

# **2014 Annual Report of Accomplishments**

**Growth Partnership for Ashtabula County**

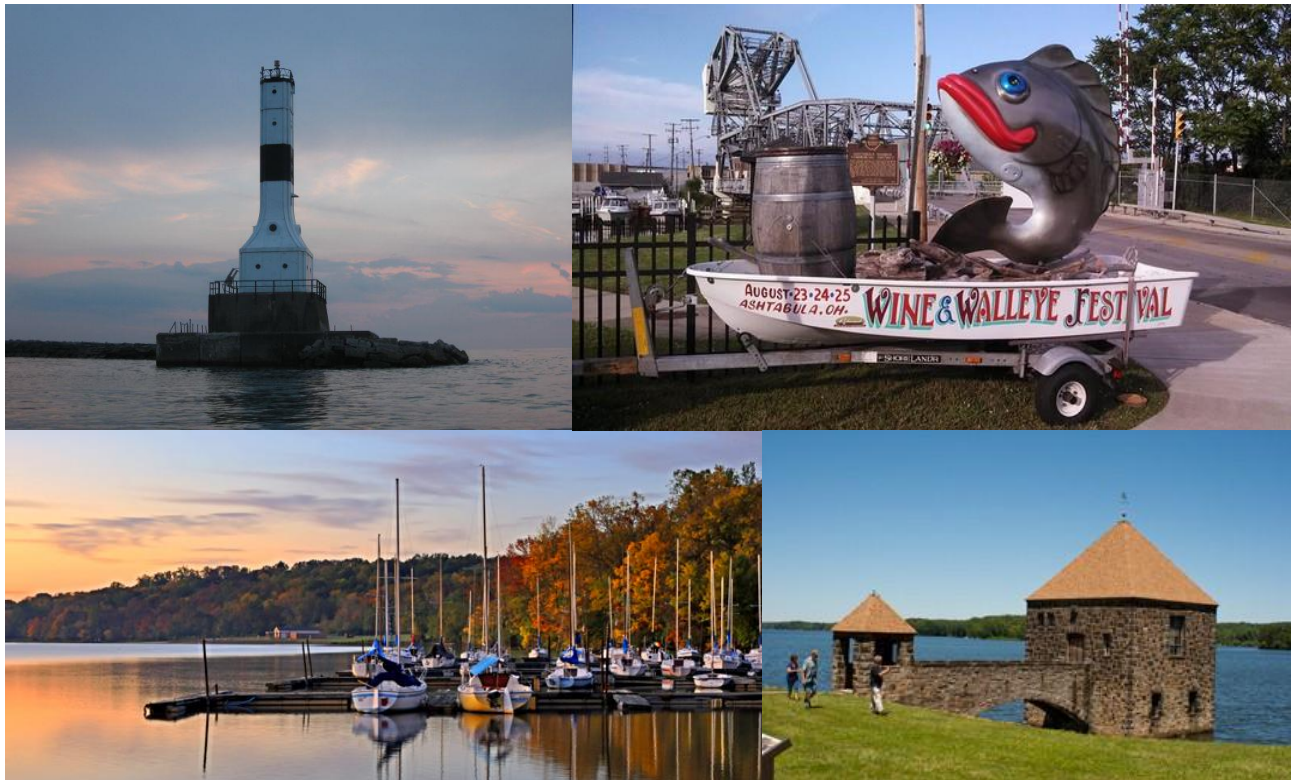


*Developing Businesses, Jobs and Prosperity  
In Ashtabula County Communities*



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UL: Conneaut Harbor; UR: Ashtabula Wine and Walleye Festival; LL: Geneva State Park; and LR: Pymatuning Reservoir



# Special Thank You to Our Trustees and Other Investors

The Growth Partnership is able to provide quality services to businesses and communities in Ashtabula County because of the generous financial contributions by its trustees, and the project-related grant and contract funding provided by the Robert S. Morrison Foundation, Ashtabula County Civic Development Corporation, Area 19 Business Resource Network (through the Ashtabula County Commissioners), and the Business of Good Foundation.

