



**COALFIELD
DEVELOPMENT**

STRATEGIC PLAN AND IMPACT REPORT 2023

**We have trained
1,750 people in
new economic
sectors.**

(Impact Statistic as of January 2023.)

CONTENTS

Mission, Vision, and Values.....	3
Organizational Theory of Change and Team Principles...	4-7
Strategic Plan Introduction.....	9
Strategic Goal Summary.....	11
Logic Model.....	12-13
Service Delivery Models.....	14-17
The Size of Our Intervention.....	18-20
Sectors and Programs.....	21-22
Threads and Action Teams.....	23-25
Specific Goals.....	25-27
Labor Force Participation.....	27
Crucial North Star Goals.....	29
Executive Team SWOT Analysis.....	30-31
Conclusion.....	32
Appendix A.....	33-35
Appendix B.....	37-38



REBUILDING THE APPALACHIAN ECONOMY FROM THE GROUND UP.

MISSION

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

- **Designing and Scaling New Programs in Emerging Sustainable Sectors**
- **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**

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
- Do hard work towards big goals

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

ORGANIZATIONAL THEORY OF CHANGE AND TEAM PRINCIPLES

Our principles 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 theory of change and understand how to apply it day-in and day-out. 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**

ORGANIZATIONAL THEORY OF CHANGE FOR TRANSFORMATION



NOTE

It's best to read these from the bottom-up. These elements of our theory of change build upon one another. Traditionally, human development is smaller-scale, one-person-at-a-time work. Traditionally, educational development is top-down larger-scale. Both are needed and should more tightly align and coordinate. They represent what we believe will really change things for the better.

TEAM PRINCIPLES TO ADVANCE THE STRATEGIES

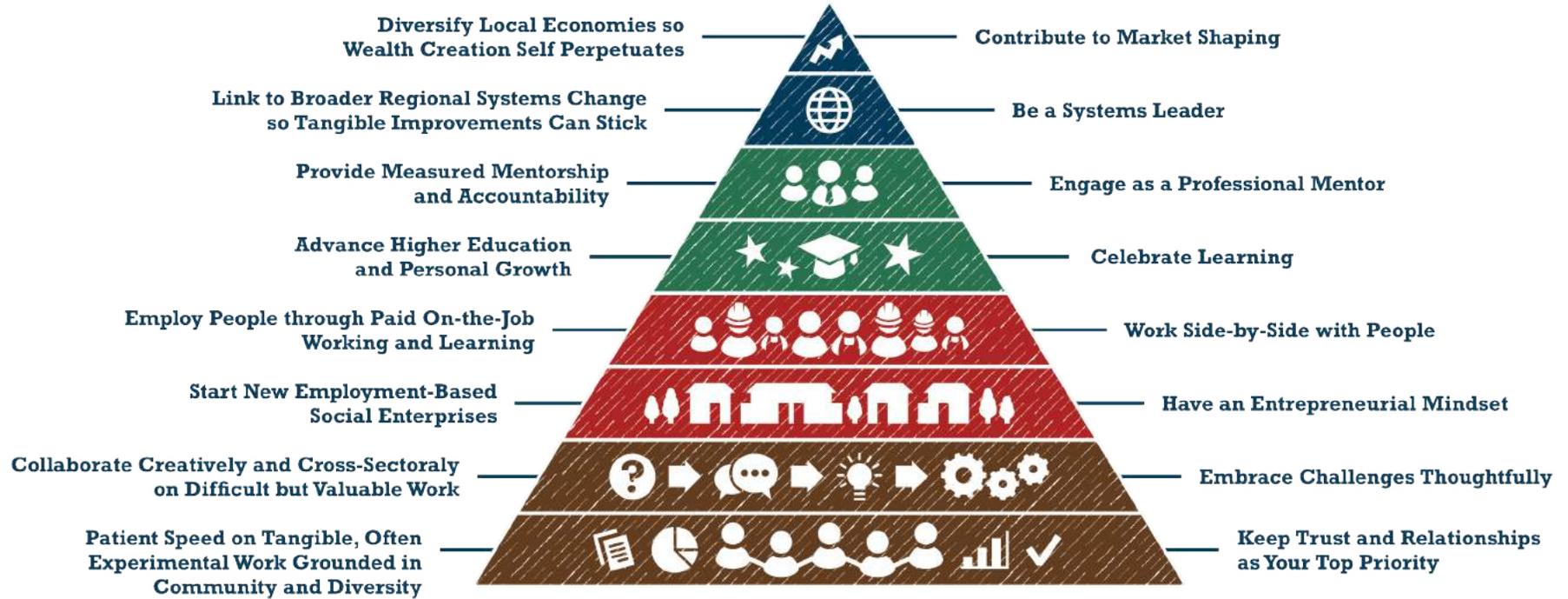


NOTE

It's best to read these from the bottom-up. These elements of our theory of change build upon one another. Traditionally, human development is smaller-scale, one-person-at-a-time work. Traditionally, educational development is top-down larger-scale. Both are needed and should more tightly align and coordinate. They represent what we believe will really change things for the better.

ORGANIZATIONAL THEORY OF CHANGE FOR TRANSFORMATION

TEAM PRINCIPLES TO ADVANCE THE STRATEGIES





**We have supported
and grown 72 new
businesses.**

(Impact Statistic as of January 2023.)

Photo courtesy of Stand Together.

STRATEGIC PLAN INTRODUCTION

Last year's theme was HISTORY: Healing Into Sustainable, Transformational Opportunity and Reclaiming Yourself. And we truly did make history, creating and leading the ACT (Appalachian Climate Technology) Coalition which brought nearly \$100 million in new funding to southern West Virginia. This constitutes one of the largest investments in climate resilience in West Virginia history.

There was a strong sense of urgency in 2022. We knew the pandemic recovery, economic dynamics, and unique politics made for some once-in-a-lifetime opportunities (and challenges). Last year's plan reflected this understanding, with an emphasis on tapping new federal programs. It's not every year an organization gets a viable opportunity at \$100 million.

2022 was Coalfield Development's best year ever. We fully expect the momentum will continue in 2023, but we also know it will be a bit different. There is less emphasis on seizing new funding opportunities and more emphasis on implementation: efficient, speedy, effective implementation of the historic resources with which we've been entrusted. There is also more emphasis on scale and partnership. We see the two as inextricably linked, especially given our bottom-up values. More important than growing our organization is growing our network. We envision a robust ecosystem of social enterprises and innovative organizations working together for the new Appalachian economy. Achieving this vision means we have to invest in those enterprises and organizations; our plan reflects just such investments, and at a historically high rate.

Of course, we'll never lose focus on the core of our mission and vision: Appalachian people facing barriers. The numbers below reflect a big positive impact for the communities we serve. But here at Coalfield Development, we're motivated by the human stories more than the numbers. What we're most proud of are the inspiring people we've been able to support. By intentionally training and hiring people who face barriers to employment (barriers such as addiction, long-term unemployment, justice-system involvement, or other trauma) we empower true transformation. They are tangible examples of the new Appalachian economy. These individual transformations help spark the wider systems changes needed for the community-wide transformation.

