

OPPORTUNITY PROFILE:

PRESIDENT & CEO

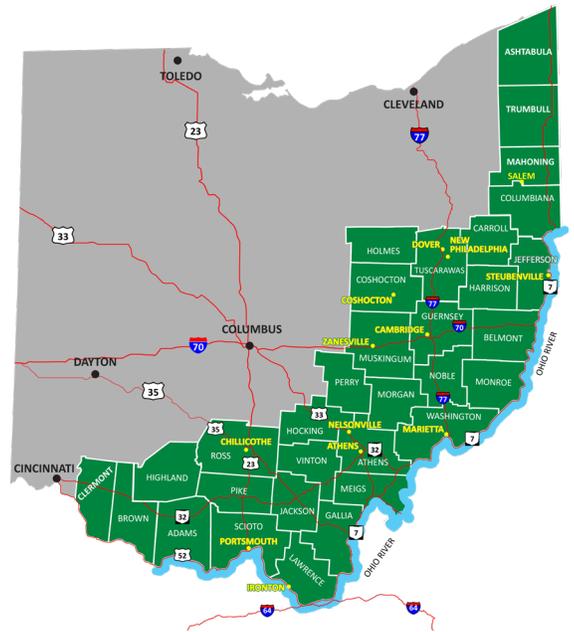
APPALACHIAN PARTNERSHIP, INC. (API)



EXECUTIVE SUMMARY

The **Appalachian Partnership, Inc. (API)** is a regional thought leadership group that provides long-term vision for achieving economic prosperity throughout the Appalachian Ohio region. API leverages the region’s corporate, business, and institutional leaders to advance a competitive agenda by creating and sustaining high value initiatives and engaging in public advocacy to move the region forward. API cultivates strong collaborative leadership across the region.

API is seeking a President & CEO who will be a visible, innovative, action-oriented, and performance driven leader. The CEO must be an exceptionally skilled “C-level” relationship builder with experience in business and entrepreneurial investment, advocacy, branding and marketing, and fund raising. The CEO must be an inclusive and collaborative leader who is accomplished working with diverse business, government, and community stakeholders. The CEO must be adept at developing and articulating authentic value propositions and possess strong creative and strategic problem-solving skills. The CEO must be a proven organizational leader capable of building, developing, inspiring and managing the staff of API.



API’s service region includes 32 counties in Eastern and Southern Ohio referred to as Appalachian Ohio.

ORGANIZATIONAL OVERVIEW

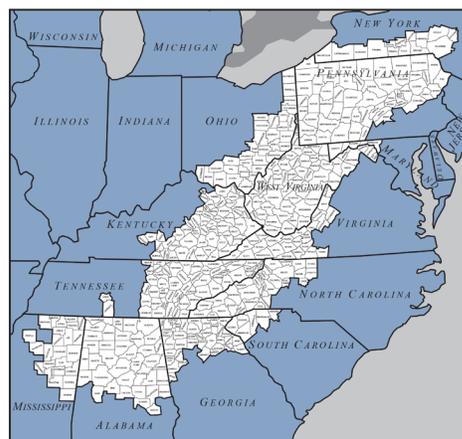


The Appalachian Partnership, Inc. (API) is a business-driven partnership focused on identifying gaps and barriers to economic growth in the 32 counties that comprise Appalachian Ohio. API creates innovative and sustainable solutions to transform the

region and develops and identifies funding resources to support regional initiatives and growth. API is the “voice for the business community” to articulate the unique needs found within Ohio’s very diverse rural economy. API embraces the **Wealth Creation Model** which builds upon regional assets, resources, and supply chains.

API is a **Rural Development Hub** for Appalachian Ohio. As such, it serves as a place-rooted organization working closely with local stakeholders and organizations across the region to build inclusive wealth, increase local capacity and create opportunities for better livelihoods, health and well being. **API** focuses on the critical ingredients in the region that either advance or impede prosperity—the people, the businesses, the

local institutions and partnerships, and the range of natural, built, cultural, intellectual, social, political and financial resources. API works to strengthen those critical components and weave them into a system that advances (rather than impedes) enduring prosperity for all.



