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MISSION

Inspiring the courage to grow, activating the creativity to innovate, and cultivating communities of opportunity in central Appalachia through four core capabilities:

• **Incubating and Investing in well-paying Employment Social Enterprises**
• **Facilitating Personal, Professional, and Academic Growth for People Facing Barriers to Employment**
• **Advancing, Completing, and/or Managing Community Based Revitalization Projects**
• **Designing and Scaling New Programs in Emerging Sustainable Sectors**

VISION

Resilient rural communities with socially, environmentally, and financially thriving economies which create the community conditions for all kinds of people to unlock their full potential, power, and purpose.

VALUES

**Gumption**
- No complaining or whining
- Commit to excellent work
- Fully participate; dive in
- Believe in yourself, each other, and your community

**Grit**
- Doggedly pursue solutions to problems
- Follow through
- Reflect; be fully present
- Find the joy
- Learn and grow

**Grace**
- Stay humble; continually improve
- Trust and relationships are top priority
- Take time to listen, especially with whom you differ
- Value each other’s unique strengths
- Be genuine and honest
TEAM PRINCIPLES

The principles apply in all circumstances and are equally important. It’s not as if you must first have an entrepreneurial mindset before you celebrate learning. Having said that, the principles do correspond directly with the organization’s overall strategies, as the next page will show. The principles help you set priorities and shape decision-making. The principles help you take the organization’s strategies and understand how to apply them day-in and day-out. And just as with all the work of the organization, they are grounded in our values and our vision, but they are more specific and tangible.

ORGANIZATIONAL THEORY OF CHANGE FOR TRANSFORMATION

- Diversify Local Economies so Wealth Creation Self Perpetuates
- Link to Broader Regional Systems Change so Tangible Improvements Can Stick
- Provide Measured Mentorship and Accountability
- Advance Higher Education and Personal Growth
- Employ People through Paid On-the-Job Working and Learning
- Start New Employment-Based Social Enterprises
- Collaborate Creatively and Cross-Sectorally on Difficult but Valuable Work
- Patient Speed on Tangible, Often Experimental Work Grounded in Community and Diversity

TEAM PRINCIPLES TO ADVANCE THE STRATEGIES

- Contribute to Market Shaping
- Be a Systems Leader
- Engage as a Professional Mentor
- Celebrate Learning
- Work Side-by-Side with People
- Have an Entrepreneurial Mindset
- Embrace Challenges Thoughtfully
- Keep Trust and Relationships as Your Top Priority
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STRATEGIC PLAN INTRODUCTION

**Problem Definition:** Generational poverty in rural communities caused by extractive mono-economies.

**Our Piece of the Problem:** If generational poverty is the big, giant problem we work within, then what is our piece of that problem? Obviously, one organization cannot reverse all poverty for all people. We are not a k-12 organization. We are not a healthcare organization. We are not a tax policy organization.

We are a community and economic development organization. We develop people, primarily. And through our people, we develop properties and businesses and economic sectors. We have four core capabilities that clarify what parts of the problem we are engaged with (one of these is new...more on that below):

- **Incubating and Investing in well-paying Employment Social Enterprises**
- **Facilitating Personal, Professional, and Academic Growth for People Facing Barriers to Employment**
- **Advancing, Completing, and/or Managing Community Based Revitalization Projects**
- **Designing and Scaling New Programs in Emerging Sustainable Sectors**

You could map our problem solving to look something like this:

- Through our capabilities, we demonstrate very tangibly the diversified, sustainable economy that’s possible
- So that others can have living wage jobs in fulfilling economic opportunities
- And rural communities can see a shift to new economic sectors and support systems with a triple bottom line

A more detailed logic model illustrates how these capabilities reinforce one another synergistically, adding up to a dramatic positive impact and, ultimately, communities (and community members) changed for the better:
### Core Capability

#### Designing and Scaling New Programs

- 15% of staff
- 15% of budget
- Program and sector research
- Creative program design
- Risk of failure
- Collaboration at grassroots
- Networks
- Grant seeking
- Grant management
- Communications strategies and systems

#### Incubating and Investing in Employment Social Enterprises

- 25% of Coalfield’s staff
- 25% of Coalfield’s annual budget
- Coalfield brand
- Risk of ownership
- Public/private partnerships
- Market research/scans for new business ideas
- Jointly developed business plans in partnership with social entrepreneurs/TA network
- SEED Fund/actual funding

### Inputs

- Launch new programs
- Program evaluation
- Sector shaping
- “Lead from behind” through networks
- Negotiate formal partnerships
- Run experiments
- Public relations and social media “storytelling”

### Activities

- New examples of viable community and economic development
- Deep data informing decision making
- Robust networks of “doers”
- Fresh “R and D”
- New mental models introduced

### Outputs

- Leveraged investment into region
- New approaches scaled and replicated
- Local capacity for programming increases
- Publications
- Viewers and readers
- Policy changes
- Changed community narratives

### Outcomes

- Growing sustainable sectors
- Economic diversification
- Changed employer practices
- New sustainable technologies
- Outpace old unsustainable technologies
- Better systems
- Improved community psychology