Through our holistic approach, people often deemed a problem for their community, transform into leaders building a newer, better, more sustainable economy. By our focus on formerly vacant and dilapidated properties, the very buildings once deemed major liabilities become defining assets. We believe in the people and places of Appalachia. We are part of an historic revitalization for these people and places. And we're honored to play our part in such energizing transformations throughout this special region, always doing so from the bottom up, never losing faith in the potential, power, and purpose of Appalachia.

We have played a key role in attracting over \$100 million in new investment to the region.

(Impact Statistic as of January 2023.)



STRATEGIC GOAL SUMMARY

Top 10	2022 Metrics Achieved	2023 Projected Metrics	2024 Projected Metrics
1	Leveraged more than \$100 million of new environmentally sustainable investment to the region	Overall economic impact of \$120 million in the region	Overall economic impact of \$130 million in the region
2	Revitalized more than 40,000 square feet of formerly dilapidated property	Revitalize an additional 50,000 square feet of formerly dilapidated property	Revitalize an additional 60,000 square feet of formerly dilapidated property
3	Engaged over 2,000 community members	Engage over 4,000 community members	Engage over 4,500 community members
4	Trained 400 people	Train 1,000 people	Train 1,200 people
5	90% of participants earned wage increases	92% of participants will earn a wage increase	93% of participants will earn a wage increase
6	Offset our carbon footprint by 30%	Offset our carbon footprint by 40%	Offset our carbon footprint by 50%
7	Diverted 350,000 pounds of materials from landfills	Divert 400,000 pounds of material from landfills	Divert 450,000 pounds of material from landfills
8	Invested in 13 new social enterprises	Invest in 15 new social enterprises	Invest in 17 new social enterprises
9	30 million media views	32 million media views	34 million media views
10	91 publications and events written and facilitated related to Appalachia's new economy	100 publications and events written and facilitated related to Appalachia's new economy	115 publications and events written and facilitated related to Appalachia's new economy

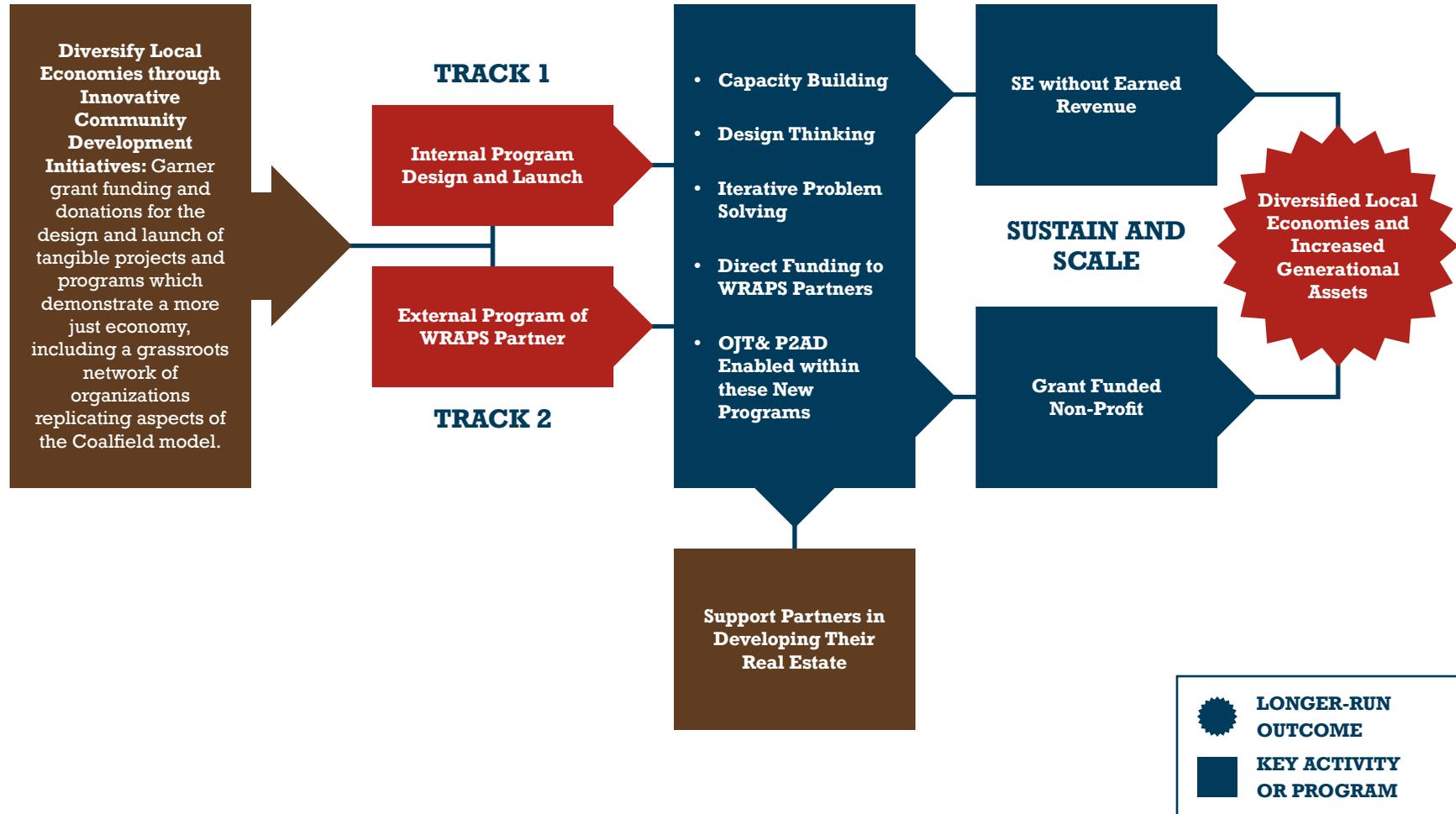


Our greatest resource is our people. As we continue to create the conditions for socially, environmentally, and financially thriving economies, we aim to unlock people's full potential, power, and purpose. With this vision realized, we can set the foundation for a stronger, more resilient Appalachia with a triple bottom line of People, Planet, and Profit.