Appalachian Ohio is part of a 13-state region in the Eastern United States that is bound together by lower economic prosperity than what is typically found in other regions of the country.

API OVERVIEW

MISSION

API's mission is to build enduring, widely shared economic prosperity across Appalachian Ohio, (32 Counties) by building the private sector business economy and organizing a strong business voice for issues impacting the region's economy.

API's affiliated subsidiaries share in its core mission of building enduring, widely shared prosperity across Appalachian Ohio but are specialized based on their individual roles in achieving that mission.

API identifies regional gaps in funding, resources, programs, initiatives, policies, and barriers to growth and creates innovative solutions and/or advocates for change. API also provides financial and administrative services to subsidiary organizations.

BACKGROUND



Since its inception in 2010, API—formerly the Ohio Appalachian Business Council (OABC)—has been a driving force for economic prosperity throughout Appalachian Ohio. The organizational growth and positive impact that API and its affiliates have produced is highlighted in **History & Milestones**.

From 2011 to 2017 all work of API and its affiliate, the Appalachian Partnership for Economic Growth (APEG), was marketed under a common APEG brand. Working under this common brand, APEG focused on the traditional economic development tasks of retaining, expanding and attracting businesses which helped companies create more than 6,000 jobs. During the same time period, API's programs attracted over \$12 million in resources for programs and services to help local businesses improve their operations and meet their workforce needs.

In 2017 API launched a second subsidiary, Appalachian Growth Capital, LLC (AGC). AGC was formed to address gaps in the availability of affordable business credit in the region by developing a Community Development Financial Institution (CDFI) for Appalachian Ohio. A CDFI is a US Treasury certified organization that addresses gaps in availability of credit in underserved, low-income regions. While there were 1600 certified CDFIs nationwide, Appalachian Ohio was the only part of the Appalachian region that did not have a CDFI dedicated to meeting the region's business credit needs. AGC has placed over \$100M in bank and secondary market financing for area companies since its startup on August 1st, 2017. API also created

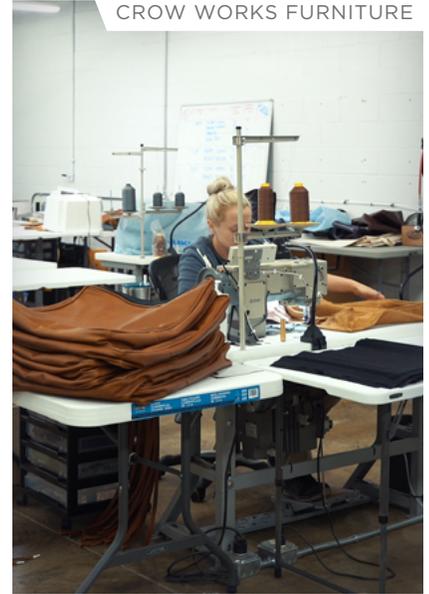


Appalachian Wood Products, LLC (AWP) a taxable nonprofit that generates advertising revenue from the supply chain database developed by API's wood and forest products cluster initiative.

By the end of 2020, AWP will generate approximately \$1M in new revenue and will greatly enhance the region's competitive position in wood products on a global scale.

In 2018, with the continued growth of API, APEG and the new AGC subsidiary, API's board of directors determined—it was time to reorganize, create a separate full-time CEO position for APEG, and separate the brands. John Molinaro continues as President and CEO of API, its new subsidiaries AGC and AWP, while Mike Jacoby, Vice President of APEG, serves as President and CEO of APEG.

CROW WORKS FURNITURE



ANNUAL MEETING



WHEN YOU SEE THIS ICON, 'CLICK' TO LEARN MORE.



Throughout this document, you'll find links to informative websites and documents.

PROSPERITY PLAN



As the organizations were restructuring, the board of directors determined the region needed a “**Prosperity Plan**” to make the most progress in meeting its mission, and that the planning process needed to be highly participatory to be effective.