### Deeper Impacts

- Growing new sectors/markets; economic diversification
- Significant wealth creation/asset building
- Entrepreneurial culture changes from “get a job” to “live out a passion.”
- Wages increase 30% for employees (both Coalfield and non), and ownership opportunities in the businesses are seized by employees

---

**That model very tangibly demonstrates what a better economy looks like and creates the conditions for…)**

**Which diversify the local economy, build new wealth, and most importantly employ unemployed people and holistically cultivate opportunity for these employees through…**

---

**# recruited | # hired | # retained past 30 days**
## STRATEGIC PLAN INTRODUCTION: LOGIC MODEL

### Core Capability
- **Facilitating Personal, Professional, and Academic Growth**
- **Advancing, Completing, and/or Managing Community Based Revitalization Projects**

### Inputs
- 50% of Coalfield’s staff
- 50% of org. budget
- Journals/curriculum
- Develop life-plans
- CTC agreements
- Recruit from DHHR, Vo-tech, WorkforceWV
- Risk of employer
- Local non-profit WRAPS execution partners
- OJT contracts
- Employer Network (Chambers of Commerce)

### Activities
- WRAPS
- 33-6-3
- Evaluation/reflection
- Crew Councils
- Week 3 experiences
- Unique scheduling
- Access to aggregated Support Networks
- Placement support
- CFPB $ literacy/open savings accounts/get insurance
- Academic counseling
- Social media community of practice
- Assessing mixed-use/mixed-income projects in high need areas
- Predevelopment process
- Financing process (mix of grant and loans)
- Construction (put crew members to work through these projects)
- Asset Management
- Community engagement/design

### Outputs
- Program participants transitionally employed
  - # of WRAPS “Trainees” (6 month contract)
  - # of 33-6-3 “Crew Members” (2.5 yr.)
  - Hours of work experience gained by the individual
  - Hours of mentorship
  - Certificates earned
- Life-plans created by participants: improved well-being, family asset, and academic goals
- # of crew member positions created through projects
- Square feet redeveloped
  - Space and Support for new businesses
  - Units of affordable housing developed
  - Citizen hours volunteered on projects
- Asset Management
  - Community engagement/design
  - New business investments attracted for business tenants
  - % occupancy for owned properties
    - % crime reductions
    - $ million in leveraged investment
    - % of tenants engage Personal Dev. (see above)
  - # of new re-use sites
  - Tenant energy bills down
  - Conserve __ million MJs

### Outcomes
- # of “Graduates,” meaning 6 months and 4 certs (80% retention)
- # of “Champions” meaning Associates Degree and 2 yrs. Exp. (25% retention)
- # of “placements” combined between grads and champs (100%)
- Life-plans achieved
  - Well-being surveys improve 50%, Family asset increases, degrees earned

### Deeper Impacts
- Sense of self confidence and agency renewed
- Optimism for region improved
- Labor participation rate increases by 2% per county served
- Poverty decreases equaling 3% in each county served
- Better community morale
- Community vacancy rates decline by 25%
- Better Community sense of future
- Community sense of agency improves
- New business activity, storefront investments increase
- County Section 8 waiting lists decline by 20%

---

Who do work in or on places being revitalized through collaborative community development (we could be just a partner, or a developer, or even an owner of the site depending on the community’s vision)

(P2AD outcomes for Revitalize crew are above)
INCUBATING AND INVESTING IN EMPLOYMENT SOCIAL ENTERPRISES
SERVICE DELIVERY MODEL FOR SOCIAL ENTERPRISE PIPELINE

1 Incubate and Invest In Employment Social Enterprises

- Create Jobs through Social Enterprises: Recruit social entrepreneurs excited to hire people facing barriers to employment and eager to emphasize business models that support personal/academic development for employees of the business.

2 Personal, Professional, and Academic Growth for People Facing Barriers to Employment

- Entrepreneur Pitches Equity Opportunity to Coalfield
- Coalfield Pitches Leadership Opportunity to Social Entrepreneur

- Screen Potential SEEDs: Score Pitches; Joint Business Planning (Lean on TA Network: Heavily); Negotiate Ownership Structure, # of Mission Hires, Budget, Financial Goals, and Social Goals; Mission Hires Must Participate in Full P2AD Programming; Entrepreneurs Agree Regular Communication with and Support from Coalfield

- <50% Equity = A Few Mission Hires; DM Mostly at SEED Level (About 15-20)
- >50% Equity = Mostly Mission Hires; DM Mostly at Coalfield Level (About 8-10)

- Profitable Independent Social Enterprises Growing New Diversified Markets that Build Local Wealth (Ideally Worker Owned)

3 Community Based Revitalization Projects

- Locate Social Enterprises in Coalfield-Revitalized Facilities
- New Community Assets and Business Space

CORE CAPABILITY
LONGER-RUN OUTCOME
KEY ACTIVITY OR PROGRAM

STRATEGIC PLAN INTRODUCTION: SERVICE DELIVERY MODELS
PERSONAL, PROFESSIONAL, AND ACADEMIC GROWTH
SERVICE DELIVERY MODEL FOR COALFIELD DEVELOPMENT'S WORKER PATHWAY

1 Incubate and Invest In Employment Social Enterprises
   - Create Jobs Through Social Enterprises: Recruit people facing barriers to full employment to staff the enterprises.

