12.wv.us
304-436-3488

Jeff Johnson
Community Development Director
Region I Planning and Development Council
West Virginia
jeffjohnson@regiononepdc.org
304-431-7225
Brian Kelsey  
Economic Development Consultant  
National Association of Development Organizations (NADO)  
Texas  
brian@civicanalytics.com  
866-512-3835

Brian Kiser  
Executive Director  
Commonwealth Office of Broadband Outreach and Development  
Kentucky  
502-545-2828

Hon. Gordon Lambert  
County Commissioner  
McDowell County  
West Virginia  
wimmerjen@hotmail.com  
304-436-8548

Kris Mallory  
Project Coordinator  
Reconnecting McDowell  
West Virginia  
kmallory@aftwv.org  
304-419-1645

Jeffrey Marshall  
Executive Director  
Morehead State University Center for Regional Engagement  
Kentucky  
j.marshall@moreheadstate.edu  
606-783-9388

Angela Martinez  
Senior Advisor & Director of Outreach  
U.S. Economic Development Administration  
Washington D.C.  
AMartinez@eda.gov  
202-482-5892

Hon. Harold McBride  
County Commissioner  
McDowell County  
West Virginia  
wimmerjen@hotmail.com  
304-436-8548

Duane Miller  
Deputy Director  
LENOWISCO Planning District Commission  
Virginia  
dmiller@lenowisco.org  
276-431-2206

Margo Miller  
Executive Director  
Appalachian Community Fund  
Tennessee  
margo@appalachiancommunityfund.org  
865-523-5783

Mike Miller  
Executive Director  
Kentucky River Area Development District  
Kentucky  
mike@kradd.org  
606-568-6503

Hon. Frank Moe  
County Commissioner  
Moffat County  
Colorado  
fmoef@moffatcounty.net  
970-756-7109

Clif Moore  
County Manager  
McDowell County  
West Virginia  
wimmerjen@hotmail.com  
304-436-8548
Hon. Dan Mosley  
County Judge Executive  
Harlan County  
Kentucky  
danmosley@harlanonline.net  
606-573-2600

Martin Meyers  
President and CEO  
Ignite/Orange Leaf  
Kentucky  
marty@orangeleafky.com  
606-471-5450

Dan Neff  
Director of Local Development District Program  
Appalachian Regional Commission (ARC)  
West Virginia  
dneff@arc.gov  
202-884-7707

Hon. John Osbourne  
County Judge Executive  
Lawrence County  
Kentucky  
josborne@lycomoline.com  
606-638-4102

Jay Oxley  
Board Chairman  
Craig/Moffat Economic Development Partnership  
Colorado  
jaytlc@bresnan.net  
970-824-5886

Mike Patrick  
Executive Director  
Cumberland Valley Area Development District  
Kentucky  
mpatrick@cvadd.org  
606-894-7391

Hon. Cecil Patterson  
County Commissioner  
McDowell County  
West Virginia  
wimmerjen@hotmail.com  
304-436-8548

Sam Petsonk  
Project Coordinator  
Strong Mountain Communities  
West Virginia  
sam@msilaw.org  
304-837-6121

Chuck Riedhammer  
Executive Director  
Spearhead Trails  
Virginia  
Director@SpearheadTrails.com  
276-525-5610

Gerry Roll  
Executive Director  
Foundation for Appalachian Kentucky  
Kentucky  
gerry@appalachianky.org  
606-439-1357

John Rossfeld  
CEO  
The Memorial Hospital at Craig  
Colorado  
john.rossfeld@tmhcraig.org  
970-826-3105

Kelly Ryan  
President and CEO  
Incourage Community Foundation  
Wisconsin  
kryan@incouragecf.org  
715-570-1213
Heidi Sheppard
Advisor for Technology Collaborations
National Institute of Standards and Technology
Manufacturing Extension Partnership
Maryland
heidi.sheppard@nist.gov
301-975-6975

Hon. Ronnie Shortt
County Supervisor
Wise County
Virginia
rls6k@uvawise.edu
276-219-7283

Dan Stone
CEO
Hazard ARH Medical Center
Kentucky
dstone@arh.org
606-487-7401

Scott Tate
Senior Economic Development Specialist
Virginia Tech
Virginia
atate1@vt.edu
540-315-2062

Stephen Taylor
Development Director
Kentucky Highlands Investment Corporation
Kentucky
staylor@khic.org
606-864-5175

Denise Thomas
Community and Economic Development
Associate
Big Sandy Area Development District
Kentucky
denise.thomas@bigsandy.org
606-886-2374

Catrina Vargo
Economic Development Coordinator
Lawrence County Fiscal Court
Kentucky
cvargo66@gmail.com
606-638-4102

Hon. Matt Wender
County Commissioner
Fayette County
Virginia
mwender@cwv.net
304-573-5980

Mark White
Vice President of Research
Council for Community and Economic Research (C2ER)
Virginia
mwhite@c2er.org
703-522-4980 ext. 1015

Joyce Wilcox
Industry Liaison
Eastern Kentucky Concentrated Employment Program, Inc.
Kentucky
jewilcox60@ekcep.org
606-339-0246

Hon. Mike Wilson
County Deputy Judge
Magoffin County
Kentucky
mike.wilson454@gmail.com
606-496-6172
STAFF

Jen Horton
Program Manager
National Association of Counties (NACo)
Washington D.C.
jhorton@naco.org
202-942-4274

Megan McConville
Program Manager
National Association of Development Organizations (NADO) Research Foundation
Washington D.C.
mconville@nado.org
202-624-7843

Kathy Nothstine
Program Director
National Association of Counties (NACo)
Washington D.C.
knothstine@naco.org
202-714-8245

Erik Pages
President
EntreWorks Consulting
Virginia
epages@entreworks.net
703-237-2506
About the National Association of Counties (NACo)
The National Association of Counties (NACo) is the only national organization that represents county governments in the United States. Founded in 1935, NACo assists America’s 3,069 counties in pursuing excellence in public service to produce healthy, vibrant, safe and resilient counties. NACo promotes sound public policies, fosters county solutions and innovation, promotes intergovernmental and public-private collaboration and provides value-added services to save counties and taxpayers money. Visit the website at www.naco.org.

About the National Association of Development Organizations (NADO)
The National Association of Development Organizations (NADO) provides advocacy, education, research and training for the nation’s regional development organizations. The association and its members promote regional strategies, partnerships and solutions to strengthen the economic competitiveness and quality of life across America’s local communities. Visit the website at www.nado.org.

About the U.S. Economic Development Administration (EDA)
The EDA leads the federal economic development agenda by promoting innovation and competitiveness, and preparing American regions for growth and success in the worldwide economy. As the only federal government agency focused exclusively on economic development, EDA plays a critical role in fostering regional economic development efforts in communities across the nation. Through strategic investments that foster job creation and attract private investment, EDA supports development in economically distressed areas of the United States. Visit the website at www.eda.gov.