API and APEG jointly issued an RFP in 2018, a consulting team was selected, and the planning process was implemented in December 2018.

The prosperity planning process was conducted in early 2019, and regional participation was outstanding. More than 450 different participants and 197 businesses participated in one or more of its 36 public-facing meetings and focus groups. Thirty-one people from twenty organizations volunteered to serve as co-leads for the 13 initiatives identified by the planning process. More than 250 people volunteered to serve on the implementation teams for the initiatives.

Today, the regional Prosperity Plan drives the work and ongoing development of API, APEG and AGC. Hundreds of volunteers from businesses and community-based organizations are working to implement its initiatives. API’s members and board of directors oversee the overall implementation while the boards of managers of APEG and AGC oversee their roles in implementing the strategies relating to their individual missions.



The Prosperity Plan outlined specific goals and initiatives for API. Since the completion of the Prosperity Plan, efforts have been underway to achieve the goals envisioned by the community. View the inaugural **Prosperity Plan Update** with the link on the bottom right.

ORGANIZATION CHART



API has grown into a **multi-organizational entity with three subsidiaries** for which it provides administrative services and serves as the employer of record. **The Appalachian Partnership for Economic Growth, LLC (APEG)** serves as the JobsOhio partner for the region and focuses on business recruitment, retention, expansion, and workforce development. **Appalachian Growth Capital, LLC (AGC)** is a Community Development Financial Institution that directs small business lending. **Appalachian Wood Products, LLC (AWP)** is a taxable nonprofit that generates advertising revenue from the supply chain database developed by API’s wood and forest products cluster initiative. API is structured to be entrepreneurial, innovative, and flexible in order to accommodate and drive both regional and organizational change and capitalize on development opportunities. Current staff—7. Current operating budget \$1.2M. John Molinaro currently serves as CEO of API, AGC and AWP, and served as CEO of APEG until 2017, when its growth required the naming of a full-time CEO. John is retiring at the end of June 2020 necessitating a national search for his successor as President and CEO of API.

AMISH COUNTRY (MILLERSBURG, OH)



SALT FORK STATE PARK



Prosperity Plan Update

THE FUTURE

ADVOCACY

API is championing Appalachian Ohio by building private sector business relationships and organizing a “strong business voice” for issues impacting the region’s economy.

API’s formal policy positions are adopted by API’s Board of Directors which generally focus on big-picture (strategic) issues affecting the region’s prosperity. API also joins with other like-minded organizations, such as the members of the **Ohio Rural Development Alliance**, to advance policy that is good for rural Ohio in general and Appalachian Ohio in particular.

API generally focuses on major principles in adopting and promoting its policy positions, rather than the specific implementation details. Some of the major areas where API has taken policy positions include:

- ▶ **Shale Severance Taxes:** While API takes no position on the desirability of severance taxes on the oil and gas resources produced from its underlying natural resources, it has adopted principles for ensuring regional benefit from such taxes, if levied.
- ▶ **Broadband Internet:** Availability of high-speed broadband internet services is critical to future economic prosperity of Appalachian Ohio.

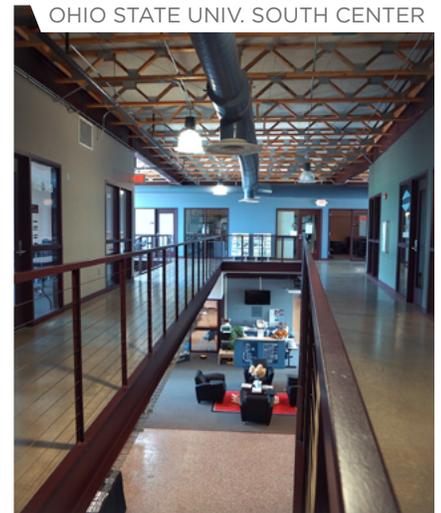
POLICY SUCCESS STORY:

API, and its APEG affiliate, determined that prosperity within Appalachian Ohio was limited by the lack of infrastructure-served industrial property and modern industrial buildings. While tools existed for redevelopment of “brownfield” (previously used) industrial sites, Ohio had no resources available to help communities whose economic future is tied to the development of new “greenfield” industrial sites.