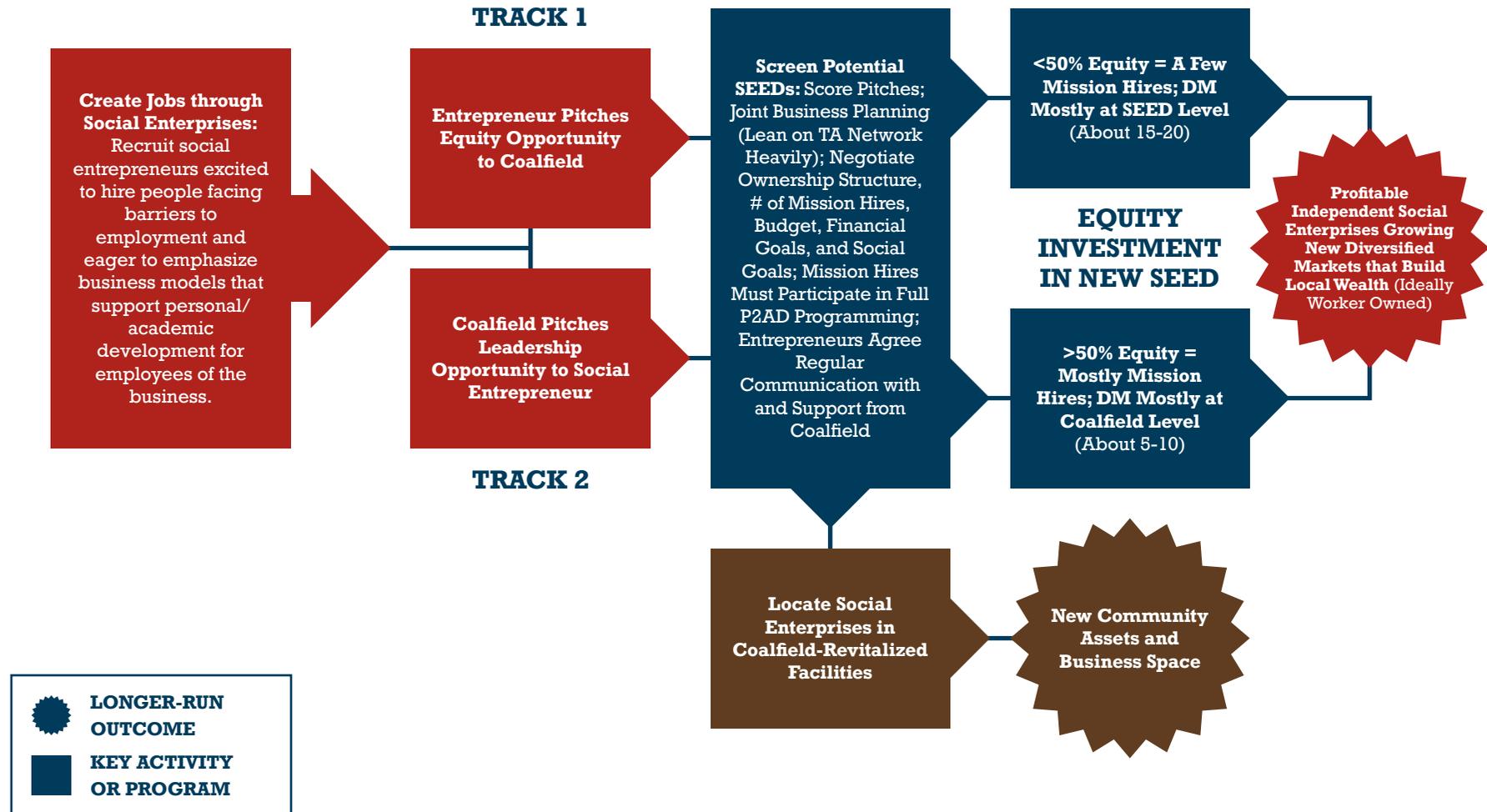
Core Capability	Inputs	Activities	Outputs	Outcomes	Deeper Impacts
<p>Designing and Scaling New Programs</p> <p>That model very tangibly demonstrates what a better economy looks like and creates the conditions for...</p>	<ul style="list-style-type: none"> • 20% of staff • 20% of budget • Program and sector research • Creative program design • Risk of failure • Collaboration at grassroots • Networks • Grant seeking • Grant management • Communications strategies and systems 	<ul style="list-style-type: none"> • Launch new programs • Program evaluation • Sector shaping • “Lead from behind” through networks • Negotiate formal partnerships • Run experiments • Public relations and social media “storytelling” 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Leveraged investment into region • New approaches scaled and replicated • Local capacity for programming increases • Publications • Viewers and readers • Policy changes • Changed community narratives 	<ul style="list-style-type: none"> • Growing sustainable sectors • Economic diversification • Changed employer practices • New sustainable technologies outpace old unsustainable technologies • Better systems • Improved community psychology
<p>Incubating and Investing in Employment Social Enterprises</p> <p>Which diversify the local economy, build new wealth, and most importantly employ unemployed people and holistically cultivate opportunity for these employees through...</p>	<ul style="list-style-type: none"> • 20% of Coalfield’s staff • 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 	<ul style="list-style-type: none"> • Invest in new enterprises • Attract additional investment to enterprises • Strategy/structure design • Budget approvals • Operational support to social enterprises (decision making and problem solving – degree of which depends on ownership level) • Marketing and sales • Agree on mission/ margin hiring split 	<ul style="list-style-type: none"> • New businesses begun • New permanent positions created for people facing barriers - Social enterprise concepts evaluated - Hours of day-to-day support for those started - New credentials earned by leader/ staff of enterprise - \$ invested in social enterprises - New sales channels 	<ul style="list-style-type: none"> • # of growing businesses (75% “success” rate for original new businesses) • # of combined permanent, “staff”(could be “graduates-see below”) - Total revenue - Average ROI - \$ amount Leveraged investment - Combined carbon reduction - New innovations 	<ul style="list-style-type: none"> • 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
			<p># recruited # hired # retained past 30 days</p>		

Core Capability	Inputs	Activities	Outputs	Outcomes	Deeper Impacts
<p>Facilitating Personal, Professional, and Academic Growth</p> <p>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)</p>	<ul style="list-style-type: none"> • 40% of Coalfield's staff • 50% of org. budget • Journals/curriculum • Develop milestones • CTC agreements • Recruit from community partners • Risk of employer • Local non-profit WRAPS execution partners • On-the-job training and apprenticeships • Employer Network (Chambers of Commerce) 	<ul style="list-style-type: none"> • WRAPS • 33-6-3 • Evaluation/reflection • Crew Councils • Week 3 experiences • Unique scheduling • Access to aggregated support networks • Employment search support • CFPB \$ literacy/open savings accounts/get insurance • Academic counseling • Social media community of practice 	<ul style="list-style-type: none"> • Program participants transitionally employed - # of WRAPS "Trainees" (6 months) - # of 33-6-3 "Crew Members" (1-3 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 	<ul style="list-style-type: none"> • # of "Graduates," meaning 6 months and 4 certs (80% retention) • # of "Champions" meaning Associates Degree and 1-3 yrs. Exp. (75% retention) • # of good jobs gained combined between grads and champs (100%) • Milestones achieved • Well-being surveys improve 50%, family asset increases, degrees earned 	<ul style="list-style-type: none"> • 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 <p>(will provide community-wide research/surveys to ascertain)</p>
<p>Advancing, Completing, and/or Managing Community Based Revitalization Projects</p>	<ul style="list-style-type: none"> • 25% of Coalfield's staff • 25% of org. budget • Site control of Project Pipeline • GC license • Risk of developer • Risk of property owner • Local project partnerships • Carpenters Union agreement <p>(P2AD outcomes for Revitalize crew are above)</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • # 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 - KW/clean energy - # of new re-use sites 	<ul style="list-style-type: none"> • New business investments attracted for business tenants • % occupancy for owned properties - % crime reductions - \$ million in leveraged investment - % of tenants engage Personal Dev. (see above) - Tenant energy bills down - Conserve __ million MJs 	<ul style="list-style-type: none"> • 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%

