



Economic Development in Uncertain Times



John Molinaro
APEG President and CEO

National and global events can have a profound effect on local and regional economic development. The number one factor companies look for before committing to a major investment is predictability of their operating environment. Their bankers, owners and investors want to be certain their investment will pay off.

Put another way, companies are always trying to manage their risks. Economic uncertainties, political changes, regulatory proposals and international trade relations can make a huge difference in how risky a project may be. Our recent national elections provide a strong example of how this works.

Every presidential election cycle is accompanied by a slowdown of company decisions regarding

investments in new plants and equipment. During the primaries, as the field narrows, companies look at candidates' positions and track records and try to predict how each would affect their plans if elected as president.

Companies ask questions such as:

- Is this candidate a friend or foe of my industry?
- How will this candidate's position on trade affect my international business interests?
- Does the candidate favor more regulation of my industry or less?
- How will the candidate's proposed tax policy affect my bottom line?
- Will the economy grow under a new president or will it falter?

This year the uncertainty around these issues was much greater than usual, and company investment decisions slowed to a trickle as the year progressed. The emergence

of strong presidential bids from unconventional candidates on both sides of the aisle increased the level of uncertainty in the business community. The selection of a political outsider as a major party's candidate added to this uncertainty. His ultimate election sent many companies back to the drawing board to reevaluate their plans.

At APEG we have seen delays in investment decisions by companies in a variety of industries. This is especially true among the 40 or so foreign companies actively considering investing in our region. They are asking "What does a Trump presidency and a growing populist movement in America mean for our company and our business plan?" and "Will America remain a great place for companies that depend on international trade and foreign markets?"

We are doing our best to help them find answers, but we have little concrete evidence to offer.

We anticipate that many of these companies will delay their decision until there is much more clarity about policy direction with a Trump administration and new Congress.

Even though economic growth has slowed and manufacturing employment is no longer growing in America, APEG has more active projects in the pipeline than ever in its history. For the first time, a majority of these projects involve foreign companies. Depending upon how these companies evaluate their prospects under a Trump presidency, 2017 could be either a banner year or very challenging one for our region's economic development.

We hope our new President and Congress will move quickly to reassure companies that America will remain a great place for businesses that depend upon international trade and access to foreign markets. Both are critical to the economic health and growth of our region's economy.

Find John Molinaro's Blog at apeg.com

APEG Visits Chinese Chemical Companies

JobsOhio and APEG conducted an exploratory trade mission to the Shandong province in China in late November and early December, APEG's first visit to the country.

The province has over 100 million residents and is home to a concentration of Chinese chemical companies. During the visit, JobsOhio and APEG representatives met with nine different Chinese chemical companies.

Company research and appointments were set up using OCO Global, an international firm which specializes in connecting foreign companies who want to explore bringing manufacturing to the U.S. OCO is JobsOhio's representative in Asia.

“As a result of the trip, we have a large project opportunity that had been focused on the Gulf and Mississippi River regions that now has an interest in looking in Ohio.”

Mike Jacoby, VP Business Development

“They had not been aware of the remarkable competitive advantages from natural gas and natural gas liquids from shale in our region. Now they are very intrigued about locating their new operation in the APEG region,” said Jacoby.

He said the trip also worked to reinforce a project currently under consideration in another region of Ohio and noted several longer-term leads were developed. The APEG region has no Chinese-owned companies.

Foreign Direct Investment

Along with growing existing companies, attracting new companies to Ohio and the APEG region is a major focus of economic development yielding Foreign Direct Investment (FDI).

Ohio is well experienced in FDI and global business. Honda was the first foreign company to build cars in the U.S. The Japanese-based automaker is responsible for 15,000 direct jobs and approximately 15,000 more in its Ohio supply chain.

JobsOhio was instrumental in Fuyao Glass America's decision to locate in the Dayton area. The Chinese automotive glassmaker purchased a vacant General Motors plant in Moraine, Ohio, and invested \$450 million to create the largest automotive glass fabrication plant in the world. The plant opened last fall with 2,000 employees and plans to add another 500.

“The U.S. leads the A. T. Kearney Foreign Direct Investment Confidence Index,” said Kristi Tanner, senior managing director at JobsOhio and southern Ohio native. “That means overseas business executives are optimistic that our economy and our workforce can improve their overall business.”