We thank our investors for their commitment to economic and community development in Ashtabula County and their confidence in Growth Partnership as a strategic resource to spur and assist business growth and expansion, job creation, and improvements to local quality of life.

This annual report describes the value and return on investment (ROI) created with the financial resources provided by our trustees and other investors. We hope you will agree that these resources were well used in 2014.

We will need your continued support in the future. Our recently completed Forward Ashtabula County Strategic Action Plan identifies our future priorities and the work effort required to achieve these priorities. You will be hearing more about the action plan in the very near future.



**Robert S. Morrison Foundation**



# Growth Partnership Executive Committee and Staff Team

## Executive Committee

Jack Nettis, President  
Manager, Village of Orwell

Scott Strayer, Immediate-Past President  
Site Director, Cristal USA

Andy Juhola, Vice President  
Vice President, Corporate Human Resources  
Molded Fiber Glass

Craig Parker, Treasurer  
Owner, Wenpro

Martin Kuula, Secretary  
Senior ED Executive, FirstEnergy

Scott Becker  
President and CEO, Chromaflo Technologies

Honorable Peggy Carlo  
Ashtabula County Commissioner

John Palo  
Board Member, Robert S. Morrison Foundation

Ken Johnson  
President and CEO, Great Wave Communications

Michael Habowski  
President and CEO, Ashtabula County Medical Center

James Mayer, Jr.  
Sr. VP & Branch Manager, Huffman Mayer Wealth Management Group

## Staff Team

Don Iannone  
CEO and Executive Director

Hattie Grubke-Barnard  
Project Manager

Cindy Rabe  
Office Manager

## Growth Partnership Trustees

<u>Representative</u>	<u>Affiliation</u>	<u>Representative</u>	<u>Affiliation</u>
Michelle McClure	KeyBank	Donny Chaplin	Grand River Rubber and Plastics
Jack Nettis Jr.	Village of Orwell	Casey Kozlowski	Ashtabula County Commissioner
Daniel Brubaker	Worthington Cylinders	Steven Jones	UH Medical Centers in Ash Co
Peggy Carlo	Ashtabula County Commissioner	Tom Nelson	Nelson Sand & Gravel, Inc.
Brad Westfall	ASHTA Chemicals	Jim Hockaday	City of Conneaut
Dan Claypool	Ashtabula County Commissioner	Bob Wilhelm	Harpersfield-Geneva JEDD II
Rick Coblitz	A. Louis Supply Company	Craig Parker	Wenpro, Inc.
Steve Vennare	The Andover Bank	Doug Starkey	City of Geneva
Tim Honkala	Praxair, Inc.	Eric Frantz	Geneva Lodge and Conf. Center
Stuart Cordell	Warren & Young Law Firm	John Palo	Robert S. Morrison Foundation
Jim Timonere	City of Ashtabula	Bill Romanko	Ashtabula County Builders Assoc.
Tony Mancari	Aqua Ohio	Rick Ryel	Delta Railroad Construction, Inc.
Andy Juhola	Molded Fiber Glass	Rhonda Rich	Huntington Bank
Joanette Romero	CenturyLink	Lewis Shiley	Infinity Resources, Inc.
Dick Griffiths	Harpersfield-Geneva JEDD I	Jeff Staats	Saybrook Investment Corporation
Peter Huggins	Iten Industries, Inc.	Mike Habowski	Ashtabula County Medical Center
Jeff Jenks	Truckmen Corporation	Tina Stasiewski	Glenbeigh Hospital
Ken Johnson	Greatwave Communications	Dr. Susan Stocker	Kent State Univ. at Ashtabula
Wendy Zele	FirstEnergy Corporation	Scott Strayer	Cristal USA
J.T. Kanicki	Arthur Louis Steel Company	Julie Sundquist	Greater Ashtabula Chamber
Todd Bendis	Lake City Plating	Scott Becker	Chromaflo Technologies, Inc.
Ron Kister	Kister Construction, Inc.	Brandon Ward	K&H Trucking, Inc./Ward Distrib.
Martin Kuula	FirstEnergy Corporation	Ryan Cochran	Union Industrial Contractors
Robert Majikas	Dominion East Ohio	Shirley Lehmann	Northwest Savings Bank
Ron Marchewka	Northeast Box Company	Tony Giancola	GMR Technology, Inc.
James Mayer	Huffman Mayer Wealth Mgt.	David French Jr.	Frenchs' Concrete
Ken Lazo	The Composites Group	Jeffrey Orloff	SPIRE Institute
AnneMarie Mihoci	Mohawk Fine Papers Inc.	Dr. Jerome Brockway	Ashtabula Technical and Career
Drew Miller	Pinto Energy		