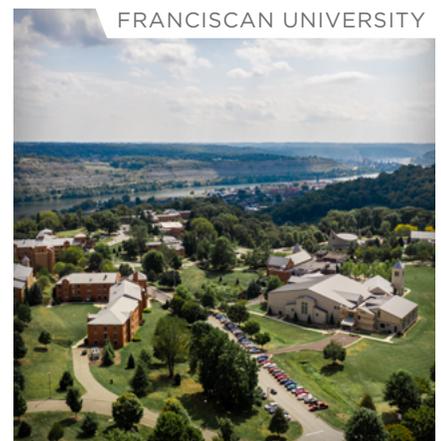
In 2019, working with various local, regional and statewide partners, and state legislators, API and APEG spearheaded introduction and passage of legislation which reauthorized and funded the **Rural Industrial Park Loan Program (RIPL)**. RIPL is a previously successful program that had been dormant since 2011 which supports development of greenfield industrial sites. Every industrial property in Appalachian Ohio developed with the program through 2011 has been productively employed to advance private-sector industry in the region. API and APEG look forward to using this reauthorized program to develop the economies of communities across Appalachian Ohio. In addition, API is now considering a fourth subsidiary to develop real estate for commercial and industrial development.



COTRILL SCULPTOR



OHIO STATE UNIV. SOUTH CENTER



FRANCISCAN UNIVERSITY



JSW STEEL MILL

THE FUTURE

PLATFORM FOR THE CREATION OF RESOURCES, PROGRAMS, AND INITIATIVES

In keeping with its Mission, API is charged with identifying regional gaps in funding, resources, programs, Initiatives, policies, and barriers to growth throughout Appalachian Ohio. It will create innovated solutions, collaborate with other organizations, and advocate for change. The creation of Appalachian Growth Capital and Appalachian Wood Products are examples of new, innovative solutions to address economic gaps within the region. API is also considering the creation of a fourth subsidiary to develop real estate for commercial and industrial development. *API also provides financial and administrative services to subsidiary organizations.*

FUND RAISING/INVESTOR DEVELOPMENT

As API continues to grow as the “voice of business” in Appalachian Ohio, the organization is aggressively moving to generate business investment and increase capital resources necessary to fund, and leverage outside investment, to support existing and future initiatives.



Over the next 5 years API and its affiliates plan to raise over \$10M in private investment. The API board is also in the process of transitioning to an “investor-model” to further focus on capital creation.

REGION OVERVIEW

Appalachian Ohio encompasses 32-counties with an extremely large geographic footprint. It is strategically located with access to both Eastern and Midwest markets. It is a talent rich market where 1 in 4 workers commutes outside the region for work. Business and entrepreneurial markets include metals manufacturing, shale energy and petrochemicals, food processing, automotive, hard-wood product manufacturing, polymers and plastics, distribution, financial services, and health care. The region is rich in natural resources, is a low natural disaster risk, and is replete with highly regarded colleges, universities, community colleges, and trade schools necessary to support a highly skilled workforce.



Appalachian Ohio offers numerous low-cost, high quality of life communities – **Appalachian Ohio County Statistical Profiles (2018).**

AMISH COUNTRY



MUSKINGUM COUNTY



STUDENT AT MCCLAIN HIGH SCHOOL



APEG ANNUAL AWARDS



REFERENCES AND RESOURCES



Click any of the websites below to learn more:

Appalachian Partnership, Inc.

www.appalachianpartnership.org

Appalachian Wood Products

www.ohiowoodproducts.com

Appalachian Growth Capital

www.appcap.org

Appalachian Partnership for Economic Growth

www.apeg.com

Ohio Development Services Agency

www.development.ohio.gov

Governor's Office of Appalachia

www.development.ohio.gov

JobsOhio

www.jobsohio.com

Foundation for Appalachian Ohio

www.appalachianohio.org

Appalachian Regional Commission

www.arc.gov

Ohio University Innovation Center

www.ohio.edu/research/innovation

TechGROWTH Ohio

www.techgrowthohio.com

Voinovich School of Leadership and Public Affairs

www.ohio.edu/voinovichschool

The Appalachian Center for Economic Networks (ACEnet)

www.acenetworks.org

Corporation for Ohio Appalachian Development (COAD)

www.coadinc.org



BELLISIO FOODS, INC.