China is home to about one of every six people on the planet and the country is going through a tremendous industrial revolution. JobsOhio leadership believes China is a country with which Ohio needs to be building relationships.

“Everywhere we went we saw tower cranes,” Jacoby said. “I was told more than half the building construction in the world is happening in China. Large Chinese companies are directed by their government to ‘go out’ to the world to learn markets and technologies that are transferable to improve and modernize the economy in China.”

“This is an opportunity for Ohio. The Fuyao Glass project in Dayton already put Ohio on the map for Chinese Foreign Direct Investment. Our goal is to win more Chinese FDI.”



Mike Jacoby, APEG VP for business development, and Mindy McLaughlin, JobsOhio's senior manager for global sales, present a letter from Governor John Kasich to Jiang Dongfeng, deputy director general of the Bureau of Commerce of Jinan Municipality. The letter welcomes increased trade and foreign investment with China.

Current FDI

The Appalachian Partnership region has 49 foreign-owned companies operating in its 25 JobsOhio counties. They represent 20 different countries and have facilities in 18 counties.

Ohio is home to nearly 3,600 international businesses representing 47 countries and employing 224,000 people. Among the largest are Honda, Fiat Chrysler, BASF, Siemens, Kao Brands, and Nestlé.

Combining import and export (all of international trade) the number of jobs increase exponentially – 1.5 million Ohio jobs, nearly 20 percent of all Ohio workers.

In 2015, the value of Ohio goods sold internationally was \$52.6 billion.



News from the Partnership

Adams: Peebles Infrastructure upgrades at the GE Aviation jet engine testing center were necessary to support increasing numbers of engines being tested as well as accommodating the larger 9X engine testing. A JobsOhio 629 Roadwork Grant supported the expansion and upgrades which created 16 new jobs.

Athens: Nelsonville Hocking College recently opened a Workforce Development and Training Center at The Lodge at Hocking College. The center, a \$1 million renovation project, will be used to provide customized training to area employers and short-term training focused on job readiness.

Belmont: Dilles Bottom FirstEnergy Corp. completed demolition of the former coal-fired power plant and cleared the 150-acre site that may be home to PTT Global Chemical's proposed ethane cracker. Site remediation was supported in part by a \$14 million loan to FirstEnergy by JobsOhio. PTT has an option to purchase the land; a final decision about the \$5 billion construction project is expected in the spring.

Carroll: Carrollton Tait Carter was selected to be Carroll County's new economic development director in December. She will be full time in the role. Tait served as assistant director for 2.5 years.

Coshocton: Coshocton For the second year in a row, the Coshocton County Port Authority coordinated a public/private sector collaboration that led to road improvement supporting Amish furniture makers and wood workers. Six miles of County Road 10 were repaired and repaved with assistance from JobsOhio, the Governor's Office of Appalachia, the Ohio Department of Transportation and contributions by private businesses. The companies served by CR10 employ over 210 people with an annual payroll of \$6.6 million. The project cost \$870,800.

Gallia: Gallipolis A downtown waterfront project featuring improvements to the public use area along the Ohio River will be finished early in 2017. The expansion includes upgrades to boating and parking facilities as well as construction of a riverfront amphitheater. The project received \$1 million from the Ohio Department of Natural Resources.

Guernsey: Cambridge Quanex I.G. Systems and LMI Custom Mixing have begun expansion projects totaling \$16.5 million. With Port Authority incentives enhancing the financing package, Quanex will add a 70,000-square-foot warehouse, while LMI will add production, warehouse, and employee space plus \$7.5 million of new equipment. Quanex manufactures insulating glass spacers and LMI is a custom polymer mixing facility. Both supply to domestic and foreign markets.

Harrison: Scio Utica East Ohio made a \$149,000 donation to help the Village of Scio upgrade their water system infrastructure. Along with the County Commission's contribution, the gift completed the amount needed to match an OMEGA application for the Ohio Rural Community Assistance Program. The company recognized the community's water problems and wanted to be "a good neighbor." The upgrades will begin this summer and will total \$349,000. Utica East Ohio is a midstream processor of natural gas and natural gas liquids (NGLs) and has an NGL storage hub in the county.

Highland: Leesburg South Central Power awarded the Leesburg Industrial Park a \$15,000 grant that will move the site closer to certification by the State of Ohio. The 81-acre park is owned by the county. The grant was used for a Phase 1 environmental site assessment, a geotechnical study, wetlands determination and an archeological survey.