# 2014 Growth Partnership Performance Highlights

Since 1988, the Growth Partnership for Ashtabula County has added value to Ashtabula County by helping to retain and expand existing companies, attract new businesses to the county, create jobs and income for residents, and expand the tax base of local communities. Growth Partnership continued this positive legacy in 2014 as the economy grew stronger, improving the ability of businesses to invest, expand, and create new jobs in the county.

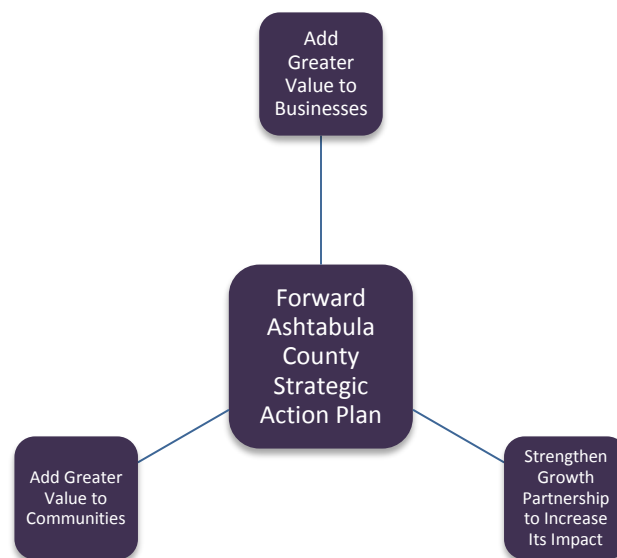
All organizations must reinvent themselves to remain aligned with their customer needs. Growth Partnership has reinvented itself to help businesses and communities in Ashtabula County grow stronger in the future. The Executive Committee worked diligently throughout 2014 to ensure that the Growth Partnership was focused on the right priorities and was prepared to increase its economic and community development impact across the county. Under the leadership of its new CEO, Don Iannone, a new guiding plan called the Forward Ashtabula County Strategic Action Plan has been set in motion. You will be hearing more about this exciting plan in the near future.

The Forward Ashtabula County plan aims to help Growth Partnership achieve this vision:

*The Growth Partnership for Ashtabula County will give focal point leadership to economic and community development in Ashtabula County. The organization will work as an inclusive, engaged, collaborative, and performance-based strategic development organization in developing increased prosperity and economic vitality across the county. Growth Partnership will achieve this vision by working cooperatively and collaboratively with its local and external partners.*

The Growth Partnership added value to Ashtabula County in 2014 by:

1. Helping existing and new businesses to invest, grow, and expand in the county.
2. Promoting and supporting economic and community development in local communities.
3. Strengthening the Growth Partnership's capacity to provide economic and community development services to businesses and communities.