MANUFACTURING IN CAMBRIDGE



CANAL DOVER FURNITURE



OHIO VALLEY VENEER

ORGANIZATIONAL OVERVIEW, SKILLS AND EXPERTISE

PRESIDENT & CEO

Appalachian Partnership, Inc. (API)

Reports to: Board of Directors

JOB PURPOSE:

API's President has ultimate responsibility for ensuring its operations achieve the results sought by the board of directors and funders. Position responsibilities include providing professional and strategic direction for API and its subsidiaries: APEG, AGC, AWP, and other entities created to achieve API's mission. The President promotes the region's prosperity among important constituencies within and outside of the region. This involves enhancing and facilitating cooperation among economic development entities, community leaders, businesses and emerging and established civic groups to achieve better results. It requires vision, creativity and persuasive skills to encourage and promote collective, and in some cases innovative, approaches to build enduring, widely shared prosperity in Appalachian Ohio.

The President along with the board of directors will establish the vision and goals of API, and the President and staff will ensure this vision is consistently represented and communicated within and outside of the region. The President also is responsible for ensuring that API secures and applies financial and human resources to effectively operate and manage the programs and commitments of the organization and is accountable and successful in fulfilling its commitments to funding agencies and stakeholders.



PHOTOS:

TOP, INSOLVES (INNOVATIVE SOLUTIONS UNLIMITED, LLC)
MIDDLE, OHIO RIVER STERNWHEEL FESTIVAL
BOTTOM, GALLIA COUNTY

MAJOR RESPONSIBILITIES:

1. Governance: Support the overall organizational governance by the board of directors, including:

- Contribute to the development, by the board of directors, of API's mission and vision, clearly articulated organizational goals and broad strategic direction, as well as associated metrics.
- Work appropriately with the board of directors, bringing high-level governance and policy matters to the board while addressing administrative and operational matters with minimal board involvement.
- Assist the board of directors in transitioning to an investor-model board. Provide guidance and support during both pre and post transition.
- Assist the board of directors with recruitment and orientation of new members, board development and organization and logistics of board meetings.

2. Vision, Mission and Strategic Direction:

Implement the vision, mission and strategic direction established by the board of directors, including:

- Champion API's vision and mission.
- Develop and implement operating strategies and tactics to effectively advance API's vision and mission and achieve board-established metrics for API's progress and mission fulfillment.

3. Relationships and Visibility: Ensure API develops and maintains the relationships, visibility and communications necessary to advance its mission and vision, including:

- Serve as a highly visible, respected and effective spokesperson and primary public contact for API within and outside Appalachian Ohio and as primary liaison with regional stakeholders, state and national policymakers and current and potential funders.
- Effectively broker, market and represent the region.
- Develop and maintain an effective communications and engagement program that establishes a strong brand identity and positive stakeholder image of and relationships with API.
- Collaborate appropriately and effectively with key partners to advance API's mission and vision.
- Demonstrate understanding and commitment to Appalachian Ohio issues and ability to effectively relate to diverse array of stakeholders.

4. Programs and Services: Establish and maintain strong and effective programs and services that advance API's mission and achieve associated metrics, including:

- Design and implement programs that maximize achievement of metrics with available resources.
- Hire talented and credible staff and unleash their energy and creativity to advance API's mission.
- Monitor and evaluate program effectiveness and utilize results to drive continuous improvement.

5. Organizational Infrastructure and

Accountability: Establish and maintain a robust organizational infrastructure to support API operations, including:

- Create administrative policy and an operating environment that provide accountability, protect assets and minimize potential risk without unduly compromising flexibility and performance.
- Ensure API meets or exceeds all fiscal, legal and ethical requirements and operates within the requirements of its Articles of Incorporation, Code of Regulations and board-established policy.