2 Personal, Professional, and Academic Growth for People Facing Barriers to Employment
   - Employer Network Placement
   - 80% Retention in Entry Level Positions (6 Months Plus)
   - Promotions with Employers
   - WRAPS (First 6 Months)
   - Crew Member (33-6-3) for Coalfield-Owned Enterprise (2.5 Year Contract)
   - Earn Degree; Promoted to Staff for Coalfield-Owned Enterprise or Higher Paying Job in Employer Network
   - Ownership Stake in Spun-off Independent Businesses

3 Community Based Revitalization Projects
   - Carpenter for Community-Based Real Estate Projects
   - New Community Assets and Business Space

STRATEGIC PLAN INTRODUCTION: SERVICE DELIVERY MODELS
COMMUNITY BASED REVITALIZATION PROJECTS
SERVICE DELIVERY MODEL FOR COALFIELD DEVELOPMENT’S PROPERTY PORTFOLIO

1 Community Based Revitalization Projects
   Create Jobs and Support Social Enterprises through Real Estate Development: Work creatively with community teams to advance mixed-use, mixed-income projects that revitalize areas struggling from disinvestment beginning with predevelopment, usually including construction, and sometimes including ownership/management.

2 Personal, Professional, and Academic Growth for People Facing Barriers to Employment
   TRACK 1
   Community Pitches Project to Coalfield
   TRACK 2
   Coalfield Pitches Project to Community
   Screen Potential Deals: Score Pitches; Joint Business Planning (Lean on TA Network: Heavily); Negotiate Ownership Structure; Decide if Bid-Out or In-House; Budget, Financial Goals, Social Goals; Establish Project Team; Team Agrees to Regular Communication with and Support from Coalfield and Robust Community Engagement
   In-House Projects will Primarily Employ Coalfield 33-6-3 Crews; Full P2AD
   Bid-Out Projects will Partially Provide Shadowing/Interning for Crews
   Growing Appalachian Communities (Population Increasing; Investment Increasing)

3 Incubate and Invest In Employment Social Enterprises
   Locate Social Enterprises in Coalfield-Revitalized Facilities (Especially Coalfield- Owned Ones)
   New Community Assets and Business Space
As stated above, there is no single organization that can reverse all poverty for all impoverished people, or that can tackle all the many tentacles of poverty. There is also no social enterprise (or private enterprise, for that matter) that can employ everyone in a rural area who needs employment. So, how do we achieve our piece of problem-solving? Are we intending to directly solve the problem for a certain number of communities? Or are we trying to demonstrate innovative, better models of community and economic development so that others can learn from us and replicate the model in their own communities and on their own terms? The answer is the latter; but to prove a model, we have to actually implement it, test it, refine it, improve it, and communicate about it.

Therefore, we are committed to continued direct service in our “home base” of southern West Virginia. Indeed, if a model can work here (one of the most distressed economies in North America) then it can likely work in most other rural areas. The enterprises and projects we launch in southern West Virginia serve as economic “R and D” (research and development). We are figuring out, very tangibly, what works and what doesn't. We are modeling, very tangibly, what a new economy looks like.

A counter-argument against deploying our model in other hurting places could be as follows: “There’s such deep pain and so much hard work to do right here in West Virginia, why move one from here before that’s done?” Or “Won’t we stretch ourselves too thin?” My answer would be a) we’re not leaving West Virginia; it will always be our home base where we do the most direct service. And b) We have hit on some very unique approaches to rural community development. This is not an egotistical opinion, it’s the finding of Ashoka, DRK, New Profit, Just Transition Fund, ARC, and World Bank (among others).

First, we must ask ourselves if we are going to horde our unique learning, or if we are going to share it? Secondly, there are extreme limits to the impact a purely direct service model alone can have. If we doubled down on direct service only in West Virginia, would that really, in and of itself, decrease poverty rates and increase labor participation? Probably not, because we do not work in a vacuum and, again, we can’t directly serve everyone who needs directly served. Everything we are trying to do is wrapped up in bigger dynamics, more powerful forces far beyond our control. Beyond our immediate control, that is, unless we can collaboratively find points of leverage in larger systems and markets, engage those points of leverage, and “punch above our weight” for an outsized scale and impact. Given the historic challenges our planet faces, I believe we are obligated to try and do so. In fact, we've surprised ourselves by already starting to do so.

As we begin deploying our learning and our model more broadly, we will have to name and refine a fourth core capability: sector and program development. As part of this, we will need to more robustly and proactively find ways to build the capacity of organizations and partners in extremely disinvested hills and hollers throughout the region. Building
a new economy with sustainable sectors is not possible with local capacity to advance the hard work necessary to do so. We’ll have to update our approach to researching and shaping new sectors and systems. In short, we are evolving from a purely direct service organization to a broader systems change organization. This fourth capability reflects this evolution.

