



REQUEST FOR PROPOSAL
WAYNE COUNTY COMMUNITY INVESTMENT MODEL

Issued December 14, 2017

Question and Answer Period Ends January 4, 2018
Proposals are due by January 18, 2018

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REQUEST FOR PROPOSAL (RFP)

WAYNE COUNTY COMMUNITY INVESTMENT MODEL

INTRODUCTION

Wayne Economic Development Corporation (WEDCO), a 501(c)6 Not for Profit Corporation, is seeking a qualified consultant (“Consultant”) to develop a Community Investment Model (“Financial Plan”) that corresponds to the *Wayne Tomorrow!* strategic planning initiative. The project is funded in part through a federal grant from the Appalachian Regional Commission (ARC) with the local match being provided by the County of Wayne (Pennsylvania).

The Wayne County Commissioners are committed to building industry, entrepreneurship, and family-sustaining jobs that complement the County’s excellent quality of life through a broad initiative called *Wayne Tomorrow!* Created to make the County’s Comprehensive Plan a vibrant and living document and to engage a wide variety of community partners, *Wayne Tomorrow!* has successfully transformed the way disparate organizations operate within the County by removing silos and creating an integrated, collaborative approach to development (economic ecosystem). An Action Committee comprised of over 36 individuals and organizations meets monthly. Additionally, many more individuals participate through workgroups that focus on specific areas: Agriculture, Business & Economic Development, Education & Workforce Development, Quality of Life, and Sustainability. Each workgroup has conducted a SWOT analysis, identified goals and strategies, and prioritized short- and long-term projects. These were integrated into a single development plan to create a supportive, adaptable environment for community and business growth.

A key strategy of *Wayne Tomorrow!* is the development of a financial plan that is aligned with the initiative and promotes local sustainability and investment. Essentially, it is the financial piece to the strategic planning initiative. *Wayne Tomorrow!* Guiding Principles call for “A public and private commitment to ensure that the necessary financial and human investment capital is available on a timely basis to ensure ongoing success for the county and its citizens.”

We anticipate that the development of a new community investment model will add capacity to development organizations and agencies by identifying funding mechanisms to support *Wayne Tomorrow!* activities. This strategy will address current deficiencies, such as lack of both a lead agency performing community development work and defined local methods for community investment (examples would be a revolving loan fund, micro-grant program, local cooperative or County budget allocation). Our County Commissioners have demonstrated a willingness to consider new avenues for investing in community development at the local government level.

Wayne Tomorrow! has existed for years already, long enough to make measurable progress and secure a dedicated core group of community leaders who want to see *Wayne Tomorrow!* continue, and who unanimously recognize the need for a financial plan to achieve project goals:

- Wayne County gains a progressive, collaborative, multi-faceted financial sustainability model for community and economic development that supports *Wayne Tomorrow!* goals and activities;
- *Wayne Tomorrow!* has an identified method for sustainability.

A steering committee comprised of Wayne County officials and *Wayne Tomorrow!* stakeholders will take the lead in implementing the Financial Plan.

BACKGROUND

Wayne County is located in the northeast corner of Pennsylvania within the northern Pocono Mountains. Approximately 90 miles from New York City, Wayne County is home to 51,500 residents. The County is a mix of small downtown centers, agricultural lands, and open space, outdoor recreational areas. The County shares its borders with New York State to the north and east, and the Pennsylvania counties of Pike, Monroe, Lackawanna and Susquehanna to the south and west.

Wayne County is not part of a Metropolitan Statistical Area (MSA); our nearest urban centers are Scranton, Binghamton and the New York City/northern New Jersey metro area. There are approximately 1,450 business establishments in Wayne, and the top employment industries are Healthcare, Retail Trade, and Accommodation and Food Services.