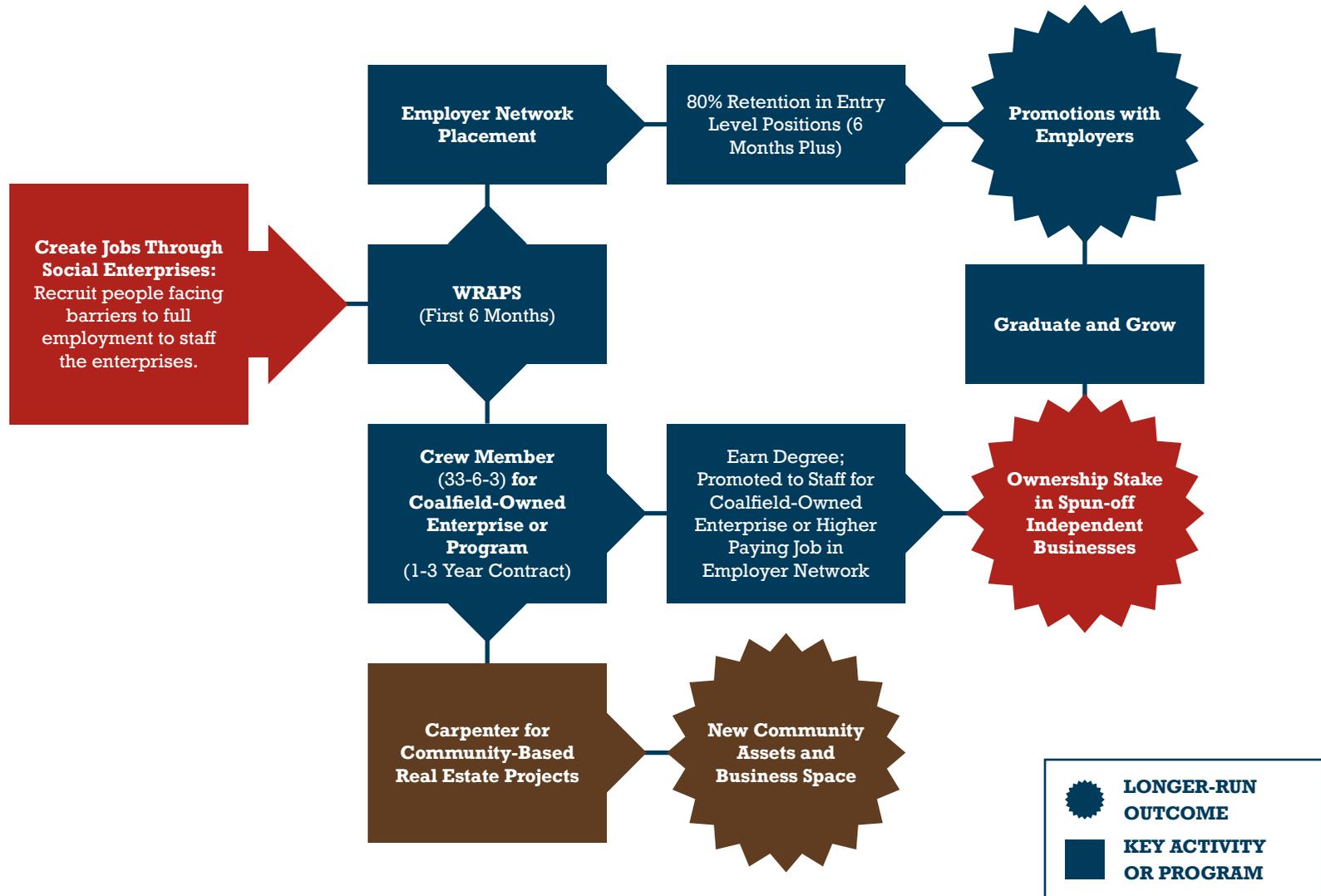
DESIGNING AND SCALING NEW PROGRAMS IN EMERGING SUSTAINABLE SECTORS



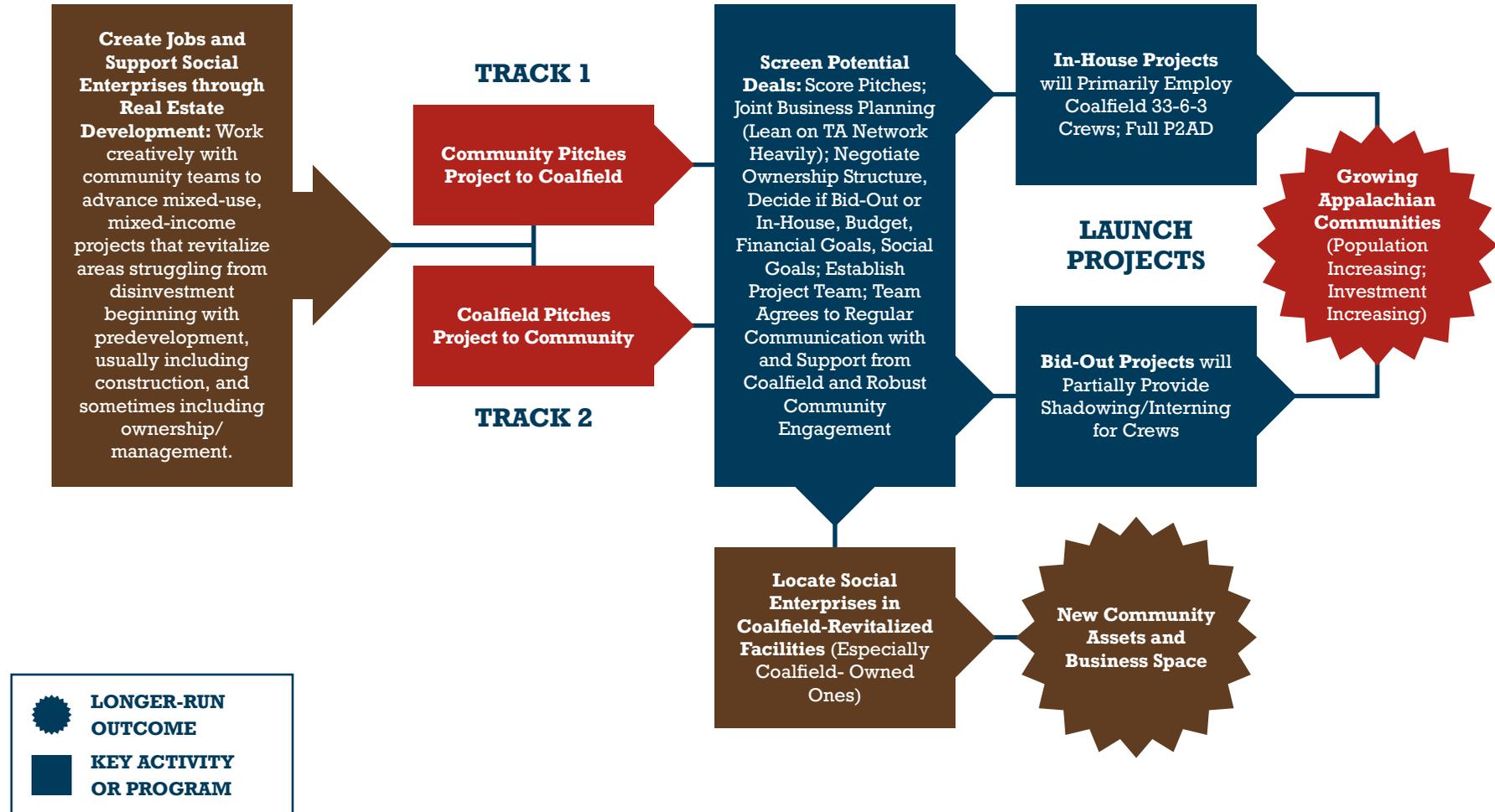
INCUBATING AND INVESTING IN WELL-PAYING EMPLOYMENT SOCIAL ENTERPRISES



FACILITATING PERSONAL, PROFESSIONAL, AND ACADEMIC GROWTH FOR PEOPLE FACING BARRIERS TO EMPLOYMENT



ADVANCING, COMPLETING, AND/OR MANAGING COMMUNITY BASED REVITALIZATION PROJECTS

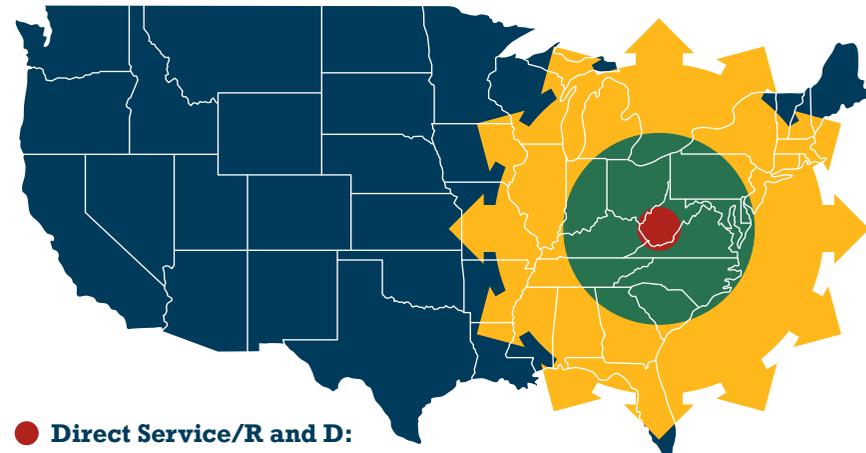


THE SIZE OF OUR INTERVENTION

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 other rural communities take the “R and D” we’ve done and apply it to their own community? How can other communities learn from our models and then tangibly create new social enterprises, human 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 unique owned solutions? WRAPS and SEEDS are two answers. Another answer is more broadly disseminating our model through knowledge sharing and investment.

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 service area, and we want to be directly active in each of them over the next five years (we’re currently active in eight).

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

Aside from directly investing and programming, we can also scale through dissemination of our unique insights through our ecosystem of community organizations and social enterprises. If we're creating a commercial "app" or "platform" 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 because so many of the pressing challenges of our time are global in nature. Covid-19 surely taught us this. Climate change keeps reminding us daily. 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 without tangible, viable options for people to turn toward (rather than just imploring fossil fuel communities to turn away from traditional approaches). This all culminates with a clear Theory of Scale and Impact.



If (Action)	And (Certain Conditions)	Then (Intended Impact)
We launch (or directly invest in) triple-bottom-line businesses in extractive, mono-economy communities	Good quality training is available (or can be created) through these businesses and their employees	We will see an increase in demand for employees with a variety of skillsets relevant to emerging sustainable economic sectors
We see an increase in demand for employees with a variety of sustainable skillsets relevant to emerging sustainable economic sectors	Well-paying businesses (including the ones we start) seek to hire locally amongst a newly trained workforce	We will see an increase in employment for local workers and overall labor force participation
We see an increase in employment for local workers	Employers provide well paid, career jobs; new sustainable sectors are gaining traction	We will see increased incomes and decreased population loss in communities that we serve directly
We see increased incomes and decreased population loss in communities that we serve directly	Other communities are interested in replicating that success	We can learn very tangibly how a truly diversified and sustainable economy can become possible
We can learn very tangibly how a truly diversified and sustainable economy can become possible	There are organizations/enterprises in other southern WV communities we can partner with who know local needs and opportunities.	We build tools to directly serve each of the counties in the Alliance for the Economic Development of Southern West Virginia
