Nestled in the foothills of Appalachian Ohio, Rural Action was founded in 1991 on the principle that locally-based, sustainable, and inclusive development is the main strategy for building resilient rural Appalachian communities.

Rural Action’s mission is to build a more just economy by developing the region’s assets in environmentally, socially, and economically sustainable ways; a place where thriving family farms, meaningful livelihoods and vibrant communities exist for everyone; with people engaged as good stewards of the world they live in and working together to make this vision a reality.

As a membership-based organization, we believe the best development is done with participation from diverse groups who have a stake in the outcome. Our role is to empower communities to value and take ownership of our environment, economy, and community, so we can meet the needs of the current generation while also building a just and sustainable future.

Rural Action continues to expand because there is great demand for smart local solutions to global and regional problems. Our reach is made possible through a robust 37-member AmeriCorps program, Ohio Stream Restore Corps, administered by Rural Action in partnership with more than a dozen organizations in Ohio.

Dear friends,

Wow! How to summarize Rural Action’s work in 2020? Resilience and adaptation. We lost a lot. We learned a lot. We grew a lot. We moved a lot of produce. We passed some grants to businesses to try to ensure that the doors of our beloved institutions would re-open. We did as much as we could to be responsive and supportive of one another through a time of tremendous disruption. We pivoted and changed direction in so many areas and ventures. It was hard. It was heartbreaking. It was inspiring.

I hope that as you read this year’s annual report, you discover that our long-term strategies have borne fruit. We are working to build local and regional systems that are adaptive and resilient. We worked with many, many partners to keep those systems strong. As hard as it was, there are some shining examples of stronger community and progress.

Our Sustainable Agriculture team worked hard to change everything about how the Chesterhill Produce Auction operates so that we could keep farmers growing crops, and continue to furnish people with fresh, healthy food. At a time when global supply chains fell apart, our local networks held together.

Our Resilient Communities team was able to say “Yes!” when local funders needed a vehicle to get mini-grants to businesses. We worked with the funders and donors to create a portal for the Resilience Fund, and awarded over $90,000 to businesses in the first wave of total shutdown. The team changed everything they were doing to make this work, and it helped create new depths of partnership within the philanthropic and impact investing network.

Our Environmental Education team changed their whole model to create virtual field trips to help get kids outside safely. Partnering with schools and libraries, we delivered quality, hands-on education in a virtual world.

When a salamander loses a leg, it grows a new one. That’s what resilience is. We’re tough. We figure things out, and if we all work together, we CAN build a just and thriving community.

Please read on. Check out what we’ve been able to accomplish together. And please reach out if there are more ways we can work together. The task before us is huge and daunting, but if there’s one thing we learned in 2020, it’s that we can successfully confront difficult challenges when we work together.
THIS IS A RURAL ACTION DOCUMENT.

**HOW WE WORK**

**OUR MISSION**

Our mission is to build a more just economy by developing the region’s assets in environmentally, socially, and economically sustainable ways.

**OUR CORE WORK CENTERS ON:**

- Helping small communities do big things
- Growing local businesses and jobs
- Restoring our environment
- Cultivating the next generation of leaders

Our decades of experience working in Appalachian Ohio have taught us some critical lessons which have shaped our approach to participatory development. Our approach is rooted in the work of many partners across Central Appalachia and rural America who believe we have the power to write our preferred future.

**OUR THEORY OF CHANGE**

If you look at the evolution of Rural Action’s work, you can see how this theory applies in the real world. Let’s use our watershed work as an example. Rural Action has worked with local citizens in several watersheds to engage around the problems left behind by the pre-regulatory mining practices of the past—acid mine drainage and impaired streams. This is interesting because, if you’re not careful at the beginning of a conversation with people, they might see a conflict, in the classic jobs vs. the environment mentality. But if you spend some time, listen and show respect, people will start to open up, and share that they are really sad that they can’t fish in the streams anymore. It’s heartbreakingbecause the quality of life and the beauty here in rural Appalachian Ohio is something people love deeply.