This does not alter our theory of change at the individual level. But this would mean an updated theory of change for our broader, external, collaborative focused replications, disseminations, and scaling. In summary, we now have a Theory of Scale and Impact:

- Based on the diversified experiments run directly by Coalfield in southern WV
- Scale our models by investing in other extraction-community leaders and social entrepreneurs
- First throughout southern WV, then throughout all of Appalachia, then in other extractive mono-economies throughout the world
THE SIZE OF OUR INTERVENTION

If, because of our work, rural communities are seeing a shift to new economic sectors and support systems with a triple bottom line, then how can those communities actually take the “R and D” we’ve done and apply it to their own community? How can other communities learn from our tangible models and then tangibly create new social enterprises, professional development, and real-estate renewal in their own local context? How can we creatively, collaboratively, and effectively provide resources (financial, time, energy, knowledge, research, etc.) that empower local communities in developing their own owned solutions? There will be some ways we can and others we can’t (developing the new capability will answer which ways). One thing we can for sure do is share our models as learned here in southern West Virginia.

So, if we’re tangibly demonstrating what a new economy is here in West Virginia, how do we know when we’ve reached an inflection point, to know we’ve achieved our piece of building that new economy? We’ll know when we’ve directly implemented our capabilities in each of the southern West Virginia counties included in the Alliance for the Economic Development of Southern West Virginia (coordinated by Marshall University). There are 21 counties in this services area, and we want to be directly active in each of them over the next five years (we’re currently active in six).

And if we’re sharing the models directly implemented in southern West Virginia with other Appalachian communities to replicate in their own places and in their own unique ways, then how do we know we’ll have hit an inflection point regionwide? We’ll know when at least one element of our model has been replicated in at least 50% of the 60 “distressed counties” in the central Appalachian region as defined by U.S. Appalachian Regional Commission (ARC). We project this happening over the next 2-10 years.

- **Direct Service/R and D:**
  Every southern WV county: 1-5 years

- **Replication:** 50% of all ARC “distressed” central Appalachian counties: 2-10 years

- **Dissemination/Commercial Adoption:** Other extraction communities in the U.S. and around the world: 2-20 years
Finally, and most broadly, if we’re creating a commercial “app” for other extraction communities around the world to use in developing their local solutions, how will we know we’ve hit an inflection point with that commercial dissemination of our knowledge “product”? We’ll know when our product has been purchased and utilized in at least half of the World Bank’s designated “transition” communities over the next 2-20 years.

In summary, we are theorizing the way in which our granular, “in-the-trenches” work in southern West Virginia can steadily spread to affect an even larger change on an even larger scale in other places facing similar challenges. We’re doing so at an extremely important moment, too. Because at this moment, our planet is wrestling with how to mitigate climate change and become more resilient in the face of its effects. Ecologically, this cannot be done without Appalachian forests. Economically, this cannot be done without a just transition for fossil fuel workers. Politically, this cannot be done without rural buy-in. Psychologically, this cannot be done with tangible, viable options for people to turn to (rather than just imploring fossil fuel communities to turn away from traditional ways).

This all culminates with a clear Theory of Scale and Impact:
<table>
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<th><strong>If (Action)</strong></th>
<th><strong>And (Certain Conditions)</strong></th>
<th><strong>Then (Intended Impact)</strong></th>
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<tr>
<td>We launch (or directly invest in) triple-bottom-line businesses in extractive, mono-economy communities</td>
<td>Good quality training is available (or can be created) for these businesses and their employees</td>
<td>We will see an increase in demand for employees with a variety of skillsets relevant to emerging sustainable economic sectors</td>
</tr>
<tr>
<td>We see an increase in demand for employees with a variety of sustainable skillsets relevant to emerging sustainable economic sectors</td>
<td>Well-paying businesses (including the ones we start) seek to hire locally amongst a newly trained workforce</td>
<td>We will see an increase in employment for local workers</td>
</tr>
<tr>
<td>We see an increase in employment for local workers</td>
<td>Employers provide well paid, career jobs; new sustainable sectors are gaining traction</td>
<td>We will see increased incomes and decreased population loss in communities that we serve directly</td>
</tr>
<tr>
<td>We see increased incomes and decreased population loss in communities that we serve directly</td>
<td>Other communities are interested in replicating that success</td>
<td>We can learn very tangibly how a truly diversified and sustainable economy can become possible</td>
</tr>
<tr>
<td>We can learn very tangibly how a truly diversified and sustainable economy can become possible</td>
<td>There are organizations/enterprises in other southern WV communities we can partner with who know local needs and opportunities.</td>
<td>We build tools to directly serve each of the counties in the Alliance for the Economic Development of Southern West Virginia</td>
</tr>
<tr>
<td>We build tools to directly serve each of the counties in the Alliance for the Economic Development of Southern West Virginia</td>
<td>Capacity exists or can be actively co-developed in ARC distressed counties (ideally as part of broader networks and communities of practice)</td>
<td>We can expand Coalfield's model through investment, tools, and technical assistance through other distressed counties regionwide</td>
</tr>
<tr>
<td>We can expand Coalfield's model through tools and technical assistance to the distressed counties in central Appalachia</td>
<td>Other coal regions across the country and even the planet are interested in replicating that success</td>
<td>We can expand Coalfield's model through tools and technical assistance to other coal extractive-economy areas (see JTF and World Bank partnerships)</td>
</tr>
<tr>
<td>We can expand Coalfield’s model through tools and technical assistance to other coal extractive-economy areas (see JTF and World Bank partnerships)</td>
<td>Key sustainable sectors of the new economy are more prominent and investable than old, traditional, extractive industries</td>
<td>We can build resilient rural communities with socially, environmentally, and financially thriving economies which create the community conditions for all kinds of people to unlock their full potential, power, and purpose.</td>
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Having clarified our theory of change, our approach, and the sectors we wish to shape, what are our specific goals. In recent years, the triple bottom line has emerged as the crucial standard for our business decisions. The team has unanimously said it wants to do more on the environmental front. And our organization has found a unique voice in the national and international climate change discussion (significant progress in shifting from a fossil-fuel based economy to a renewable economy is not really possible without ensuring a good economic future for old fossil-fuel communities). There are many goals that must be achieved in order for our organization to achieve its mission. So a more complete goal-setting section is further down. But it’s important we all must get clear and agree on just a few “North Star” goals which can easily be conveyed to external partners and which our entire team can rally around and push forward towards.