We build tools to directly serve each of the counties in the Alliance for the Economic Development of Southern West Virginia	Capacity exists or can be actively co-developed in ARC distressed counties (ideally as part of broader networks and communities of practice)	We can expand Coalfield's model through investment, tools, and technical assistance through other distressed counties regionwide
We can expand Coalfield's model through tools and technical assistance to the distressed counties in central Appalachia	Other coal regions across the country and even the planet are interested in replicating that success	We can expand Coalfield's model through tools and technical assistance to other coal extractive-economy areas (see JTF and World Bank partnerships)
We can expand Coalfield's model through tools and technical assistance to other coal extractive-economy areas (see JTF and World Bank partnerships)	Key sustainable sectors of the new economy are more prominent and investable than old, traditional, extractive industries	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.

SECTORS AND PROGRAMS

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 lead on and shape, and which sectors make sense for other actors to lead on. Perhaps a helpful caveat is the fact that choosing not to play a leading, shaping role in a certain sector does not automatically mean complete engagement from that sector. But collaborative involvement 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?

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 important. Solar Holler has gone on to have a far greater impact than some other enterprises we incubated and operated ourselves. Several of our service-based concepts (such as the coffee shop) did not have as big an impact as anticipated.

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**
- **Comparative advantage analysis (is there another group better positioned than us?)**





Given these learnings and mental models, the following sectors make the most sense for us as of 2023:



Real Estate



Light Manufacturing



Agriculture



Re-Use and Recycling



Clean Energy and Energy Efficiency



Sustainable Mine Land Reclamation



Tourism and Hospitality: 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.

THREADS AND ACTION TEAMS

In order to execute programs in these sectors, there are certain “threads” which are threaded throughout our projects, programs, and enterprises. While we already possess some of these threads, there are others that will either need further or total outright development. Some key tools and tactics we’ve identified as needing improvement for 2023 include:

- | | | |
|--------------------------------|------------------------------------|-----------------------------------|
| 1. Arts | 5. Remediation | 9. Research and Analysis |
| 2. Community Engagement | 6. Transportation | 10. Policy Recommendations |
| 3. Design | 7. DEI/Anti-Racism (Equity) | |
| 4. Technology | 8. Nutrition | |

While these are threads 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. 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 West Edge possible for arts programming, not the other way around.