Rural Action staff and VISTAs spent time working in local communities studying the problems and figuring out what needed to change—learning together. Over the years, we have helped to articulate the value of clean water as a natural asset. We have worked with partners to build infrastructure such as dosers and new stream channels in some places to remediate impacted waterways. By learning together, caring about our environment, and using the lens of creating long-term local solutions, we began working with Dr. Guy Riefler, an engineer and professor at Ohio University, several years ago on a permanent way to remove iron oxide from the stream, creating a valuable product (iron oxide pigment) that could be sold while paying for the restoration of the impacted stream. John Sabraw, an artist at Ohio University, helped us refine the product and connect to markets. This partnership has led to the creation of a business called True Pigments, LLC, bringing the vision of many to reality.

It would be possible to clean up those streams by another approach. Some big outside group could come in and spend money to install limestone dosers. But the legacy would be another act of disempowerment. People in the community would have no ownership, and might in fact resent the work. The WAY Rural Action works is as important as the programmatic goal. The programmatic goal and the measurable results are important, but the lasting change will come when people feel empowered and connected and when they feel ownership of the results.

**WHERE WE WORK**

Rural Action has 6 offices located on the ground in communities where we work. In 2020, Rural Action reached 29 Ohio counties including 21 directly through Rural Action programs. Additionally, 8 counties were served through our Appalachian Ohio Restore Corps partners and social enterprises. In 2020, Rural Action also worked and collaborated in West Virginia and Kentucky.
SUSTAINABLE AGRICULTURE

In March, the governor of Ohio declared a statewide shutdown due to the COVID-19 pandemic. This forced our Sustainable Agriculture team to change our planned programming and to look at how the infrastructure and resources that we had access to could help to address the hunger and disruption of supply chains that were emerging as local and national issues.

These resources included two refrigerated vehicles, dedicated producers, local produce that had been frozen for K-12 schools, strong partnerships, and staff and National Service members who were well-versed in food distribution and developing local supply chains. Since 2004, we have had a focus on building up infrastructure, networks, and relationships to serve regional institutions through the local food system. This requires a focus on processing, aggregation and distribution. The aggregation portion of this model is the Chesterhill Produce Auction, one of Rural Action’s social enterprises. The CPA and the farmers, partners, and distribution systems that support it truly became essential in 2020.

When restaurants and schools closed, we focused on redirecting food to other markets. Producers had an abundance of eggs that were distributed to local food pantries, including the Cat’s Cupboard at Ohio University, and through the Community Food Initiatives (CFI) Donation Station. A thousand pounds of frozen produce purchased and processed with funding from Athens County Jobs and Family Services was sent to the Feed my Sheep Food Pantry in Torch, helping the hundreds of families with children they were suddenly supporting. A national program called Neighbor Loaves was localized by Michelle Ajamian, our Appalachian Staple Foods Program Manager, creating a market for local bakeries, such as Village Bakery in Athens, while serving local bread to those in need.

A partnership with CFI funded through Hocking Athens Perry Community Action enabled us to distribute local produce to food pantries in six southeast Ohio counties. In all, Rural Action connected local growers to markets in 11 counties in Ohio and West Virginia, ensuring markets for farmers and fresh, local food for those in need.

One new partnership that was started in 2020 that was key to our aggregation and distribution successes involved crossing the Ohio River to work with Coplin Health Systems and WVU Extension to supply produce for their FARMacy project. This is a produce prescription program that supplies fresh produce bi-weekly to patients with chronic health conditions. This partnership was able to serve 425 households in Wood, Wirt and Jackson Counties. 55% of the patients served could not afford fresh produce, and many are in food desert areas without fresh food access.

“Our partnership with Rural Action to serve patients through the FARMacy program is invaluable. This program not only provides access to local, nutrition-dense produce, but it helps patients learn ways to use and preserve the food in a way that fits their lifestyle. True health requires all of us and all of our efforts working together, and the FARMACY makes that a reality.”

~ Sarah Barton, Senior Project Manager, Coplin Health Systems

BY THE NUMBERS

137 PRODUCERS participated in trainings in 2020, including virtually and in person. These producers ranged from beginning farm businesses to well established businesses.