Hocking: Logan A collaboration to revitalize and beautify the downtown area will replace some sidewalks with flowers, shrubs and trees. Efforts of Logan in Bloom, the Tree Commission and the Downtown Redevelopment Committee will be supported by city workers. Plantings are planned for March and May.

Holmes: Killbuck Daniel's Amish Collection, maker of customized hardwood furniture, expanded its manufacturing facility by 15,000 square feet only to learn the fire suppression system was inadequate to protect the larger space. JobsOhio provided a \$1.2 million Revitalization Grant to help the company install a new system and continue growth plans including creating 25 jobs.

Lawrence: South Point Superior Marine Ways, Inc. is completing a major expansion to add a new facility that will allow them to wench barges out of the water onto a rail system then move them into a building with a sealed air system. There, the barges can be blasted and painted. The company already builds tugboats and repairs barges in dry dock. The expansion was supported by bonds from the Lawrence County Port Authority and a JobsOhio Growth Loan; it will create 15 new jobs.

Meigs: Pomeroy Maple Lawn Brewery opened in spring of 2015 and last fall was chosen as one of five new breweries to visit by Tourism Ohio. The name refers to the source of the natural spring water used in brewing, a farm 10 miles down the road in the Village of Hemlock. They recently added a new grinder speeding up the grain-grinding process. The brewery makes a variety of brews including a seasonal pawpaw cream ale and old-fashioned root beer.



Riders' expressions say it all! The Super Shot is one of many amusement rides designed and manufactured in Jefferson County.

A.R.M. Specializes in Thrills

If you're in the market for jaw-dropping excitement, A.R.M. Inc. in Wintersville is your source. One of only five amusement ride manufacturers in the U.S., they have designed and manufactured their thrill-inducing products in the Jefferson County Airpark since 1998.

The company has a worldwide market but primarily serves small family parks and portable carnivals, said Mike Gill, president, who has been with the company for 25 years.

Designed for screams and adrenaline rushes, the rides have hair-raising names like Super Shot, Highflyer/Screamer, Mega Bounce and Vertigo. The riders of Super Shot sit mid-air, feet dangling until the ride abruptly accelerates toward the ground and, slowed by a magnetic braking system, then glides to a stop. The Super Shot comes in 70, 90 and 105-foot models, all transportable on a trailer.

In the 30,000-square-foot Wintersville facility A.R.M. houses 3D drafting and design and manufactures the custom-designed rides. They have 44 employees.

The company also creates prototypes and makes replacement parts and services their rides.

Jackson: JCEDP hosted Ohio Development Services Director David Goodman and members of his staff in November. They toured Speyside Bourbon Cooperage, producers of white oak bourbon casks, and visited site locations in Wellston of recent CDBG set-aside grants (Neighborhood Revitalization Grants) received by Jackson County. Other visits included meetings with elected officials and program administrators.

Jefferson: Brilliant American Electric Power received permission from the Public Utilities Commission of Ohio to convert their Cardinal Generating Station from coal-burning electric generation to burning Utica Shale gas. The conversion target date is 2030.

Monroe: Hannibal McKees Rocks Harbor Services manages harbor services at Center Port Terminal, their second fleeting location on the Ohio River. They offer two barge docks linked to rail at the former Ormet location as well as barge cleaning, repairs and cover stacking. Center Port Terminal offers 52 barge slips, 12 miles of rail and 1,700 acres of site-ready infrastructure.

Morgan: McConnelsville Local leaders have been working with engineers on a study to expand water/sewer service on State Route 60 North. The two miles of infrastructure improvement will provide new development opportunities along the already existing business corridor. Construction should begin in spring 2018.

Muskingum: Zanesville

Consolidated Storage Solutions, a contract logistics firm, is expanding its cold storage and distribution center with a 47,000-square-foot addition. The company stores and delivers frozen and refrigerated food products. The project received a \$25,000 JobsOhio Revitalization Grant. Consolidated has 30 employees and will add five jobs with the new addition.

Noble: Caldwell Davis Drug, a second-generation family-owned pharmacy, is celebrating 30 years of business. The store was opened in 1986 by Gary and Cinda Davis and is now operated by their son Matt. The store has 14 employees and offers medicines, medical supplies and a variety of household goods; they are proud of their record of support for area schools, sports and community organizations.