Advocates for any of the above-listed threads 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.

Market Shaping and Systems Change	Tools and Tactics for Strategy Execution
Facilitate large convenings with multiple stakeholders	Attend convenings or facilitate smaller convenings
Publishing reports	Contributing to reports
Hiring OJT positions and hosting community trainings	Hosting community trainings
Dozens of staff/crew members/trainees	2-4 staff and coordinators
Incubating enterprises and programs	Collaborating with existing enterprises and programs

Many of my ideas about “action teams” came out of the book Action Learning by Michael J. Marquardt. Here is a summary:

- ***“It is not enough to know what is good; you must be able to do it.”***
- ***“We learn best when undertaking some action, which can then be perfected upon.”***
- ***“People learn when they DO something, and they learn more as they feel more responsible for their task.”*** (p. 36)

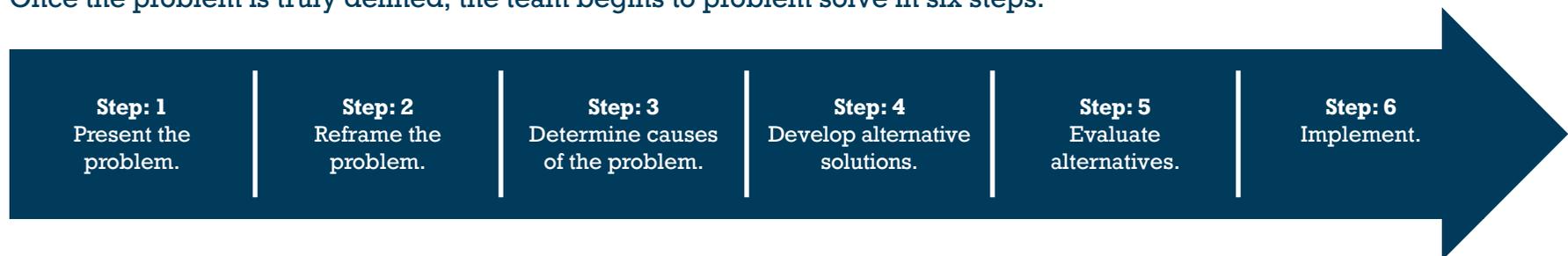
During our strategic planning retreat in 2022, several strategic issues arose that employees at Coalfield Development were concerned about and thought we could play a role in shaping the way we address and problem solve these issues. This prompted the formation of four action teams at Coalfield: Nutrition, Transportation, DEI (Diversity, Equity, and Inclusion), and Technology.

Step one, obviously, is setting aside time for this type of stuff, which is obvious, but easier said than done. We sometimes don’t think of this as “real work,” much to our own peril. ***“We often focus on the urgent at the expense of the important.”*** (p. 189)

“Learning cannot be viewed as taking time away from work.” Indeed, in modern times, knowledge is THE prime driver of the economy. More than capital, more than assets, more than marketing. The author quotes Shoshanna Zuboff, whose research finds ***“Learning is no longer a separate activity that occurs either before one enters the workplace or in remote classroom settings... the behaviors that define learning and the behaviors that define being productive are one in the same... Learning is the new labor.”*** (p. 77)

Action teams are tasked first with doing research to begin building knowledge on the subject at hand. It’s important the team be able to ***“redefine the problem after a systematic look.”***(p. 44) ***“Asking layers of questions [think of peeling back layers of an onion] forces group members to think beyond symptoms to root causes.”*** (p. 58)

Once the problem is truly defined, the team begins to problem solve in six steps:



It's important we lead ourselves through this process: *“organizations are often over-dependent on outside consultants and outside solutions... encouraging group members to solve their own problems increases their ability to learn.”* (p. 67) Ideally, learning occurs for the *“organization as a whole, almost as if the organization were a single brain.”* This requires a shift from TRAINING to a CULTURE OF LEARNING.

Perhaps most important of all, *“Action learning recognizes that you cannot change the problem without changing yourself. Solving an organizational problem and developing the individual group members are intertwined.”* (p. 131) Much humility is required.

SPECIFIC GOALS

Having clarified our theory of change, our approach, and the sectors we wish to shape, we now establish 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). The ACT Now Coalition is tremendous tangible evidence. There are many goals that must be achieved in order for our organization to realize its vision, so a more complete goal-setting section is further down. But it's important we all 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 towards.

There are 21 counties in the Alliance for the Economic Development of Southern West Virginia. When we remove the two most urban counties (Cabell and Kanawha) and shift our focus to the most rural counties, the average population is roughly 28,000 people (see

chart below). With a labor force participation rate of approximately 39%, compared to 62% nationally. This means there are 6,225 people on average who are left out of the workforce in each county. Some of those people should be out of the workforce because they're a child, they're elderly, or they're severely disabled. However, 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 62%, meaning we are over 20% below the national average.

In order to attain parity with the national average, we need to **increase labor participation by 6,225 people per Appalachian county** to get from 11,000 people active in the workforce to 16,000. That would mean to serve 100% of this target population, we (and our partners) need to **create and fill 118,267 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 6,225 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 out-sized indirect role by modeling new approaches, influencing strategy, and leveraging new investment. We can be the tip of the spear for a new emerging economy.

There are 78 distressed counties in the region, according to the 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 211,650 jobs are needed regionwide for our mission to be truly accomplished.**

Between our direct service strategy and our broader systems change in Appalachia, alone, there are 329,917 new jobs that need to be created before we can say our work is done.

One thing to note is many existing employers in the region (including nearly all the companies in our employer network) are reporting they have available positions but struggle finding workers to fill them. Sometimes these jobs don't pay well enough. Sometimes these jobs are too far away. And sometimes these jobs require advanced training which is expensive to obtain. But the most likely barriers to available jobs relate to what we call the "human" elements: transportation, child care, healthcare, trauma, recovery, justice-system involvement, etc. Workforce development is usually regarded as a technical problem regarding technical-skills training.

But technical training is only half of the equation. Deep humans supports (personal, professional, academic, etc.) are needed if we were even going to bring potential workers off the sidelines and back in the workforce game. Potential workers need broad and deep mental, emotional, and social support. They need flexibility. They need guidance navigating complex systems. This is the work of our Human Development Team and we're increasingly sharing that work throughout our employer network. Doing so will help get to 118,267 new jobs filled.