Wayne County's general economy is struggling and has the lowest Personal Per Capita Income in the seven-county northeast PA region. Our per capita of \$37,447 is 75% of the State's average of \$49,745. We have the least diversified industry profile in the region—our top three employment sectors are typically low-wage earning industries and comprise nearly half of our total employment. Furthermore, we lack some of the economic drivers that help advance other communities, such as higher education institutions, large corporations, natural gas extraction, and a significant business base. We are addressing our unsustainable economic trends through *Wayne Tomorrow!*

Several years ago, *Wayne Tomorrow!* partners began a strategic planning process that included:

- 1) a discovery and listening period, with presentations about many facets of the County, such as healthcare, tourism, conservation, recreation, economic development and so forth;
- 2) identified major areas of focus and created a structure for in-depth study and integration (workgroups and Action Committee);
- 3) completed a SWOT analysis by each workgroup with identification of goals and strategies; and
- 4) developed an integrated plan with priority action items/projects.

While reviewing the list of priority projects, we realized that we did not have, or could not identify, resources within the County to accomplish our tasks. These resources include organizational capacity and funding. Our progress has slowed greatly because we didn't know how to objectively prioritize and fund critical projects. If we look strictly at grants and external funding, we lose months in the application process.

At the end of this RFP is more information about *Wayne Tomorrow!* and its activities, as well as our Guiding Principles. As previously stated, we hope this planning project will provide a financial framework that identifies funding streams and mechanisms (internal and external), as well as addresses organizational deficiencies and capacity, so that we can function as a sustainable economic ecosystem and make progress on the urgent need to improve Wayne County's economy. *Wayne Tomorrow!* stakeholders recognize the County's economic potential is under-realized, and have also identified local assets that offer promise, including but not limited to:

- Proximity to the northeast metro areas
- Good school districts
- Broadband expansion projects
- Model workforce delivery system
- Outstanding natural resources
- Well-managed County; low taxes
- New business incubator and multi-use business park
- Strong leadership and collaboration

PROPOSAL GENERAL INFORMATION

This Request for Proposal (RFP) seeks qualifications, planning and implementation documents, and pricing from consulting organizations who are experienced in community development planning, with a strong emphasis in financial planning. WEDCO is interested in receiving proposals from any prospective organization meeting the qualifications outlined in this document. The proposals should be prepared simply and economically, providing straightforward and concise descriptions of the consulting organization's capabilities and sufficient information to satisfy the requirements of this RFP. False or inaccurate information will result in the rejection of the consulting organization's response.

RESPONSE TITLE

The RFP title for this project is "Wayne County Community Investment Model".

COST & TIMING

The project is funded through a federal grant from the Appalachian Regional Commission with the local match being provided by the County of Wayne. WEDCO intends to comply with open and competitive bidding procedures for engagement of services for a professional consultant. Funds will be used to pay the Consultant for costs associated with development of the Financial Plan and to compensate them for generating the required number of (paper and digital format) copies of the plan (and related materials) when it is published. The Consultant will be required to submit monthly progress reports to the Steering Committee so that the planning progress can be tracked and the Consultant properly compensated.

The contract awarded for this project will be a FIRM FIXED-PRICE contract. Periodic payments for the Consultant's efforts will be contingent upon receipt of deliverables deemed satisfactory. The contract terms shall remain firm during the project and shall include all charges that may be incurred in fulfilling the terms of the contract. An invoice schedule will be negotiated as part of the Consultant's contract.

WEDCO anticipates awarding the contract the week of January 21 - 25, 2018. The final, approved draft of the Finance Plan is required by June 27, 2018, which coincides with the federal grant period. Any extension requests must be in writing, have good cause, and be submitted to WEDCO no later than April 15, 2018, and be approved by both WEDCO and the Appalachian Regional Commission.

PRIMARY CONSULTANT RESPONSIBILITIES

The selected Consultant will be required to assume responsibility for all services offered in the proposal and requested herein whether or not the Consultant produces them. Furthermore, WEDCO will consider the selected Consultant as the sole point of contact with regard to contractual matters.

CONTENT OF PROPOSALS

- A. **Scope of Work** – A draft Scope of Work has been prepared by the Steering Committee (**Attachment A**). All proposals must include an explanation of how the Consultant expects to carry out the scope of work. The Steering Committee understands that various approaches can be taken to the planning process and is receptive to suggested changes to the work program, particularly with regards to cost-savings, innovative ideas, or customized processes. The proposal narrative should also address the timetable for completing tasks.