There are 21 counties in the Alliance for the Economic Development of Southern West Virginia. The average population for these counties is roughly 20,000 people. With a labor force participation rate of approximately 50%, this means there are roughly 10,000 people out of the workforce in each county. Now, some of those people should be out of the workforce because they’re a child, they’re elderly, or they’re severely disabled. But many could be in the workforce if the local economy were better. Remember, the Unemployment rate only measures the percentage of the workers who are unemployed but are actively trying to find new employment. Once a person gives up on finding new employment, they exit the labor force and become part of this haunting statistic. The national average labor force participation rate is roughly 60%, meaning we are 10% below the national average.

So in order to attain parity with the national average, we need to **increase labor participation by 2,000 people per Appalachian county** to get from 10,000 people active in the workforce to 12,000. That would mean to serve 100% of this target population, we (and our partners!) need to **create 48,000 new jobs in southern West Virginia.** Crucially, our values dictate that our focus be on the creation of good quality jobs which pay well, offer benefits, and value the well-being of employees (especially those facing barriers). While we cannot create all the jobs that need created, an element of what makes our organization special is the fact we are a direct job creator. By running paid training programs and by launching well-paying Employment Social Enterprises (ESE’s) we are, in fact, a significant job creator in many of the hills and hollows we serve. And in being a direct job-creator, we can model to other employers how best to care for and support employees with significant barriers. Our models are paid; we do not expect low-income participants to forego wages or put their career on hold to undergo costly training. We start building assets right away, from the very moment a person is oriented.

How each community gets to that approximately 2,000 new labor participants number will differ. Deeper community engagement and planning will be needed (primarily through strategic and local partners more so than by our staff) to develop realistic plans to hit the target. Such plans
would or could include in-migration, traditional entrepreneurship, existing business expansion, social entrepreneurship, remote-workers, business recruitment, public sector employment, private sector employment, etc. Coalfield Development will only play a small direct role in each county’s equation, but we can play an outsized indirect role by modeling new approaches, influencing strategy, and leveraging new investment.

There are 78 distressed counties in the region, according to Appalachian Regional Commission. 10 of these are in southern West Virginia and would be covered by our direct service strategy. That leaves 68 distressed counties outside of our direct service strategy. If we were to invest, support, and train (less direct service, more replication and dissemination) in half of these, that would mean reaching 34 additional counties outside the Alliance counties. Since population averages are similar to southern West Virginia, we could then assume an additional 68,000 jobs are needed region-wide for our mission to be truly accomplished.

Between, our direct service strategy and our broader scale strategy in Appalachia, alone, there are 102,000 new jobs that need to be created before we can say our work is done.

Crucial North Star Goals:

1. **Quality Jobs in Sustainable Employment for Marginalized People**
   - Those on our payroll by 2032: 500
   - Those on partner/investee payrolls by 2032: 5,000
   - Those created through multiplier effects: 15,000
   - Those created through improved overall conditions: 81,500

2. **Environmentally and Financially Sustainable New Businesses**
   - Those incubated by us by 2030: 10
   - Those invested in by us as of 2030: 500
   - Those created because of improved overall conditions: 2,000

3. **Economic and Environmental Multipliers**
   - Those achieved as a direct result of our interventions by 2030: $300 million
   - Those achieved as a result of improved overall conditions: $1 billion

Not just measuring available data, but pushing ourselves to measure the right things is important. It is also easier said than done. For example, what’s more important: creating new businesses of any kind or creating new businesses which diversify the economy and create net-new jobs, rather than stealing jobs from the county next door? Another example: what’s more important, creating any new jobs at all or creating good-paying jobs through which employees can care for their families and lead full lives? Getting at these deeper roots of impact is time-consuming and complex. That’s why it’s so much easier to numerically measure businesses started and jobs created and call the measurement game quits. Our team, however, is genuinely committed to having deep, real, and lasting impact. This commitment forces us to measure what is deep, what is real, and what really matters.