Perry: Somerset TNT Equipment, Columbus-based construction equipment company, has moved its manufacturing operation to Perry County from Florida. The company will create 20 new manufacturing jobs and invest \$598,500 to relocate equipment and upgrade an 18,000-square-foot building. JobsOhio provided \$100,000 in grant funds to assist with renovation and relocation costs. They will make mast-climbing scaffolding equipment, marketed as Premier Scaffold Solutions, beginning early 2017.

Pike: Waverly McGolf Custom Clubs was selected by Golf Digest as one of America's 100 Best Clubfitters for the fourth consecutive year. Owned by Jim and Robin McCleery, the company is an internationally recognized fitting center and an award-winning advanced professional repair shop. They own and operate the longest range in Southern Ohio, a 395-yard range. Jim is also Ohio's only Frankly Academies Certified Putting Instructor.

Ross: Chillicothe Riffle III, the third 100,000-square-foot building for Riffle Machine Works, will be occupied in January 2017. The success story for this Kenworth supplier and 3PL provider began with 50,000 square feet in 2008 and was quickly doubled; Riffle II was completed in 2013. Employment has grown from 32 in 2008 to more than 200.

Scioto: Haverhill Altivia started a second phenol line and is undertaking rail and barge infrastructure improvements after purchasing the shuttered Haverhill Chemical facility, creating 22 jobs and retaining 81 jobs. JobsOhio support has been critical for the very capital-intensive process of repairing and restarting this chemical plant.

Vinton: McArthur The Dettwiller True Value Hardware store on U.S. Route 50 is nearing completion and a long-awaited grocery store (owned by the Campbell family of Zanesville) is expected to begin construction in March. Several new small businesses opened, including The Brick Escape Room, Rolling Pin Mobile Kitchen and Dellwood Corner.

Washington: Beverly The decommissioning of the AEP Muskingum River Plant continues to be ahead of schedule. Following the final phase, the demolition of two 850-foot stacks in August, 2017, the 300-acre site will be available for new industrial development. It offers 500+ megawatts of power, rail service, three major gas transmission mains crossing the site and both river water and potable water.

APEG Launches New Web Site

APEG recently launched an updated, enhanced website. Notable results of the effort are clearer paths to information; prominent access to available industrial sites and regional resources; indexed program information; and high quality photography showcasing the region's high tech manufacturing processes, its workforce and communities.

Since the first website was launched in January 2014, APEG's programs have increased, adding layers of services. "We have more complex information to share and a clearer understanding of what our different audiences are looking for," said Charlotte Hatfield, director of communication.

Prominent on the APEG landing page is information targeting site selectors who rely heavily on online resources to start and narrow searches for possible industry locations.

"Equally important is the landing page footer map; it's a direct link to in-depth information describing the assets of our 25 APEG-JobsOhio counties," said Hatfield. Everything from utility providers to employment and wage information is available, by county, from this site.

In addition to programmatic information the site includes: staff contacts, regional maps, publications, videos and news.

Visit the new APEG.com

KEY INDUSTRIES
Polymers & Chemicals
Energy Production
Food
Transportation & Aerospace
Forestry & Wood Products
Metals
Logistics
Consumer Products

RESOURCES & SERVICES
Infrastructure
Shale Play
Forest & Wood Products
Quality of Life
Regional Maps

REPORTS & PUBLICATIONS
Regional Research Reports/
APEG Publications/
Program Information &
Materials

MEDIA
Regional news and
industry video/current
and archived

MAPS
Maps describing
the region's
Shale, Logistics,
Companies, Sites

ABOUT
Staff
Board Members
Partners
Contact Information

APEG REGION
Expand Your Company
Improve Operations
Forest to Furniture
Start a Business

High quality header photos
show APEG's advanced
manufacturing and skilled
employees and highlight
regional beauty.

American Manufacturing Grows Here
Cheap energy, available sites with abundant water, Ohio's logistics sweet spot and our skilled workforce mean manufacturing is growing and thriving here.
Our newest resource — the cheapest energy in the Western Hemisphere thanks to the Utica and Marcellus Shale play. The oldest — the Ohio River with its 451 miles of shoreline, 125 plus ports and abundant water for manufacturing. The most enduring — our region's deep history in manufacturing and the rural work ethic of our skilled manufacturing workforce.
Southern and eastern Ohio have a rare mix of assets for locating or growing American manufacturing.