# 2014 Growth Partnership Performance Highlights

## A. Business Development Service Results:

- In 2013-2014, six (6) existing businesses assisted by the Growth Partnership and its partners successfully expanded, making a combined investment of \$132.3 million and creating 166 new jobs in Ashtabula County. These companies are:
  - Cristal USA
  - Ashta Chemicals
  - Arthur Louis Steel
  - Mohawk Fine Papers
  - Worthington Industries
  - Wholesale Imprints-Ringer Screenprint
- While Growth Partnership responded to almost 70 new business investment inquiries from Team NEO and JobsOhio, only a handful of actual investment prospects materialized from these inquiries because Ashtabula County could not meet the requirements (especially site and building needs) of these businesses. We continue to work with one business prospect from this list. The project will either develop in Ashtabula County or Canada. The project could create 200 jobs if it chooses Ashtabula County.
- Through our Business Resource Network (BRN) program, 101 existing companies were visited and interviewed with respect to their retention and expansion needs and opportunities. The companies were classified into three groups:
  - Expanding: 39 (38.6%)
  - Maintaining: 54 (53.5%)
  - Contracting: 8 (7.9%)
- Business retention and expansion assistance was provided by Growth Partnership and its partners to 37 existing companies:
  - Conneaut Leather
  - Allpass Corporation
  - Molded Fiber Glass
  - NEO Industries
  - Veretec Inc.
  - Plastpro
  - Vesuvius
  - Advanced Fabrication Solutions
  - Infinity Resources
  - Lake City Plating
  - ARC Rubber
  - ATC Lighting and Plastics
  - A. Louis Supply
  - DTE Energy
  - Lake Erie Ship Repair & Fabrication LLC
  - Short Run Machine
  - Fargo Machine
  - WEK Industries
  - Harbor Industrial

# 2014 Growth Partnership Performance Highlights

## A. Business Development Service Results:

- Elster Perfection
- Continental Structural Plastics of Ohio
- Northeast Box
- Chromaflo Technologies
- Gabriel Performance Products
- Presrite
- Neighborhood Logistics/Truckmen
- Worthington Industries
- Gazette Newspapers/Great Lakes Printing
- Mohawk
- King Luminaire
- Save-A-Lot Distribution Center
- Union Industrial Contractors
- Kraftmaid (Masco Cabinetry)
- Independent Can
- Zehrco-Giancola Composites
- Aqua Ohio
- Cooper & Turner Manufacturing

## B. Promoting, Rewarding, and Building Local Development Capacity Accomplishments:

**Best of the County (BOTC):** This is an annual program by Growth Partnership that is designed to recognize and celebrate economic and community development successes in Ashtabula County. BOTC is conducted in cooperation with several sponsoring partners organizations. The 2014 event at SPIRE Institute on September 16, 2014 gave 6 awards for economic and community development excellence in Ashtabula County. Over 600 people attended the event.

**Industrial Maintenance Career Pathways of Ashtabula County (IMPAC):** The Growth Partnership played a catalytic role in helping to organize this industrial maintenance workforce training program at A-TECH, which is training workers employed at 12 Ashtabula County companies. IMPAC is currently training 14 workers.

**Ashtabula County Schools Student Career Awareness:** In 2013, Growth Partnership started the Career Awareness Day program at SPIRE Institute. The 2014 event was attended by over 1,200 students from schools in Ashtabula County.

**Community Advisory Panel:** The CAP builds trust and forms a partnership between local chemical companies and their neighbors through communication and education. CAP helps citizens understand the industry's issues and assists the companies with their commitment to improve the environmental, health, safety and security performance.



# 2014 Growth Partnership Performance Highlights

**Buckeye Local Schools/Business Partnership:** The Buckeye Community Partnership is an effort to increase awareness and interest of the students in the Buckeye School district, specifically Edgewood High School students, in the career opportunities in Ashtabula County. ASHTA Chemicals, Cristal, Gabriel Performance Products and Praxair provide industry support to students and teachers allowing them to see how real world applications relate back to the classroom.