Appendix A reveals the more detailed, nuanced, and very specific metrics against which our team will be measuring itself in the years to come. Ultimately, all those specific metrics should add up to achieve the North Star goals.
In addition to not being able to directly serve all people in Appalachia who could benefit from our model, we also are not able to innovate in all sectors of the economy. As a team, we’ve been thinking hard about which sectors make sense for us to shape, and which sectors make sense for other actors to shape. Perhaps a helpful caveat is the fact that by choosing not to play a leading, shaping role in a certain sector does not have to mean choosing to have nothing to do with that sector. But being involved in a certain sector versus playing a leading, shaping role are two plays of very different sizes. Humbly, we must admit we just can’t make big plays in all the sectors and pretend to remain effective. Two good questions to frame this discussion are 1) What work have we done that’s had a bigger impact than expected? And 2) What work have we done that hasn’t had as big an impact as we expected?

The success in the solar industry of Solar Holler and Rewire Appalachia was a huge surprise to anyone who knows anything about “green” efforts here in the heart of the Appalachian coalfields. We learned here that we don’t have to completely own and control all the social enterprises that are needed in the region. In fact, it’s usually ideal that we don’t. We can’t be experts in every single business of every single sustainable sector in the region. Because we were willing to share risk and prove tangible experiments very early in its development, we ended up playing a crucial “market shaping” role for the solar sector. What we have learned from risk and experimentation has proved to be important. Solar Holler has gone on to have a far greater impact than some other enterprises we incubated and operated ourselves.

Other criteria for sectors we choose to shape include:

- **Alignment with our Vision and Values (primary)**
- **Alignment with our existing Expertise and Experience**
- **Triple bottom line opportunities (especially environmental since that’s so central to our vision for resilient communities)**
- **Viability, given the challenges and opportunities of this particular region**
- **Timing, given community and market conditions**
Given these learnings and mental models, the following sectors make the most sense for us as of 2022:

- Real Estate
- Clean Energy and Energy Efficiency
- Light Manufacturing
- Tourism and Hospitality
- Agriculture

(while we’re not quite there with the competencies and expertise needed to shape this entire sector, we plan on significant investments in the near future in the Tourism and Hospitality space. This is consistently the fastest growing sector in southern West Virginia and aligns with our largest SEED investment: HighWall, an eco-tourism lodging site on a former mountaintop removal site near the Hatfield-McCoy ATV trail system)

In order to execute programs in these sectors, there are certain “Tools and Tactics” which will be needed. While we already possess some of these tools and tactics, there are others that will either need further or total outright development. Some key tools and tactics we’ve identified as needing improvement for 2022 include:

Arts • Design • Remediation • Transportation • Technology

While these are “tools and tactics” to us, these may well be entire sectors for other groups to focus on and lead and shape. But while we need to improve the training and execution of our transportation activities, it would be a major leap (and well outside our current competitive advantages) to try and shape that entire sector. Internally, the arts are a topic sparking much debate. We’ve done and are currently doing a lot in the arts field. However, the arts complement and leverage our work rather than define it. It was our real estate and construction capabilities that made WestEdge possible for arts programming, not the other way around.

Transportation is another good example. We know there are many open, and decent-paying positions in the Transportation and Logistics sector in our region. We also know this sector is vitally important to helping the rest of the
region succeed. For individuals, transportation is a major challenge. For businesses, shipping costs can be the difference between surviving and thriving. There are many challenges, and therefore many opportunities. While this sector is of strategic importance, the problem is this also a complex sector, and we simply do not have the resources and expertise to lead it. However, as a small part of the sector, we can increase our knowledge. We can improve our engagement in and with it. And we can contribute to it through the capabilities we do have (training, workforce development, etc.) Our agriculture program (Refresh Appalachia) does have a truck and a driver; our Mountain Mindful enterprise has expertise in shipping and logistics. So these are two opportunities in which to learn and contribute without the pressure of leading and shaping.

Advocates for any of the above-listed tools and tactics can take comfort in the fact that just because a field isn’t a chosen sector that we want to shape doesn’t mean we must be entirely uninvolved in it. Partnerships, specific programs, training, and skills development in each of the above will be important aspects of work going forward. And the better we master these tools and tactics, the better our market shaping will be.

STAFF AND BOARD INPUT

In August of 2021, the Coalfield leadership team and Board of Directors held a retreat to begin the 2022 strategic planning process. Issues briefs on significant trends, sectors, and opportunities were provided beforehand. This included:

- Biden Administration’s Interagency Working Group on Coal Communities
- Build Back Better Act
- Mental Health in Appalachia
- Food Insecurity
- Transportation
- Agriculture
- Clean Energy
- Technology
- Tourism and Hospitality
- Recycling and Reuse
We started at the 30,000-foot level, identifying larger trends potentially impacting our organization and our strategy (see attached deeper dives on several of these):