OHIO RIVER SITES
ALL SITES & BUILDINGS
PRIME SITES
SITE SELECTION DATA

SITE SELECTORS start their research on the internet. APEG's website makes their search easy.

Site Selection Data
Why Southeast Ohio
APEG Can Help
Strategic Location
Workforce
Cost Savings

Go directly to information about growing an existing company or coming to the region.

We attract new businesses and grow existing businesses in Eastern and Southern Ohio.
JobsOhio
✓ Locate Your Company
✓ Expand Your Company

Our experts improve manufacturing operations and upskill workforce to increase your bottom line.
Ohio Manufacturing Extension Partnership
✓ Continuous Improvement
✓ Forest & Wood Products

Latest regionwide and related national news

APEG NEWS
[Rocky Brands benefits from military contracts](#)
Companies that make things people wear have been finding it hard to make ends meet...
[Read more](#)
[Battle of the bots](#)
With the increasing technology industry, there is always a need for engineers, scientists and other technically-minded
[Read more](#)
[JobsOhio invests in prep work for proposed Belmont County 'cracker' plant](#)
The proposed plant, similar...
[Read more](#)

TWITTER
APEG Rebranded
JobsOhio @MyOhio
@TheEconomist looks at how doing biz in Ohio was less costly and regulated than China. econ str2pplUY via @TheEconomist
Through the glass, darkly: China's reputation for low...
A great tax system can make China an expensive place to produce things
[Embed](#) [View on Twitter](#)

The quickest way to MEP and Ohio Wood Products information

APEG's Twitter feed (Follow Us)

Read John Molinaro's thoughts on APEG and economic development

Contact APEG

APEG Funding Partners

Find detailed economic development information about APEG's county partners.

APEG grants support site development

A new APEG program is helping improve the region's best sites for industrial development. In the fourth quarter, a total of \$65,210 in Site Readiness Grants were made to support planning and engineering studies like wetlands determination, sewer flow and environmental site assessments. The counties receiving grants provided matching funds.

According to Mike Jacoby, VP for business development, the program was initiated in response to instances when site selection visits uncovered site deficiencies.

"Many of our sites just weren't as ready as they need to be; there were missing pieces of due diligence that were critical to the company looking at the site," said Jacoby. "We had three consultant-led site visits in 2016 where there was a question on the site visit whether or not the site contained wetlands. In a consultant's mind, those are time, money and risk factors that get sites cut."

County	2016 APEG Site Readiness Grants Site	Project
Guernsey	DO Hall Business Center	Geotech/Sewer Flow/Wetlands
Harrison	Harrison County Industrial Park	Geotech
Highland	Leesburg Industrial Park	Site Development Plan
Highland	Greenfield Industrial Park	Site Development Plan
Monroe	Clarrington Site	Site Development Plan
Muskingum	East Central Ohio Business Park	Preliminary Engineering
Muskingum	Graham Site	Phase 1 ESA/Wetlands
Scioto	Portsmouth Gateway Park	Phase 1 ESA/Wetlands/ Archeology

With APEG assistance, communities can study sites so suspected wetlands are delineated or archeologically sensitive areas are identified in advance. Problem areas can be carved out so only developable acreage is sold to businesses eliminating delays in site development, or a path to permitting site impacts is laid out ahead of time.

The goal is helping communities get the information on their best sites as complete as possible to compete for projects.

"Our county partners were given the opportunity to submit grant applications for sites they are working to improve. While we couldn't meet every request, we were able to provide at least one grant to each county that applied. This will help remove risks associated with the unknowns of a site, time delays and upfront costs on a site," said Donna Hrezo, site advisor. Hrezo is spearheading the program which will continue in 2017. Contact: Donna Hrezo at dhrezo@apeg.com

OEDA Recognizes APEG Partners



The Ohio Economic Development Association annually recognizes the achievements of individuals and organizations in the areas of economic and workforce development.

APEG is proud to have four organizations and individuals recognized for their work.

Best Project – Runner Up: Athens County Economic Development Council for their work to reopen Athens Mold & Machine Inc. which closed in 2011. A variety of funding sources allowed the company to reopen in 2016 and create 60 living wage jobs over the next 36 months.

Economic Development Marketing – Winner Medium Community: Southern Ohio Port Authority Economic Development for a newly developed website showing Scioto County as a location for future growth.

Economic Development Innovation – Runner Up: Jeremy Clay, Lawrence Economic Development Corporation for perfecting the Design-Build process used for spec and ready-to-use industrial buildings in Lawrence County development.