- B. **Qualifications** – The proposal must describe the qualifications and experience of the organization and the personnel to be assigned to the project. Information provided should include direct experience with the specific subject-matter area and must provide examples (via web links or printed materials) of the three most similar plans undertaken by the Consultant's

organization and the extent to which performance goals were stated and achieved. Provide associated organizations' names and addresses, names of contact persons, and telephone numbers for reference.

- C. **Cost and Price Analysis** – The Consultant and any Subcontractor must provide a cost estimate of sufficient level of detail to document expenses by task. The following will be reviewed to support the reasonableness of the quotation.
1. Direct Labor Costs – Itemize so as to show the following for each category of personnel with a different rate of pay per hour:
 - Category (Planner, Project Manager, Research Associate)
 - Estimated Hours
 - Rate per Hour
 - Total cost for each category and for all direct labor costs.
 2. Labor Overhead – Specify what is included and the rate used.
 3. Travel – Itemize proposed mileage and cost/mile.
 4. Subcontract Costs – Itemize
 5. Cost of Supplies and Materials – Itemize
 6. Other Direct Costs – Itemize
 7. General Overhead Costs – Specify what is included and the rate used.
 8. Total Cost

A cost summary form, attached hereto as **Attachment B** and made part of this RFP, shall be completed and submitted. Please include the amount of time the proposal will remain valid. Ninety days (90 days) from submission date is preferred and if the timeframe is shorter than 90 days, please note that information clearly in the proposal. **This portion of the proposal must be bound and sealed separately from the remaining proposal.**

- D. **Nondiscrimination** – The items below pertain to the nondiscrimination, sexual harassment and drug free workplace policies that must be observed by WEDCO and its contractors and consultants. Respondents are required to include a company non-discrimination policy statement with their response to this RFP.
1. Contractors or subcontractors, in all solicitations or advertisements, will not discriminate against any employee, candidate for employment, or applicant for employment because of race, color, creed, gender, age or national origin.
 2. Contractors or subcontractors shall maintain written sexual harassment and drug-free workplace policies and shall inform their employees of the policies.
 3. Contractors or subcontractors shall abide by all applicable federal or state statutes, ordinances, laws and regulations, including, but not limited to the Americans with Disabilities Act.
 4. In the event a contractor or subcontractor is in non-compliance with the nondiscrimination clause, the contract may be cancelled, terminated or suspended in whole or in part.

EVALUATION OF PROPOSALS

All proposals will be evaluated based upon completeness, quality, and level of detail of the following criteria:

- A. Understanding of the needs and requirements of this RFP, and the approaches necessary for meeting them.
- B. Prior experience in community development and financial plan preparation and reference checks of current and past clients.
- C. Program of work for preparation of the plan.
- D. Overall qualifications, skills, and relevant prior experience of the key personnel assigned to the project, and the capability to carryout and support the project in a timely manner.
- E. Creativity and innovation.
- F. Cost of services.

The Consultant's proposed cost, while an important consideration, will be measured in addition to the above factors in determining the most advantageous proposal.

Evaluations will be structured, ranked on a point system, and fair. Selection of, and contract negotiations with the Consultant, including scope of work, deliverables, schedules, and fees will be conducted pursuant to WEDCO's procurement practices, grant requirements, and any code or legal requirements of the Commonwealth of Pennsylvania.

PRESENTATIONS

Any or all responding consulting organizations may be invited to make a presentation. If so, WEDCO will coordinate with the respondents to set a date and time during the week of January 21 - 25, 2018 for their presentation. All costs incurred by the consulting organizations regarding the presentations will be the responsibility of the consultants.

RESPONSIBILITY FOR COSTS

The responding consultant organizations shall be fully responsible for all costs incurred in the development and submission of the proposal or any other costs incurred by the consultant prior to issuance of an agreement or contract. WEDCO shall not assume any contractual obligation as result of the issuance of this proposal request, the preparation or submission of a proposal by a consulting organization, the evaluations of the proposals, or final selection.

DISQUALIFICATIONS

Factors such as, but not limited to, any of the following may be considered just cause to disqualify a proposal without further consideration:

- A. Evidence of the consulting organization's inability to successfully complete the responsibilities and obligations of the proposal.
- B. Evidence of incorrect information submitted as part of the proposal.
- C. Any attempt to improperly influence any member of the evaluation team.