**Ashtabula County Schools Mentorship Program:** The program allows high school students to “try on” a career they may want to pursue after high school. The program supports an important aspect in recruiting and developing the “future” workforce to stay in Ashtabula County. For the 2014-2015 program, 95 students expressed an interest in the program, and 67 completed an application and have been placed. Eleven scholarships totaling \$13,000 (plus one \$500 Community Advisory Panel essay scholarship to coincide with students mentoring in the four CAP facilities) are currently available for the scholarship competition.

**Financial Fitness:** 150 employees from 9 local companies completed training in how to better manage and invest their personal financial resources. Sessions included, budgeting, social security, predatory lending, debt management, investing basics, trusts & wills and much more. The training course was well received, and Growth Partnership hopes to present the course in 2015.

## C. Organizational Capacity Building Accomplishments:

- Don Iannone, a 35-year veteran of the economic development field, was hired as the new CEO and Executive Director. Don started the job on August 1, 2014.
- A 90-day transition plan was developed and set in motion by Don Iannone and the Executive Committee, which included personal visits with a large number of the Trustees of Growth Partnership and other key business, government, educational, and community stakeholders.
- Work began on the Forward Ashtabula County Strategic Action Plan in 2014, which was completed in February 2015. The action plan will give future direction to the work of the Growth Partnership and its partners.
- As an element of the Growth Partnership’s communication strategy, the Ashtabula County Development Forum website was created in 2014 to inform Trustees, partners, and the public about key issues, opportunities and resources relevant to economic and community development. The website can be found at: <https://growthpartnership.wordpress.com/>
- The Executive Committee elected a new slate of members and officers, strengthening and diversifying Growth Partnership’s leadership capacity. Jack Nettis was elected President and Andy Johola was elected Vice President. Scott Strayer was elected as Immediate Past President. Craig Parker was elected to continue as Treasurer, and Martin Kuula was elected to continue as Secretary.
- Work began in 2014 on building a comprehensive business database for Ashtabula County. The database was completed in February 2015. The database is a tool to support our work with companies and potentially a resource to our trustees.
- Work also began in 2014 in creating a Business Development Pipeline report, which tracks and communicates our progress in working existing and new companies. The report was finished in January 2015.

# Two Recent Ashtabula County Business Development Successes

## **Mohawk invests \$2 million, creates 100 jobs and extends its lease in Saybrook Township, 2013-2014**

New York-based Mohawk Fine Papers, a manufacturer of fine papers, envelopes, and specialty substrates for commercial and digital printing in North America, Europe, and Asia, invested in its nearly one million square foot Saybrook Township complex. This project retained 139 jobs with a payroll of \$6.6 million and created 100 new positions generating \$3.2 million in additional payroll. The company will spend \$4.3 million to add capacity to its growing envelope manufacturing operation. To help make this happen, an economic development team that included the Growth Partnership for Ashtabula County, Team NEO and JobsOhio structured a financing package that included an Ohio Job Creation Tax Credit and a JobsOhio Workforce Training Grant. Competition for the investment was stiff as the company considered undertaking this opportunity in New York and Pennsylvania. On top of the direct incentives, the development team made the case that Ohio's business climate, cost of doing business and workforce assets combined to provide a competitive edge not available elsewhere.



Mohawk Fine Papers

## **Cristal invests \$64 million and creates 25 new jobs in Ashtabula Township, 2014**

With over 4,000 employees worldwide, the Saudi Arabian-owned Cristal is a leader in manufacturing titanium dioxide products. Cristal is the world's 2nd largest producer of titanium dioxide and boasted sales in excess of \$2B in 2012. Cristal's facilities are strategically located to enable reliable supply to customers worldwide. The project in Ashtabula Township retained 500 existing local employees and created 25 new jobs. Cristal invested \$64 million; \$39 million of which is in state of the art machinery and equipment technology.



