

Strategic Plan - Summary

Strategy	Goal	Objective	Action Step	
I.	Strategy I. Cultivate The Organizational Capacity Of The Council	Goal I. Bolster the organization's capacity to function effectively and efficiently by: <ul style="list-style-type: none"> pooling and progressing existing resources and skills, advancing relationships with development partners locally, regionally, and statewide, and increasing consumer (business & resident) support and involvement in the organization and its activities. 	Objective I. Acquire and expand upon each of the key resources acknowledged by the council	Recommended Action Steps <ol style="list-style-type: none"> Determine targeted resource and skills areas Identify, examine and categorize the council's present resources and skills Develop an inventory of needed resources and skills Solicit and obtain missing resources and skills Seek and seize opportunities to expand/augment resources and skills
		Objective II. Develop a network of partners offering support in key development areas (ex. Infrastructure, incentives, workforce)	Recommended Action Steps <ol style="list-style-type: none"> Identify the strategic partners Initiate the relationship building process Nurture relationships via frequent communication and dialog Communicate needs and discuss possible solutions Collaborate when warranted / as necessary Expand network of partners 	
		Objective III. Increase the community's knowledge and support of the councils mission and ongoing efforts thereby prompting active participation	Recommended Action Steps <ol style="list-style-type: none"> Devise an internal multi-media communication strategy Develop self promotion materials / vehicles (i.e. newsletter, website, etc.) communicating the mission as well as the ongoing efforts of the council Volunteer / consent to community speaking engagements Participate in community related events or meetings Prompt frequent coverage by the local media regarding council efforts, county ED issues, etc. Seek the feedback from the local community regarding the efforts of the council and the state of being via a survey/poll Request the participation of key community leaders Provide an appropriate forum for residents to comment and participate 	

I.			Objective IV. Secure the financial resources ensuring the councils future and expanding the councils activities	Recommended Action Steps 1. Identify potential investors 2. Educate investors 3. Make formal ask 4. Secure pledge 5. Devise and launch a capital campaign ** More Specific Action Steps TBD
II.	Strategy II. Pilot, Support And Assist In Community Development Initiatives	Goal II. Strengthen the communities (villages, townships, boroughs) of Holmes County through initiatives aimed at increasing economic competitiveness.	Objective I. Educate the local communities and community organizations regarding potential growth opportunities	Recommended Action Steps 1. Identity community needs via research and dialog with community members/leadership 2. Explore potential growth and funding opportunities available to communities to identified needs 3. Share findings with local community leadership providing education regarding each opportunity
			Objective II. Encourage, advise, and support local communities and community organizations in pursuing growth opportunities	Recommended Action Steps 1. Provide recommendations to local communities and community organizations regarding potential growth opportunities including a forecast of benefits and drawbacks 2. Facilitate the process by assisting in completing proposals, applications, assessments, letters of support, etc. 3. Provide oversight / assistance of opportunity administration
			Objective III. Actively participate in the ongoing endeavors of the Holmes County communities	Recommended Action Steps 1. Regularly attend county and village council meetings 2. Offer the support of the council as well as the councils insight and position on specific issues
III.	Strategy III. Determine, Support And Facilitate Growth Opportunities For Existing Business	Goal III. Encourage business growth and entrepreneurship through resource allocation and business expansion and retention efforts.	Objective I. Establish the platform for doing business in Holmes County	Recommended Action Steps 1. Review/revisit past county economic development ventures/strategies to determine successes and failures 2. Develop an inventory of assets, detriments and needs in terms of county infrastructure, services, amenities and product 3. Evaluate the business incentives offered by the local community 4. Develop a phased strategy focused on improving the grounds for doing business in the county 5. Implement strategy
			Objective II. Implement a coordinated, county-wide business retention/expansion study	Recommended Action Steps 1. Participate in R&E interview training 2. Distribute list of county businesses to board members for interview selection 3. Schedule and administer interviews 4. Follow-up with businesses / organizations expressing needs 5. Aggregate and analyze data 6. Disseminate findings to appropriate parties

III.			Objective III. Increase the business communities awareness of the services of the council	Recommended Action Steps 1. Design and distribute promotional materials including a quarterly e-newsletter 2. Design, post and promote organizational website 3. Word of mouth communication 4. Seek out media exposure opportunities
			Objective IV. Seek and promote opportunities to the business community	Recommended Action Steps 1. Maintain knowledge of the latest development trends and available state and local programming, incentives, and initiatives 2. Share opportunities with area businesses
IV.	Strategy IV. Attract And Proactively Pursue New Business Growth Opportunities	Goal IV. Develop a balanced mix of competitive industries and businesses consistent with local values and resources that will create high quality jobs and favorable incomes for Holmes County residents.	Objective I. Identify targeted industry sectors.	Recommended Action Steps 1. Analyze local data 2. Determine county assets 3. Examine development trends present and future 4. Identify and prioritize industry sectors
			Objective III. Attract new businesses through a focused annual marketing strategy.	Recommended Action Steps 1. Examine the marketing strategies of other ED Councils 2. Tailor marketing strategy specific to the needs of Holmes County 3. Administer annual marketing strategy 4. Respond promptly to the needs of prospects seeking county information 5. Introduce the prospect to the community 6. Oversee/facilitate development process including working with entities to develop attraction packages 7. Close the deal
V.	Strategy V. Elevate County Workforce Competitiveness	Goal V. Increase the education and skill level of the local workforce to assume higher quality, higher paying employment opportunities.	Objective I. Increase the skills of existing workforce in Holmes County through local and regional workforce development and education services	Recommended Action Steps 1. Maintain knowledge of existing workforce development and education services/programs 2. Pursue additional workforce development and educational opportunities 3. Educate the business community regarding available services 4. Match business workforce needs with available program 5. Facilitate processes as needed
			Objective II. Strengthen and expand the available local/regional educational resources	Recommended Action Steps 1. Encourage local educational institutions to alter curriculum to complement workforce expectations 2. Assist educational institutions in expansion efforts in all aspects 3. Educate the community regarding the importance of education 4. Educate employers regarding the benefits of skills development 5. Work with educational institutions to design programming to meet the unique needs of employers.