- D. Existence of any lawsuit, unresolved contractual claim, or dispute between the consulting organization and WEDCO.
- E. A consulting organization's default under any previous agreement with WEDCO, which resulted in termination of the Agreement.

GRATUITIES

No person shall offer, give or agree to give any Steering Committee member, WEDCO Director, or County employee any gratuity, discount, or offer of employment in connection with the award of contract by WEDCO. No WEDCO employee, Director, or County employee shall solicit, demand, accept or agree to accept from any other person a gratuity, discount, or an offer of employment in connection with a WEDCO contract.

RFP MODIFICATION

WEDCO reserves the right to modify or change any information presented in this RFP. Any RFP modification will be provided to all consulting organizations on the initial distribution list or who have indicated interest by a written request via regular mail at 32 Commercial Street, Suite 1, Honesdale, PA, 18431, or by email to mbw@wedcorp.org.

RFP INQUIRES

RFP addenda, and question and answer responses will be sent to all consulting organizations on the initial distribution list or others that request in writing that they be added to the distribution list via regular mail at the WEDCO address or by email to mbw@wedcorp.org. Questions regarding the RFP should be sent in writing via email to mbw@wedcorp.org by no later than December 29, 2017. Questions and/or requests for clarifications received after this deadline will not be answered. WEDCO will address each question within a week of receipt and no later than January 4, 2018, and all questions and their responses will be sent electronically to all consulting organizations. All requests must go through WEDCO.

RETURN PROPOSAL INSTRUCTIONS

The RFP Response should include one (1) printed copy and one (1) electronic copy on USB Storage Device or other storage mechanism of your proposal in Adobe PDF format. The person authorized to obligate the company must sign the original proposal. The response should be delivered to the following address in a sealed envelope labeled "*Wayne County Community Investment Model*" clearly marked on the outside of the envelope. Email responses are permitted to mbw@wedcorp.org as long as an original signed copy is sent to WEDCO postmarked on or before the due date of January 18, 2018. The proposal shall be delivered to:

Wayne Economic Development Corporation
Attn: *Wayne County Community Investment Model*
32 Commercial Street, Suite 1
Honesdale, PA 18431

The deadline for accepting RFP responses is 4:30 P.M. on January 18, 2018 at the above address or by email with an original signed copy mailed and postmarked by January 18, 2018. Responses received after that time will be returned unopened to the consulting organization. WEDCO is not responsible for any delivery errors caused by delivery carriers or email servers.

RFP ACCEPTANCE AND REJECTION

WEDCO reserves the right to accept any RFP response, to reject any or all RFP responses, to waive irregularities or informalities in any RFP response, and to make the award in any manner deemed in the best interest of Wayne County.

CONTRACT CANCELLATION

If the Consultant's proposal progresses to a contract for services, WEDCO reserves the right to terminate all or any part of the contract at any time upon prior written notice to selected Consultant. Thereafter, WEDCO will pay Consultant costs properly allocated to work performed prior to termination.

ADDITIONAL PROPOSAL MATTERS

Respondents to this RFP should note the following disclaimer:

The intent of this RFP is to provide a general framework to assist consulting organizations in preparing proposals. This RFP does not provide a complete understanding of the project, nor does it contain all matters upon which an agreement must be reached. WEDCO reserves the right to include additional or modified performance specifications. The issuance of this RFP and the receipt of proposals do not bind or otherwise impose legal obligation upon WEDCO, the Appalachian Regional Commission, or Wayne County.

This RFP does not commit WEDCO, the Appalachian Regional Commission, Wayne County, or any of its affiliates or subsidiaries, to pay for any costs incurred in the review of this RFP, the preparation and submission of a proposal, or any other costs incurred by a respondent prior to execution of a binding and definitive agreement between a Consultant and WEDCO. Further, WEDCO has no obligation to accept a proposal or to proceed with any possible activities described herein. No representations or warranties whatsoever are being made as to the accuracy or completeness of the information contained in this RFP.

WEDCO reserves the right to amend this RFP through written or electronic notification.