- Potentially massive federal resources ("Build Back Better Infrastructure" bill)
- But a sense of philanthropy pulling back from Appalachia, perhaps even "punishing Trump/Manchin country"
- A dramatic lack of capacity in the hills and hollers we serve; an increasing desire to directly start building this capacity (since nobody else seems to be doing it well)
- A variety of logistical challenges brought on by our growth (transportation, budgeting, etc.)
- Mission/margin tension of social enterprise: staffing ratios
- A fear that we (regionally and organizationally) are falling way behind the technology curve
- The “coal” issues quickly fading from environmentally-minded funders more toward gas and petrochemical issues
- Tourism is booming
- Continued commitment to re-affirm our commitment to the environmental piece of the triple bottom line…to lead more on the environmental front
- Continued struggles with the SUD epidemic (which actually got worse, again, during COVID shutdowns)
- Continued alignments (we think/hope) with consumer trends
- Growing emphasis on worker rights (post-COVID workforce looks very different)
- Increased partnership potential with unions
- Extreme need for mental heal services; and extreme lack of capacity for it
- Nutrition and food security concerns
- A desire to provide more advanced training
- A tension between going deep in sectors we currently shape or adding others
At a Coalfield Council Day on October 22, the entire Coalfield team was asked, “What goals should we be focusing on for 2022. What follows are several recurring themes that emerged:

- Union partnerships
- Deepening/improving Community College partnerships
- Ensuring the EAP (Employee Assistance Program) is better utilized
- Exploring partnerships with independent living agencies
- More recovery support
- Better pay
- Better transitions for graduates
- A desire to add more properties
- And also a desire to pause and not do as many new properties
- Better Week 3 activities
- More hands-on/holistic training
- Cross-training/cross-programming in different enterprises and programs
- More community service

- A childcare enterprise
- More social media engagement
- More feedback loops and more advanced problem solving
- Become more financially self-sustaining

Photo courtesy of Stand Together.
CONCLUSION

These are historic times in Appalachia. Coalfield Development is poised to shape this history. We assert this not from a place of arrogance, but from genuine hearts of humility. Over the past decade, we have learned a great deal. We have created and refined truly unique approaches to solving our problems. Now, we are ready to scale these approaches. We feel a deep sense of responsibility to do so, given the massive challenges.

In 2021, we set an intention and a year-long theme of healing. Healing for ourselves, for our community, for our country, and for our planet. We have reflected deeply on these themes. We've shared with each other our growth in our own healing. And we're recommitted to leading our community to contribute to more healing in the country and in the world. Now, we carry this theme forward in 2022 as we focus on history and invite you to join us: Healing Into Sustainable, Transformational Opportunities, and Reclaiming Yourself.
APPENDIX A

SPECIFIC GOALS Continued – for internal accountability and clarity

Each member of our team owns a different piece of overall effort to realize our North Star goals. Each piece is very important. So, while we have to be careful not to present an overwhelming, confusing plethora of goals to our partners and community members, it’s still very important we each have an internal understanding of what we expect to achieve this year, and what direction we’re headed for future years ahead.

See also: Long Term Intended Consequences:

- **Labor Participation Rate Increases**
  - 5% by 2030 in Communities Served

- **Poverty Rate Decreases**
  - 2% by 2030 in Communities Served

- **Population Rate Increases**
  - 2% by 2030 in Communities Served
## Org. Strategy: Tangible, Experimental Collaboration Grounded in Diversity

<table>
<thead>
<tr>
<th></th>
<th>2021 Target</th>
<th>2021 Actual</th>
<th>2022 Target</th>
<th>2032 Target</th>
<th>Champion Tracker</th>
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<tr>
<td>Minority Hires</td>
<td>20% Increase</td>
<td>40%</td>
<td>25% Increase</td>
<td>35% Increase</td>
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<td>Minority Led Organizations Funded</td>
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<td>Program and Sector Milestones Met</td>
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<td>Carbon Footprint Reductions</td>
<td>20%</td>
<td>26%</td>
<td>40%</td>
<td>75%</td>
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<td>Pounds of Waste Redirected from Landfills (Embodied Energy)</td>
<td>80,000</td>
<td>85,000</td>
<td>200,000 Pounds</td>
<td>300 Tons</td>
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<td>New Sustainable Technology/New Innovations Introduced</td>
<td>6</td>
<td>4</td>
<td>8</td>
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## Org. Strategy: Collaborate on Difficult, Cross Sector Projects