Counties	County Population (Total)	County Poverty Rate	National Poverty Rate	County Labor Participation Rate	County Labor Participation Rate (Percent)	National Average Labor Participation Rate (2022-12-02)	Hard Number Needed to Close Labor Gap
Wayne	38,498	22.30%	12.80%	15,520	40.30%	62.10%	8,393
Boone	21,312	24.30%	12.80%	7,180	33.70%	62.10%	2,039
Clay	7,892	27.10%	12.80%	3,000	38.00%	62.10%	1,902
Fayette	39,927	20.00%	12.80%	16,280	40.80%	62.10%	8,505
Greenbrier	32,608	17.90%	12.80%	15,600	47.80%	62.10%	4,663
Lincoln	20,126	25.10%	12.80%	7,030	35.00%	62.10%	5,454
Mingo	23,005	28.70%	12.80%	6,080	26.40%	62.10%	8,213
Monroe	12,332	16.40%	12.80%	6,270	50.80%	62.10%	1,394
Nicholas	24,300	18.30%	12.80%	9,150	37.70%	62.10%	5,929
Pocahontas	7,841	16.70%	12.80%	4,300	55.00%	62.10%	557
Logan	31,909	23.30%	12.80%	10,980	34.40%	62.10%	8,839
Mason	25,157	17.50%	12.80%	10,080	40.10%	62.10%	5,535
McDowell	18,363	33.30%	12.80%	4,290	23.40%	62.10%	7,107
Mercer	59,097	19.80%	12.80%	20,960	35.50%	62.10%	15,720
Putnam	57,260	9.20%	12.80%	26,920	47.00%	62.10%	8,646
Raleigh	73,771	24.90%	12.80%	30,770	41.70%	62.10%	15,049
Summers	11,908	22.90%	12.80%	4,580	38.50%	62.10%	2,810
Webster	8,249	28.00%	12.80%	3,320	40.20%	62.10%	1,807
Wyoming	21,051	21.70%	12.80%	7,360	35.00%	62.10%	5,705
Average	28,137	21.97%	12.80%	11,035	39.02%	62.10%	6,225
Total	534,606	N/A	N/A	209,670	N/A	N/A	118,267

Data provided by WorkForce WV and the U.S. Census Bureau.



BEFORE



AFTER

We have successfully revitalized more than 260K Sq. Ft. of formerly abandoned property.

(Impact Statistic as of January 2023.)

CRUCIAL NORTH STAR GOALS



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



Carbon Offset

25% by 2030 in
Communities Served

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.

Executive Team SWOT Analysis	Internal		External	
Strengths	<ul style="list-style-type: none"> • More money than ever • Strong culture • Low turnover • Mission clarity • Good Strategic plan • Perspective of each team member is truly valued • Deep willingness to do this • Connecting as people • Integrating new learning • Laughter • Continuously integrating changes in the region 	<ul style="list-style-type: none"> • Tenacity • Collective integration (pausing when needed) • Expanding team • Continued refinement of the model • Union relationship going well • New succession plan 	<ul style="list-style-type: none"> • New funder relationships • ACT Now; BBBRC win • Immutable theory of change and approach (remains highly relevant) which community members and stakeholders genuinely connect with • Learning/integrating • Opportunity to share what we've learned with others (get better at documenting this) • CAN (Central Appalachian Network) leadership roles 	<ul style="list-style-type: none"> • West Virginia's unique political position • Emphasis on place-based policies • Continued implementation of Biden Administration's "just transition" policies • TA providers (Autodesk, BDO, ACT Now consultants, etc) • Accelerating shift to clean energy (IRA, BIL etc.)
Weaknesses	<ul style="list-style-type: none"> • Important but non-urgent work suffers • Where will they work when they graduate!? • Mid-range planning is unclear on individual roles (BBB, etc... Who does what?) • Growing pains for onboarding on our current systems/capacity (how do we ensure that all new people know our values?) 	<ul style="list-style-type: none"> • Communication strategy • Defining the gaps • Internal reporting and analysis • Technology • Alumni network • Gear shifting between phases of BBB are tiring and confusing (sub-award vs. reporting) • Nutrition at our work sites • Diversity at leadership level 	<ul style="list-style-type: none"> • Perception among funders of "founder syndrome" • Absentee land ownership • State agency relationships • We're complex and confusing to people • Several partners trying to do same thing at same time (but not always even aware) • Lack of mental health supports 	<ul style="list-style-type: none"> • Transportation • Childcare • Nutrition • Appalachia is still not well understood by most funders • Dept. of Ed adding regulations that hurt our CTC relationships • SUD situation still not under control • Supply chains and inflation! (and, now, interest rates)

Executive Team SWOT Analysis	Internal	External
<p>Opportunities</p>	<ul style="list-style-type: none"> • Program improvements (with new team members) • Clarifying RREs, DMR's • Action Teams • Endowment becoming more possible • Employer network is activating • NICRA is within reach • Procurement coalition could be helpful • Expose our trainees to new cultures/ideas • Curriculum "App" project (replication doesn't have to be expansion) 	<ul style="list-style-type: none"> • More cross-enterprise/cross-program training, sharing, learning, working etc. • Desire for more community service within personal development • Potential for leveraging our model in support of democracy and citizenship • Deeper, better DEI learning and equitable staffing (especially at leadership level) • Add diverse board members
<p>Threats</p>	<ul style="list-style-type: none"> • More scrutiny; "we're under a microscope" • Culture change • ACT Now could be its own organization • Old partners feeling we've forgotten them • Voluminous requests for sub-grants and sponsorships: "Hey, Coalfield has money for that" • Staying relatable with mission hires and community members • Internal OM affecting different parts of the organization differently 	<ul style="list-style-type: none"> • Employers and organizations need TA on HR and grant management • New partnerships • Bigger voice than ever • More coalition building • Opioid settlement money • IRA • Bigger employers coming and wanting to engage/plus backfilling • Deeper and expanded community engagement • Building relationships in new counties
		<ul style="list-style-type: none"> • Influencing policy discussions (multiple congressional testimonies and national news pieces) • Contributing to research/partnering with universities • Expanded partnership with unions • New WRAPS partners • Bigger and better community trainings • Continuation of genuine relationships with majority-minority organizations

CONCLUSION

As we begin implementing our Build Back Better Regional Challenge funds, we know we're in for a big year. Environmental sustainability remains a primary focus and we're determined to innovate and energize at a greater scale than ever before. However, in growing our impact -and even in making history- we never want to grow so fast that we fail at listening intently throughout our communities. In times of such division and anxiety we feel genuine listening is more important than ever. So, we'll be spending more time in community engagement and community conversation than ever before. We'll intentionally create space for differing viewpoints and expression. We'll also challenge ourselves to listen to our own hearts and minds so we can tap our deepest sources of inspiration. We can listen to history, as we've done with 2022's theme and we can listen to our communities to understand the needs of the people living within them.

Lastly- but certainly not least- we can listen to ourselves. What are our needs vs. wants? What are healthy choices vs. harmful ones? What do we really care about? Friends, family, and community can help uplift us and give us the support we need, but if we are not listening intently to ourselves, we cannot realize our full potential or find our unique purpose in this world.



APPENDIX A

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.