SCOPE OF WORK

The Consultant will engage with Wayne County agencies, *Wayne Tomorrow!* stakeholders and others; conduct research, surveys, public outreach and so forth to gain an understanding of the County's community and economic development needs, initiatives, agencies and programs; review current, innovative and forward-thinking economic ecosystem initiatives and trends in the U.S. and determine what would be appropriate for Wayne County; and draft a Financial Plan for economic sustainability that contains, at a minimum, the elements found in the bulleted list below.

- **Gap Analysis**
 - Identify and compile existing community and economic development resources, e.g., financing programs, County agencies and local non-profit organizations, technology and workforce programs, that could ultimately be the foundation for a Resource Guide.
 - Work with *Wayne Tomorrow!* stakeholders to understand County community and economic development needs, and identify gaps between needs and delivery of services.

- **Economic Ecosystem Innovation – National/Regional Analysis and Plan**
 - **Identification of current, innovative and forward-thinking national and regional initiatives**
 - Identify and summarize contemporary and innovative ideas, initiatives, and/or trends in community development and the concept of economic ecosystems and determine what could be applicable to Wayne County. Emphasis should be on financial planning and sustainability.

- **Sustainable Economy Strategies**
 - **Develop strategies for increasing local sustainable economic activities**
 - Strategies at a minimum should address or include the following:
 - A. Evaluate best practices in community development at the County level (both operations and financing) in order to recommend a model for Wayne County, such as creating a new County department, augmenting an existing department, or investing in an existing organization.
 - B. Review the County's tax structure and make recommendation as to how County taxes could be used to advance development, such as creating a revolving loan fund or a budget appropriation for community projects.
 - C. Evaluate various funding models, such as Cooperatives or "Slow Money", relative to *Wayne Tomorrow!* projects and goals.
 - D. Identify current State and Federal funding programs that match the initiative's priority projects.
 - E. Evaluate *Wayne Tomorrow!* and making recommendations for sustainability in terms of its structure (should it be incorporated and staffed), capacity, and linkage to existing resources.
 - F. Recommend methods for linking local economic initiatives to regional, national, or global trends.

- **Interrelationship Among Plan Components**
 - The plan shall contain a statement of interrelationships of plan components. This analysis should be performed to assure that all plan components are consistent and in balance.

- **Implementation Strategy**

- Based on analysis and development of the Financial Plan components, the Consultant will develop a comprehensive action plan that identifies and addresses the most vital issues and accomplishes project goals.
- Each recommendation should:
 - A. Evaluate the potential impacts over 5 and 10 years;
 - B. Identify near-term (1-2 year) and long-term (3+ year) action items;
 - C. Identify specific funding sources to help execute these action items.

The Financial Plan components should be written for a non-technical audience with appropriately designed graphics and narrative discussion of the findings. In addition, a final, concise executive summary should integrate and interpret the key findings and strategic recommendations. Detailed statistical data, all references and sources, and methodological issues should be organized in appendices. An inventory of resources available for entrepreneurs and communities should also be included in an appendix.

The Consultant must submit ten (10) printed copies of the Financial Plan and two electronic versions: an editable Microsoft Word file and an Adobe PDF file. The Consultant must also submit an editable Microsoft Excel Workbook or an editable Microsoft Access database containing all relevant data compiled during the planning process. The Consultant will provide all metadata (field name description, definition source, sourced date and so forth) for all raw and computed data fields. If geographical information system maps are developed for the project, the Consultant must also provide electronic and editable versions of all map databases, map images, and map documents.

Consideration should be given as to how tabular and graphic information will be integrated in the plan narrative. All maps should be accompanied by well-documented supporting databases.

The Consultant is required to provide at least two weeks for the Steering Committee to review and comment on the draft plan (preferably as different sections are completed), and then to incorporate that feedback into their final recommended plan. A successful outcome is a plan that the *Wayne Tomorrow!* stakeholders and the County Commissioners will publicly support and act upon, with resulting benefits to Wayne County's sustainability and economic resilience.