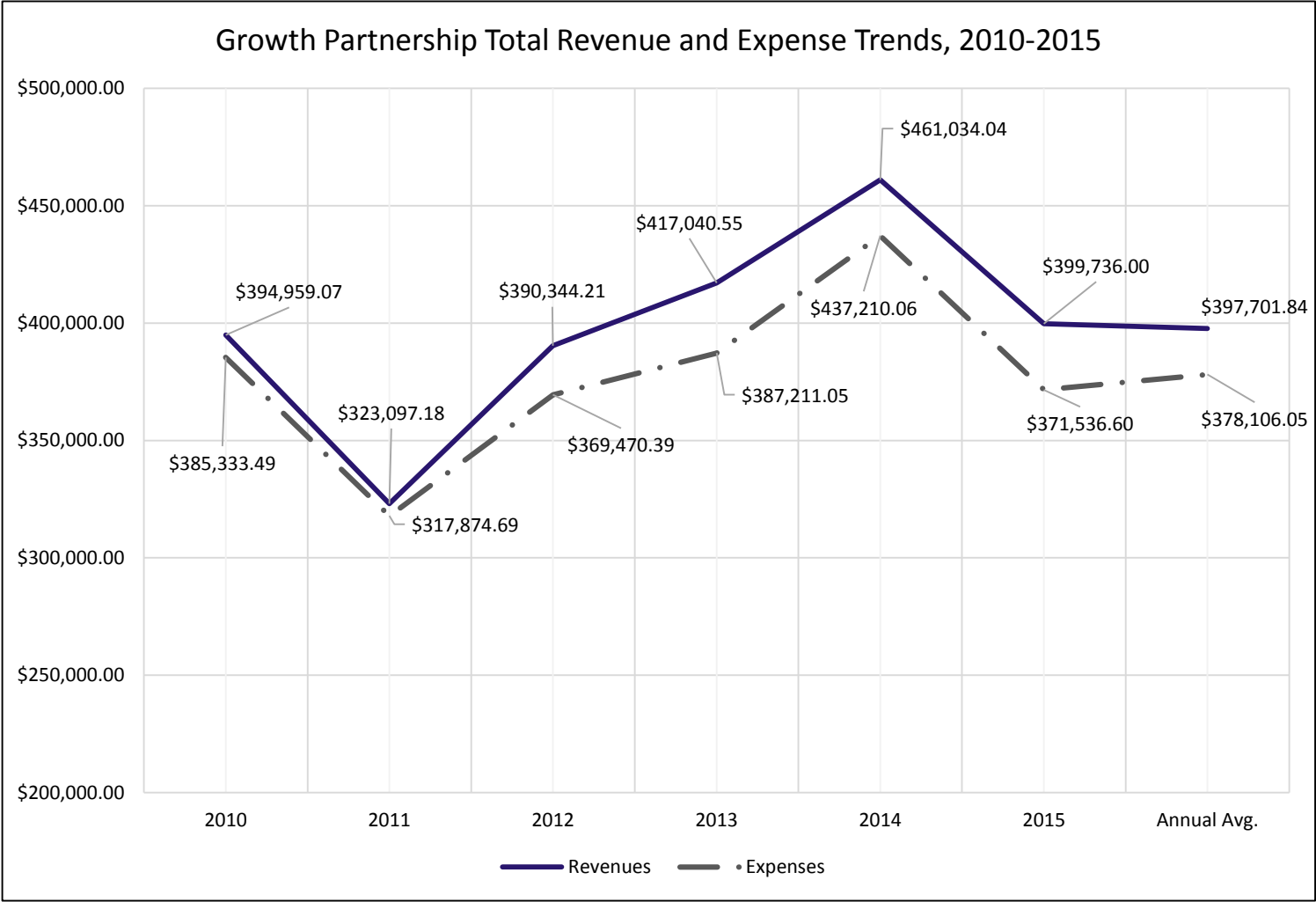
Cristal USA

Team NEO was introduced to the project by the Growth Partnership, who had been communicating with the company as part of its business retention and expansion program. The economic development team included the Growth Partnership, Team NEO and JobsOhio. JobsOhio and Team NEO helped Cristal secure a Job Creation Tax Credit, JobsOhio Workforce Training Grant and a JobsOhio Economic Development Grant. In addition, the deal team and the Governor's Office of Workforce Transformation is working with the company to address near and long term workforce needs to help maintain the firm's competitive position in the international marketplace. The company evaluated a wide array of options before moving forward with this NE Ohio project, including the strong possibility of positioning this investment in Saudi Arabia, France or Australia.