Org. Strategy: Tangible, Experimental Collaboration Grounded in Diversity	2022 Target	2022 Actual	2023 Target	2032 Target	Champion Tracker
Minority Led Organizations Funded	6	8	12	30	Marilyn Wrenn
Carbon Footprint Offset	40%	32%	60%	75%	Jacob Hannah
Pounds of Waste Redirected from Landfills (Embodied Energy)	200,000 Pounds	400,000 Pounds	500,000 Pounds	300 Tons	Jacob Hannah
Org. Strategy: Collaborate on Difficult, Cross Sector Projects	2022 Target	2022 Actual	2023 Target	2032 Target	Champion Tracker
Community Engagements	200	490	500	2,000	Community Engagement Coordinator
Sq. Ft. Redeveloped (And Occupied)	42,800/Year	64,235/Year	73,780/Year	2 Million (Total Over Decade)	Casey McCann
Org. Strategy: Incubate Social Enterprises	2022 Target	2022 Actual	2023 Target	2032 Target	Champion Tracker
Revenue Growth of SEEDs Invested In	30%	70%	40%	50%	Chris Yura
New Social Entrepreneurs Supported/Coached	20/Year	58/Year	40/Year	100/Year	Chris Yura

Org. Strategy: On-The-Job Training/ Professional Development	2022 Target	2022 Actual	2023 Target	2032 Target	Champion Tracker
Community Members Trained in Sustainable Fields (External)	304	241	1,000	1,000/Year	Evan Nelson
On-The-Job Training Wage Increases	90%	15	88	95%	Evan Nelson
Org. Strategy: Higher Education and Personal Development	2022 Target	2022 Actual	2023 Target	2032 Target	Champion Tracker
Cumulative GPA for 33-6-3 Participants	2.5	2.76	2.5	3.0	Dreama Buck
Org. Strategy: Mentorship and Accountability	2022 Target	2022 Actual	2023 Target	2032 Target	Champion Tracker
Wellbeing Increases	25% Increase	N/A	25% Increase	30% Increase Every 6 Months	Personal Development Coordinator
Mission Hire Milestone's Met (Internal)	200	292	460	500	Personal Development Coordinator
Mission Hire Milestone's Met (External)	120	N/A	N/A	900	Human Resources Coordinator
Retention A - % WRAPS Graduates	75%	90%	20 (hard number)	85%	Evan Nelson
Retention B - % Crew Members Remain or Become Champion from Start of the Year to End	80%	90%	5 (hard number)	90%	Human Resources Coordinator

Org. Strategy: Systems Leadership	2022 Target	2022 Actual	2023 Target	2032 Target	Champion Tracker
Publications Contributed To/Events Held	25/Year	16/Year	20/Year	50/Year	Ashley Stinnett
Policy Changes Contributed To	20	17	15	40 Total	Brandon Dennison
Earned Media Views	30 M	24,350,465 M	30 M	50 M	Ashley Stinnett
Social Media Engagements	250,000	715,890	500,000	1 Million	Ashley Stinnett
# of Attendees for Events Facilitated	2,000/Year	2,293	4,500/Year	20,000/Year	Ashley Stinnett
Org. Strategy: Market Shaping	2022 Target	2022 Actual	2023 Target	2032 Target	Champion Tracker
Employer Network Participants	75/Year	160	150/Year	350/Year	Evan Nelson
Overall Economic Impact (Multipliers)/ Percent Sourced Locally	\$45 Million	N/A	\$50 Million	\$90 Million	Brandon Dennison

**We have helped
create more than
700 new jobs.**

(Impact Statistic as of January 2023.)



Photo courtesy of Stand Together.

APPENDIX B

The colors, fonts, and overall feel of our organization's visuals were intentionally selected to capture the grassroots, bottom-up philosophy of this creative organization. This design choice has largely succeeded in giving us an authentic and unique brand. However, we've struggled for years to really establish a true logo. We've tried hundreds of different concepts and had dozens of brainstorming sessions facilitated by multiple consultants only to come up empty handed; nothing ever seems to capture the breadth and complexity of our work while still honoring the bottom-up vibe that is still so true to us today. Gracefully, we admit that sometimes we are guilty of trying to do too many things at once here at Coalfield... and this has likely been true of our past attempts at creating logos as well. But today, I think we've finally got it! Much thanks to JJN Multimedia, a West Virginia company, for helping us get here.



Our logo has three triangles in it. These are deltas: the universal symbol of change. Their orientation illustrates how we at Coalfield Development go about embracing and shaping change. The brown on the bottom shows how we are rooted in the places we work. We are willing to get in the trenches with coalfield communities and do the hard, dirty work needed to claw out of poverty. The blue on top represents the big vision we have, the blue skies of a better reality on the horizon that we're not afraid to dream of. Both the patient grit needed on the ground and the bold vision necessary for inspiration are important to our work. But a long-time problem in Appalachia has been a disconnect between the two. A quote in the foreword from *The Stories of Breece DJ Pancake*, written by Breece's mentor James Alan McPherson, perfectly captures this disconnect.

“I did not understand the focus of his life until I had driven through his home state, along those winding mountain roads, where at every turn one looks down at houses nestled in hollows. In those hollows, near those houses, there are abandoned cars and stoves and refrigerators. Nothing is thrown away by people in that region; some use is found for even the smallest evidence of affluence. And eyes, in that region, are trained to look either up or down: from the hollows up toward the sky or from the encircling hills down into the hollows. Horizontal vision, in that area, is rare. The sky is circumscribed by insistent hillsides thrusting upward. It is an environment crafted by nature for the dreamer and for the resigned.”

This is where the red delta in the middle of our logo comes in. Red is the color of boldness, action sparking, creativity, and activation. Interestingly, there is often friction between the big vision and the day-to-day realities of our work. It can feel like we've just taken on too much or we're moving too fast. But the friction is where innovation can iterate and we can stretch and grow.

In the near future, you will begin seeing undertones of green interwoven into the logo. The green represents sustainability and climate resilience; a major strategic focus for Coalfield that has been increasingly interconnected with all of our programs and enterprises. It also represents growth. All of us at Coalfield share a deep commitment to learning and growing together. This is especially well symbolized through our "Green Hat Program." Crew members showing great commitment and leadership potential earn a raise, as well as additional leadership responsibilities. They don a literal green hat to wear on the job site to remind them and their teammates of their commitment. When trainees first start out, they wear a brown hat. When they advance to Crew Member they earn a red hat. Our leadership team wears a blue hat.

Coalfield not only has the patience and grit to dig in and work hard at the grassroots (the brown delta). We not only have the gumption to inspire new horizons (the blue delta). We are an organization always in motion, driving tangible progress toward our vision of Appalachian places and people unlocking their full potential, power, and purpose. We make plans become reality – having that "horizontal vision". We take risks. We make things happen (the red delta). So many Appalachian people are burned out on meetings, planning documents, and press conferences. We are understandably skeptical of the newest trends in community development – new bottles, same old wine. But we can't become pessimists. We choose problem-solving over apathy – having the courage to do things differently. And our new logo captures such inspiration perfectly.

**Support us in rebuilding
the Appalachian economy
from the ground up.**



COALFIELD-DEVELOPMENT.ORG/DONATE



2923 PARK AVE. HUNTINGTON, WV 25704

COALFIELD-DEVELOPMENT.ORG