COST SUMMARY FORM

Task

Gap Analysis \$ _____

Economic Ecosystem Innovation – National/Regional Analysis and Plan _____

Sustainable Economy Strategies _____

Interrelationship Among Plan Components _____

Implementation Plan _____

Miscellaneous _____

Direct Costs – Mileage, Meetings, Reproductions, etc. _____

Others (please specify below): _____

Total Costs: \$ _____

Wayne Tomorrow!

An inclusive process for creating a shared vision that will build our community and help guide development of Wayne County.

In 2013, Wayne County recognized that economic conditions within the County were leading towards unsustainable communities. The County's Comprehensive Plan provided a foundation for change, but needed broad implementation with action based on community and consensus. Prompted by their desire for truly transformational development, the Commissioners and other community stakeholders embarked on a strategic initiative called *Wayne Tomorrow!*

Approximately 36 individuals representing business, community, education, workforce, government, and service entities have met monthly during the last 3 years under the umbrella of *Wayne Tomorrow!* A thorough self-evaluation was conducted and workgroups assessed our quality of life, sustainability, economic development, youth/educational programs and opportunities, and agricultural community. Each workgroup has identified goals and prioritized short- and long-term projects. The effort has resulted in a single development plan, which is the basis of an economic ecosystem—a supportive, adaptable environment for community and business growth.

Under the *Wayne Tomorrow!* model, collaboration and integration are paramount, silos are removed, and the responsibility of advancing our county and its economy expands well beyond a single organization.

An example of an early success from this development approach is The Stourbridge Project, a technology-based business incubator with coworking space. Stourbridge has been formally accepted into the Ben Franklin Technology Partners Incubator Network.

ACTION COMMITTEE

Joe Adams.....	Wayne County Commissioner
Chris Barrett.....	Wayne County Department of Planning
Jane Bollinger.....	PA Sustainable Agriculture (PASA)
Vicky Botjer	Chief Clerk, Wayne County
Troy Bystrom.....	Sterling Business & Technology Park
Jocelyn Cramer.....	SEEDS
Carol Dunn	Wayne County Historical Society
Debbie Gillette	Chamber of the Northern Poconos
Monique Greenwood	Inn at Noble Lane
Ginny Hack.....	Downtown Hawley Partnership
Randy Heller.....	Wayne County Solid Waste Department.
Chelsea Hill	Penn State Cooperative Extension
David Hoff.....	Wayne Memorial Health System
Joann Hudak.....	Wallenpaupack Area School District
Ryanne Jennings	The Cooperage Project
Wendell Kay	Wayne County Commissioner
Jamie Knecht.....	Wayne Conservation District
Donna LaBar	Citizen Representative
Steve Lawrence	SCORE / Citizen Representative
Susan LaCroix.....	Delaware Highlands Conservancy
Marie McDonnell.....	Wayne County Employment & Training
Cindy Matthews	Behavioral & Development Programs/Early Intervention
Bob Muller	Wayne Conservation District
Kellyn Nolan.....	Lackawanna College
Jean Pettinato	Southern Wayne Community Council
Craig Rickard	Wayne County Department of Planning
Molly Rodgers	Wayne County Library System
Brian Smith	Wayne County Commissioner
Mike Uretsky	New York University (Retired)
Lucyann Vierling	Wayne Pike Workforce Alliance
Derek Williams	Wayne County Dept. of Planning / GIS
Keith Williams	Pocono Mountains Visitors Bureau
Jess Wolk	Wayne Pike Workforce Alliance
Mary Beth Wood	Wayne Economic Development Corporation
Jim Zumpone.....	Supreme Zippers
Mikki Uzupes.....	Wayne County Digital Media Manager

WORKGROUPS



Agriculture



Business & Economic Development



Education & Workforce Development



Quality of Life



Sustainability

Wayne Tomorrow!

Projects to Improve and Grow our Communities

- **Stourbridge Project / Co-Working Space – WEDCO / County**
 - Park Street Complex – Support start-up business and entrepreneurs in shared office areas, technology, collaboration, education and support.

Update: Phase 1 - Coworking Space complete; building refurbishing ongoing.
- **Sterling Business & Technology Park – WEDCO**
 - Continue development of pad-ready sites to attract targeted industries, including wiring the business park for high-speed, affordable broadband.