# Financial Data

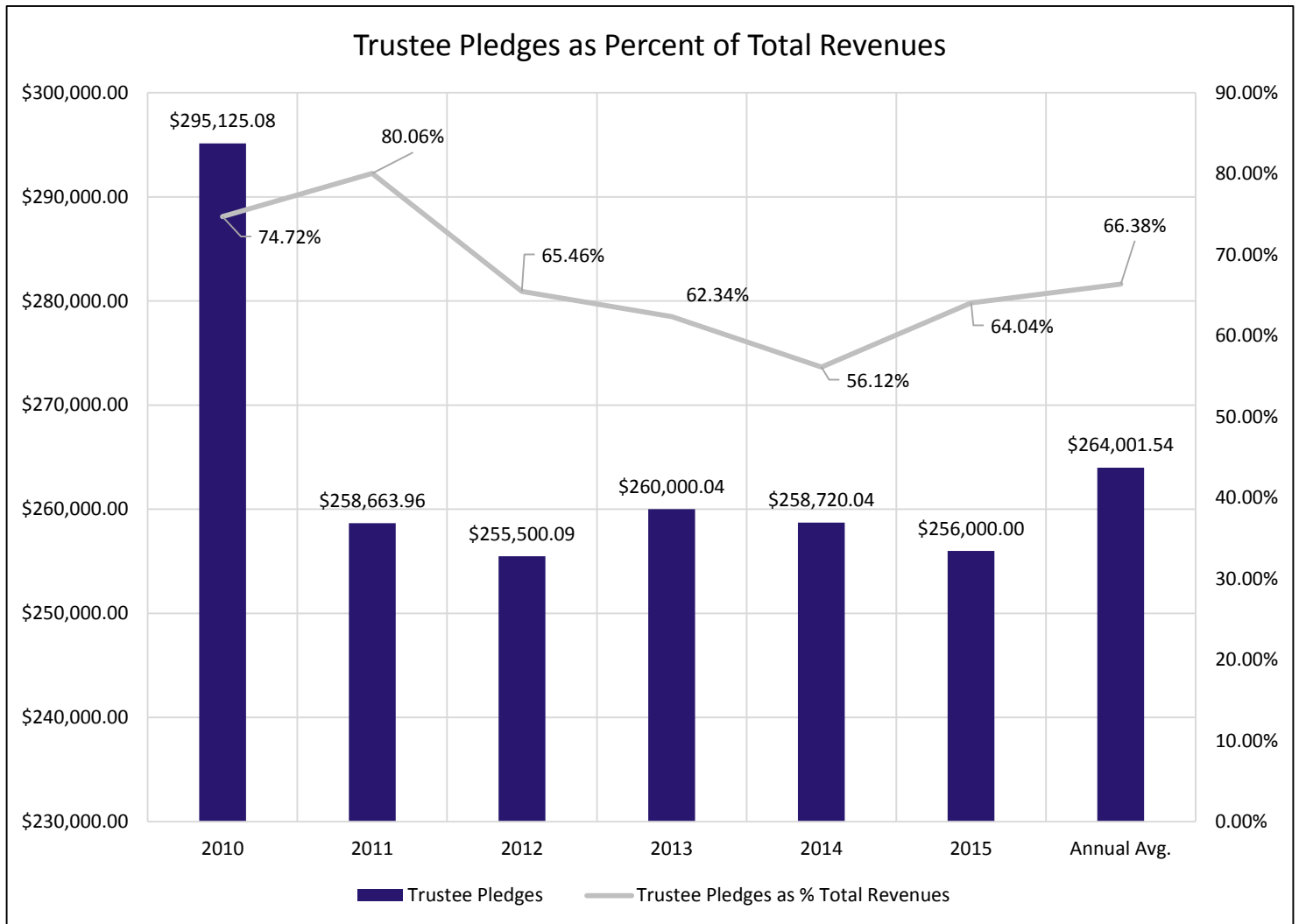
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# Revenue and Expense Trends, 2010-2015