6. Fiscal Performance: Manage API's fiscal affairs to minimize risk and maximize organizational effectiveness, including:

- Maintain strong relationship with existing funding sources and develop new contributors and new sources of support for programs and services that advance API's mission.
- Provide excellent stewardship of and accountability for API's financial resources, anticipating challenges, minimizing risks, and balancing short-term and long-term needs.
- Develop budgets and financial plans for approval by the board, participate in board development of financial goals and regularly report financial status and progress towards meeting goals to the board.

7. Supervision Exercised: Supervises all API designated staff, contracts and budget oversight.

QUALIFICATIONS

Regional Champion:

- Demonstrated success with strategic branding, marketing, sales and promotion.
- Demonstrated ability to organize, facilitate and lead a burgeoning opportunity by representing, supporting and promoting Appalachian Ohio to worldwide audiences.
- Demonstrated experience designing and delivering a compelling story regarding wealth creation and retention in the region.
- Assertiveness and persuasiveness, intellectual breadth, and framing skills.
- Passionate about the opportunity to create a sustainable future for Appalachian Ohio and produce sustainable results so that API becomes a national model for economic development.

Advocacy

- Experience serving as a regional “advocate” for business.
- Must be a non-partisan, apolitical advocate.
- Proven track record of marshalling resources and managing complex partnerships to focus on development issues, projects, and initiatives.
- Ability to establish and maintain effective working relationships with stakeholders, colleagues, subordinates, government officials, private organizations, and the general public.
- Must be experienced in organizational development and have demonstrated the ability to win the trust and confidence of diverse stakeholders, constituencies, and public and private collaborative organizations.
- An action-oriented, “get it done,” development professional with a passion for change and a willingness to think radically.
- The ideal candidate will possess a demonstrated record of performance leading change.
- Ability to work closely and effectively with both public and private sector individuals and organizations including - business owners, entrepreneurs, developers, residents, investors, government officials, and related economic development, promotion, and capacity-building organizations.
- Expert listener.
- Proven political skills.

Fund Raising/Investor Development

- Experience in private (business), public, and non-profit sector fund raising.
- Knowledge of trends in fund-raising and successful application, e.g. social media.
- Ability to develop high-potential relationships with corporations and other major potential funders/donors.
- Proven ability to work with board members and internal stakeholders to identify and solicit diverse funding opportunities. Demonstrated ability to direct the development of successful funding proposals.

Relationship/Team Builder

- Demonstrated ability to build and maintain partnerships regionally, nationally and internationally.
- Demonstrated ability to build and lead a strong, highly motivated and driven organizational team.
- Demonstrated relationships, or proven ability to build relationships with State of Ohio departments and organizations, e.g. Governor’s office, JobsOhio, elected officials and regional development authorities.
- Understanding of national partnerships, e.g. Appalachian Regional Commission.

Established Results-Oriented Leader

- Demonstrated experience leading an organization with a senior team of 5-15 senior staff.
- Proven ability to develop peer business relationships with CEOs of companies of all sizes, emerging growth businesses and entrepreneurs.
- Experience in day-to-day decision-making and trade-offs related to running an organization.
- Proven ability to translate organizational strategies into measurable results.
- Evidence of success in a highly accountable environment. management.
- Practice a “servant style,” or “authentic leader” style of management.

Successful Collaborator and Partner

- Demonstrated ability to work with disparate stakeholder groups in public and private settings to drive results.
- Demonstrated convener with strong collaborative skills.
- Ability to successfully manage, recruit and serve a wide range of investors.
- Ability to identify shared interests and build partnerships in all regions of Ohio—rural and urban.
- Ability to develop, maintain and utilize partnerships with the Appalachian Regional Commission (ARC) and other local, state, and federal organizations.

Proven Builder

- Demonstrated experience dealing with stakeholders, investors, C-level leaders and site selectors to coordinate, magnify and articulate the tremendous strengths of the region worldwide.
- Demonstrated understanding of development issues associated with rural America and specifically Appalachian Ohio.
- Demonstrated ability and willingness to “roll-up sleeves” and wear multiple hats across functions as needed to advance organizational development.