Update: LSA grant for Southern Wayne Broadband expansion include SBTP.
- **Marketing and Communications – Wayne Tomorrow**
 - Develop an information network using traditional media outlets, social media and non-traditional outlets to inform residents and visitors about services, resources, and events.
 - Link large number of visitors to economic development opportunities.

Update: Digital Community website - under development. Developing *Made in the Northern Pocono Mountains* branding platform.
- **Food Delivery Systems and Agriculture Development – Agriculture Committee / Wayne Pike Workforce Alliance**
 - Re-Energize agriculture as a viable economic tool and business venture.
 - Educate and enforce good eating habits/good health.
 - Develop infrastructure to further enhance agriculture opportunities.

Update: Studying Food Policy Council models; pursuing Economic Development Plan for Agriculture; Agriculture in school curriculums and Career Pathways
- **Youth Projects – Wayne Tomorrow**
 - Continue to bring the school population into the Wayne Tomorrow Projects.
 - Build mentor programs/work experience and youth representation on initiatives.

Update: Chamber Youth Leadership program; high school tours of Stourbridge planned.
- **Broadband / Technology – County / WEDCO**
 - Increase cost-effective availability of broadband/internet services for business and residents.

Update: Consultant mapping broadband infrastructure within Wayne/Pike. LSA - Southern Wayne Broadband Expansion awarded in amount of \$300,000.
- **Community Hubs – Wayne Tomorrow**
 - Develop Hubs within the geographic areas of the County where residents and visitors can meet, share, have social and educational activities. Must include all age groups, safe places for young and old.
 - Use these centers to create a sense of community and opportunity.

Update: Southern Wayne Food Pantry initiative is jointly being pursued by Wayne and Pike Counties – awarded 2017 LSA grant. Community Hub survey complete - 600+ responses.
- **Education/Workforce Development – Wayne Pike Workforce Alliance**
 - Continue to re-energize Education/Business Partnership.
 - Continue to develop career planning or non-traditional learning/training opportunities.

Update: Building Career & Technical Education opportunities; teacher tours of Stourbridge; youth-based computer programming classes; Park Street Teaching Kitchen.
- **Recreation – Wayne Tomorrow**
 - Create maps or interactive ways to access information about recreation.
 - Reinforce the Natural beauty in tourism and economic development promotion.

Update: Completed Recreation Map for Wayne County.
- **Energy – Wayne Tomorrow**
 - Opportunities for business development within the Energy industry.
 - Create a sustainable energy solution for future generations.

Wayne Tomorrow- Guiding Principles

Executive Vision

Wayne County, through Wayne Tomorrow, seeks to build a robust multi-dimensional economic and cultural ecosystem¹ that will effectively address and reverse certain severely negative trends and ensure improved conditions are maintained into the future in spite new challenges and a constantly changing landscape.

To accomplish this, Wayne Tomorrow intends to follow a formal change management approach utilizing a set of guiding principles that maintain a healthy/sustained balance between the following somewhat diverse environmental ecosystem factors:

- A healthy economy that affords its citizens significantly improved employment opportunities such that it is consistently ranked within the top 25% of per capita wages as measured against the PA and national economies.
- A culturally and environmentally rich environment and physical infrastructure that serves to attract population and business growth/formation by offering a diverse and supportive array of cultural, educational, recreational, technological and quality of life outlets and opportunities (while simultaneously protecting Wayne County's unique natural environment).
- Wayne County understands that it needs to embrace a new reality regarding its technological and physical infrastructure which, in some cases, is either obsolete and or inadequate to support the 21st Century needs of its people or business.
- Wayne County understands that in addition to open and candid internal communications, there will be an ongoing need to aggressively market itself to people and organizations beyond its borders. This interdependency with northeast population centers is needed to facilitate business attraction, economic advancement and population growth.
- A public and private commitment to ensure that the necessary financial and human investment capital is available on a timely basis to ensure ongoing success for the county and its citizens.

This integrated and balanced approach will be routinely benchmarked and measured using a set of competitive KPI's (Key Performance Indicators) such that individual initiatives can be continually adjusted to meet aggressive goals despite constantly changing conditions.

¹ Ecosystem- defined as an multidimensional environment having all the building blocks needed for sustaining life