Total revenues averaged \$397,701 and total expenses averaged \$378,106 during 2010-2015. Annual revenues peaked at \$461,034 in 2014 and were lowest in 2011 at \$323,097.

## Trustee Investment Trends



Trustee revenues averaged \$264,001 (66.4% of total revenues) during 2010-2015. Annual trustee revenues peaked at \$295,125 (74.7% of total revenues) in 2014 and were lowest in 2012 at \$255,500 (65.5% of total revenues).



## Reduction in Debt



Growth Partnership has made favorable progress in paying down its debt, which includes the building mortgage and a loan from the Ashtabula County Port Authority. The balance on the building mortgage was reduced by \$55,282 (14.4% reduction) and the balance on the Port loan was reduced by 54,664 (26.4% reduction).

# 2014 Budget

Oct '13 - Sep 14

Ordinary Income/Expense	
Income	
Scholarship/Mentorship Income	11,000.00
BRN Contract	47,851.95
Miscellaneous Income	0.00
Trustee Contribution Pledge	258,720.04
Rent Income	2,700.00
CDC Grants	25,000.00
Best of the County Income	69,145.00
Interest Earned	45.32
Other Income	46,571.73
<b>Total Income</b>	<b>461,034.04</b>
Gross Profit	461,034.04
Expense	
Consulting Services	53,900.02
Search Expense	30,867.37
Real Estate taxes	10,689.44
Payroll Expenses	9.92
Security	341.00
Mentorship/Scholarship	10,500.00
CPA/Audit/Legal Expense	1,890.00
Best of the County Expenses	50,096.33
Salaries and Wages	160,582.29
Contract Services	13,100.09
Payroll Taxes & Deductions	
Workers' Compensation	271.39
SUI	180.00
FICA	11,811.04
Total Payroll Taxes & Deductions	12,262.43
Repair & Maint-Bldg & Grounds	7,502.99
Power	3,504.80
Natural Gas	1,119.18
Water, Sewer & Trash	382.99
Insurance General	5,927.75
Supplies	3,791.92
Copier Expense	2,056.37
Telephone	5,979.07
Repairs & Maint.-Equipment	64.00
Postage	704.99
Printing	77.89
Automobile Expense	7,596.21
Travel, Conf. & Ent	8,651.46
Marketing Expense	2,530.33
Dues and Subscriptions	119.00
Computer/Accounting Services	0.00
Bank Service Charges	7.00
Miscellaneous	3,113.94
Depreciation Expense	15,804.00
Interest Expense	24,037.28
Bad Debts	0.00
<b>Total Expense</b>	<b>437,210.06</b>
Net Ordinary Income	23,823.98
Other Income/Expense	
Other Income	
Gain/loss on disposition	-906.18
Miscellaneous Grants	-91.00
Total Other Income	-997.18
Net Other Income	-997.18
<b>Net Income</b>	<b>22,826.80</b>

# Contact

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Blog: <http://growthpartnership.wordpress.com>



Ashtabula County Map





### OUR VISION AND COMMITMENT

The Growth Partnership for Ashtabula County will give focal point leadership to economic and community development in Ashtabula County. The organization will work as an inclusive, engaged, collaborative, and performance-based strategic development organization in developing increased prosperity and economic vitality across the county. Growth Partnership will achieve this vision by working cooperatively and collaboratively with its local and external partners.



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