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<th>2022 Target</th>
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<td>SEED Milestones Met</td>
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<td>19</td>
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<td>WRAPS Milestones Met</td>
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<td>600</td>
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<td>Volunteers Engaged</td>
<td>200</td>
<td>32</td>
<td>200</td>
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<td>Sq. Ft. Redeveloped (And Occupied)</td>
<td>30,000/Year</td>
<td>12,500/Year</td>
<td>42,800/Year</td>
<td>2 Million (Total Over Decade)</td>
<td>Casey McCann</td>
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<td>Org. Strategy: Incubate Social Enterprises</td>
<td>2021 Target</td>
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<td>Earned Revenue/Gross Margin for Owned-Enterprises</td>
<td>$600,000</td>
<td>$730,000</td>
<td>$1 Million</td>
<td>$10 Million</td>
<td>Ryan Stoner</td>
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<td>New Social Enterprises Started or Invested In/Total Amount Invested</td>
<td>7</td>
<td>4</td>
<td>6</td>
<td>50</td>
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<td>Revenue Growth of SEEDs Invested In</td>
<td>10%</td>
<td>16%</td>
<td>30%</td>
<td>50%</td>
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<td>New Social Entrepreneurs Supported/Coached</td>
<td>30/Year</td>
<td>8/Year</td>
<td>20/Year</td>
<td>100/Year</td>
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<th>Org. Strategy: On-The-Job Training/Professional Development</th>
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<td>Certificates Earned in Relevant Fields (Internal)</td>
<td>200</td>
<td>205</td>
<td>400</td>
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<td>Certificates Earned in Relevant Fields (External)</td>
<td>500</td>
<td>235</td>
<td>600</td>
<td>5,000</td>
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<td>People Facing Barriers Recruited</td>
<td>125</td>
<td>112</td>
<td>200</td>
<td>2,000</td>
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<tr>
<td>Jobs Created for People Facing Barriers</td>
<td>100</td>
<td>110</td>
<td>300</td>
<td>1,200</td>
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<td>Job Placements Made</td>
<td>70</td>
<td>54</td>
<td>100</td>
<td>500</td>
<td>Employer Network</td>
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<tr>
<td>--------------------------------------------------------</td>
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<tr>
<td>Community Members Trained in Sustainable Fields (External)</td>
<td>364</td>
<td>60</td>
<td>304</td>
<td>1,000/Year</td>
<td>New Employer Network Position</td>
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<td>Cumulative GPA for 33-6-3 Participants</td>
<td>2.6</td>
<td>2.2</td>
<td>2.5</td>
<td>3.0</td>
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<td>Degrees Earned (“Champions”)</td>
<td>15/Year</td>
<td>1</td>
<td>7</td>
<td>25</td>
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<td>Wage Increases/Promotions Earned</td>
<td>80% of Mission Hires</td>
<td>80%</td>
<td>90%</td>
<td>95%</td>
<td>New Employer Network Position</td>
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<td>Org. Strategy: Mentorship and Accountability</td>
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<td>2021 Actual</td>
<td>2022 Target</td>
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<tr>
<td>Wellbeing Increases</td>
<td>30% Improvement Per Participant Per Year</td>
<td>30% Improvement Per Participant Per Year</td>
<td>25% Increase</td>
<td>30% Increase Every 6 Months</td>
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<td>Mission Hire Milestone’s Met (Internal)</td>
<td>150</td>
<td>139</td>
<td>290 (Trainees) 45 x 4 Met (Crew Members) 28 x 4 Met/Year Out of 4 Set = 112 112+180=292</td>
<td>500</td>
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<td>Retention A - % WRAPS Graduates</td>
<td>80% of All WRAPS Complete 6 Months</td>
<td>64%</td>
<td>75%</td>
<td>85%</td>
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<tr>
<td>Retention B - % Crew Members Remain or Become Champion from Start of the Year to End</td>
<td>65% of All Crew Members Earn at Least 6 Certificates and Placed in Job at or Above Wages Earned at Coalfield Development</td>
<td>62%</td>
<td>80%</td>
<td>90%</td>
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<td>Alumni Network Participants</td>
<td>30</td>
<td>0</td>
<td>30</td>
<td>500</td>
<td>Employer Network Hire</td>
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<tr>
<td>----------------------------------</td>
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<td>-------------</td>
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<td>-------------</td>
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<tr>
<td>Publications Contributed To/Events Held</td>
<td>6/Year</td>
<td>18</td>
<td>25/Year</td>
<td>50/Year</td>
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<tr>
<td>Policy Changes Contributed To</td>
<td>15 Total</td>
<td>9</td>
<td>20 Total</td>
<td>40 Total</td>
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<tr>
<td>Earned Media Views</td>
<td>2 Million</td>
<td>20 Million</td>
<td>30 Million</td>
<td>50 Million</td>
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<tr>
<td>Social Media Engagements</td>
<td>150,000</td>
<td>173,000</td>
<td>250,000</td>
<td>1 Million</td>
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<td># of Attendees for Events Facilitated</td>
<td>1,500/Year</td>
<td>836</td>
<td>5,000/Year</td>
<td>20,000/Year</td>
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<th>Org. Strategy: Market Shaping</th>
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<th>2021 Actual</th>
<th>2022 Target</th>
<th>2032 Target</th>
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<tbody>
<tr>
<td>Employer Network Participants</td>
<td>70/Year</td>
<td>54</td>
<td>75/Year</td>
<td>350/Year</td>
<td>Employer Network</td>
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<td>New/Better Employer Practices Adopted</td>
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<td>3</td>
<td>5</td>
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<td>New Major Customers for Entrepreneurs and Enterprises</td>
<td>30/Year</td>
<td>16/Year</td>
<td>40/Year</td>
<td>250/Year</td>
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<td>Overall Economic Impact (Multipliers)/Percent Sourced Locally</td>
<td>$21 Million</td>
<td>$23 Million</td>
<td>$45 Million</td>
<td>$90 Million</td>
<td>Brandon Dennison</td>
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