QUALIFICATIONS, continued

Economic Development Experience

- Strong relationships within national economic development circles.
- Constant research and application of best practices.
- Demonstrated success with and understanding of rural economic development.
- Experience in regional organizational setting preferred.
- Proven ability to create “economic parity” in a diverse regional environment.
- Proven ability to achieve quick wins to earn the trust of stakeholders and generate momentum in the face of an ever-changing political environment.
- Proven “deal making” expertise and risk assessment skills.
- Demonstration of creating and implementing new, creative solutions to overcome obstacles to organizational success.

PERSONAL CHARACTERISTICS

- “Honest Broker”—Recognition across sectors as an objective, authentic, and credible leader.
- Action-oriented, “get it done” economic development professional with a passion for change and a willingness to think regionally.
- Strong Values—integrity, strong service orientation, confident yet modest, and assumes responsibility. Demonstrated experience as a visionary—the ability to see beyond today.
- Demonstrated creative drive—the ability to identify new solutions and “think outside the box.”
- Experience selling concepts and generating the excitement necessary to propel successful accomplishments. Expert listener.
- Proven political skills.
- Strong understanding of public finance, public incentive programs and capital investment considerations. Expertise crafting regional public/private partnerships.
- Stays current regarding industry trends, thought leaders, and best practices.
- Strong written and verbal communication skills, particularly public speaking, podcasts, media interviews, etc.
- Ability to inspire and energize others

LEADERSHIP COMPETENCIES

The candidate should possess the following leadership competencies:

- Managing People and Performance—Manages people to help them achieve full potential and to attain exceptional individual and team performance.
- Leading and Directing—Inspires and leads through clear vision and directions, organizing and enabling resources and making critical decisions.
- Managing and Leveraging Relationships—Invests in relationships to successfully influence and build shared goals and achieve optimal organizational solutions and results.
- Communication and Presenting—Shares ideas and information across diverse audiences and entities to drive organizational performance and effectiveness.
- Strategic Thinking—Attuned to changing dynamics facing the organization; leverages sharp organizational acumen to develop opportunities and strategies for organizational success.
- Analyzing and Deciding/Problem Solving—Makes sound rational decisions by thoroughly analyzing all aspects of a problem or issue.
- Planning and Organizing—Plans and organizes detailed course of action that ensures successful accomplishment of organizational initiatives and objectives.
- Executing for Results—Drives performance through expert management and execution of organizational plans and activities.
- Fostering Innovation and Change—Embraces and promotes innovation and change to enhance personal, team and organizational effectiveness.
- Maintaining Self Awareness and Impact—Maintains objectivity about own self; manages impact of self on others, and actively learns from experience to maximize positive impact.
- Achievement Focus—Strive to reach challenging work and career goals.
- Adapting to Change and Stress—Adapts and responds well to change; manages pressure effectively and copes well with setbacks.
- Upholding Standards—Consistently adheres to and upholds clear professional and ethical standards that complement those of the organization.
- Passion for mission—commitment to both the mission of API and to the State of Ohio

EDUCATION

Graduate Degree, or commensurate work experience, in the following or related fields: Business, Economics, Finance, Planning, Real Estate Development, Public Administration. CEcD designation (or equivalent) preferred.



GE Aviation

Graphic Design by Lauren DiColli Hooke



**EXECUTIVE
SEARCH
CONSULTANTS**

*Integrity
Knowledge
Service*

APPLICATIONS

Electronic applications should be sent to:

David Smith, dpsmith@hrsinc.com

*Please reference the subject line:
API - President & CEO*

APPLICATION DEADLINE:

Close of Business (EST) Tuesday, March 31st.

The Appalachian Partnership, Inc. Search Team:

- **David P. Smith**
President — HRS, Inc.
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- **David N. Ginsburg**
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davidginsburgcincy@gmail.com

ACKNOWLEDGMENTS:

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