Rookie of the Year – Runner Up: Matt Abbott, Muskingum County Port Authority, who quickly recognized the opportunity in JobsOhio's new Site Revitalization Program. His application for \$750,000 was the first one granted.

Bolton joins staff

Patrick Bolton joins the APEG wood products team as a Manufacturing Improvement Specialist. He will be working with the Ohio Wood Products Database and supporting the growth and development of regional companies in the wood manufacturing supply chain as part of the Forest to Furniture initiative, funded by the Manufacturing Extension Partnership.



Patrick Bolton

Bolton brings skills as a cost analyst and buyer in commercial and residential construction and automotive manufacturing. He has retail sales, purchasing and management experience including customer service and staff development.

He earned a bachelor's in Computer Information Systems from DeVry University. Contact: pbolton@apeg.com

Roush takes new role

Jesse Roush has been named Senior Project Associate for APEG's Forest to Furniture initiative.

Roush and his staff are building support programs for the small businesses that make up the region's \$5+ billion forest and wood manufacturing industry.

Contact: jroush@apeg.com

Lean Networking Tour

A group of manufacturers from APEG's southern counties got a close look at how continuous improvement processes can save a company money and improve productivity.

APEG-MEP's first Lean Networking Tour was hosted by GKN Sinter Metals, Gallipolis, in December and was attended by 21 manufacturers from 8 companies.

"Manufacturers want to know how things work and we decided the best way to understand continuous improvement processes was to see how they operate in a lean culture like GKN," said Bryan Smith, MEP account executive. GKN has used lean processes for 14 years.

The three-hour visit included networking time, an introduction by Anthony Dicken, plant manager, and a 50-minute small-group tour of the facility. It wrapped up with a 45-minute Q&A and discussion.

The tour highlighted four of GKN's key areas of lean manufacturing.

- Continuous Improvement – Preventive maintenance
- Quality Control – Shop floor management
- Process Improvement – Touch screen training resource board
- Lean Manufacturing – FIFO (First-in-first-out) lanes for forge



Shannon Gay performs a final inspection of the ID and Dog Tooth Depth on a Ford Super Duty Lock plate.

"When the tour was finished we gathered positive observations from the attendees, going around the room several times until they were all shared," said Smith, "then we asked for improvement opportunities they saw on the tour. Gathering this kind of information is also part of continuous improvement."

APEG-MEP is one of six Ohio Manufacturing Extension Partnership affiliates which is part of a national program designed to grow and increase the competitiveness of American manufacturing.

If you would like information about hosting or attending the next Lean Networking Tour contact Bryan Smith at 740.821.2441 or bsmith@apeg.com.

Site Selection Magazine Ranks Ohio #3 for Business Climate

Over the past few years, Ohio has worked hard to improve its business climate and economic outlook. In November, Site Selection magazine confirmed those efforts are paying off when Ohio was ranked third in Site Selection's 2016 Business Climate Ranking.

Moving up from fifth place in 2015, Ohio edged out Tennessee and Texas and followed second-ranked North Carolina and top-ranked Georgia. Ohio and

neighboring Indiana (ranked 10th) were the only states north of the Mason-Dixon line in the top 10.

According to Site Selection, 50 percent of the overall ranking is based on a subjective survey of corporate site selectors who are asked to rank the states based on their recent experiences of facilities location. The other 50 percent is a combination of factors primarily based on national project (quantifiable) data.

"Overall, Ohio's #3 ranking is a positive indicator and reflective of JobsOhio's client-centric, streamlined approach to serving corporations," said Andrew Deye, JobsOhio senior director. "Our state's economic diversity, infrastructure, millennial talent, and Midwestern work ethic are reasons Ohio should continue to rise to the top of any site selection shortlist in 2017 and beyond."

To learn more about the Appalachian Partnership for Economic Growth go to APEG.com.

Charlotte Hatfield, Editor

Lora Offenberger, Kaslo Design

To join the mailing list contact: chatfield@apeg.com



Funded through a contract with the U.S. Small Business Administration. All opinions, conclusions, and/or recommendations expressed herein are those of the author(s) and do not necessarily reflect the views of the SBA.



Appalachian Partnership for Economic Growth

35 Public Square | PO Box 456 | Nelsonville, Ohio 45764 | 740.753.5359

www.APEG.com