1,000 Loaves of bread were distributed from the Village Bakery to those in need through the Neighbor Loaves project established by Rural Action’s Appalachian Staple Foods Collaborative. Neighbor Loaves is a national effort to increase access to locally grown, milled, and baked goods.

433 FAMILIES received fresh, local produce at least once per week through a new partnership with Coplin Health Systems and Hopewell Health in order to improve health and wellness of patients who would otherwise not be able to afford or obtain fresh produce.

$40,000 was spent by 150 members of Rural Action’s Buying Club. The Buying Club supports local farmers by providing weekly shares of produce to its members over 22 weeks during the summer through 6 locations in southeast Ohio.
Dallas Taylor rides his hefty yellow mountain bike down the paved entrance to the new Baileys Trail System, waves at the camera, and disappears out of frame. Dallas participated in Rural Action’s internship program in 2020, which we operate in partnership with Building Bridges to Careers and the Athens-Meigs Educational Service Center. Dallas created vlog-style videos for the Baileys Trail System’s social media, and then worked with our own Jasmine Facun and local filmmaker Evan Shaw to create a promotional video for the Baileys Trail System. His last task of an extended internship will be to create a video about the internship program itself, featuring himself and his peers.

Dallas’ excitement and gratitude each day on the job is almost palpable. “It’s crazy to be getting paid to do what I love,” he said. “This is a huge step forward for my life.” He believes the new trail system will create important economic activity in Chauncey, where his grandparents live, and is eager to contribute to the community’s well-being. Working with an experienced professional was also important to Dallas. “Whoa, I just got an email saying a filmmaker wants to meet me,” he said after learning Jasmine had connected him to Evan Shaw. “This day just keeps getting better.”

“These programs are critical for closing the opportunity gap,” says Allison Ricket, the internship program’s co-director. “Social capital, the term used to describe a person’s network of social connections, creates access to opportunities, resources, information, and further connections. For example, over 50 percent of people leverage their personal connections to obtain employment. The strength and diversity of a young person’s social capital can affect social mobility, health and well-being, and vision of future advancement.”

In 2016, Brian Vadakin — a Rural Action intern at the time who is now our Chief Program Officer — and Environmental Education Director Joe Brehm wrote a paper about implementing a model from Costa Rica, where environmental education in schools culminates with connecting high school students to job opportunities in ecotourism. They identified a high school internship program as the only missing piece of this model in our region. Dallas is one of 28 interns who participated in our program in 2020. Combined, they earned $18,500 in stipends. Two of these students stayed on with their host site as part-time employees, joining the ecotourism workforce and making our dreams from 2016 come true.

"It’s crazy to be getting paid to do what I love...This is a huge step forward for my life"
~ Dallas Taylor, Building Bridges to Careers Intern

BY THE NUMBERS

4,948 PEOPLE engaged with 70 distance education activities through our Young Naturalists Club website and blog. The site was launched in early 2020 as a way to keep kids connected to nature during the pandemic.

60 STUDENTS completed internships with local businesses and organizations, earning a total of $96,700 in stipends and making life-changing professional connections in Appalachian Ohio.

530 HOURS of virtual and in-person learning was provided by Rural Action Environmental Educators throughout 2020 despite the challenge of the COVID-19 Pandemic.

15,020 OBSERVATIONS have been made as part of our BioBlitz within the Wayne National Forest. Since the project began 3 years ago, 3,350 species of flora and fauna have been identified by 447 volunteer citizen scientists.
SERVICE AND LEADERSHIP DEVELOPMENT

On any warm, sunny afternoon in Shawnee, Ohio, you will find day-trippers and locals strolling Main Street and enjoying the historic facades of the Tecumseh Theater, the Little Cities of Black Diamonds office, Shawnee Mercantile, Black Diamond Tavern, Tuesday Creek Gallery, Hannah Brothers Furniture, and the serene pocket of Elaine’s Garden. You will also find the headquarters of the Buckeye Trail Association, which just won a ServeOhio award for its impact in Perry County.

The casual adventurer can continue strolling into Wayne National Forest’s Tecumseh Lake area, which features a trail head with ample parking, an ADA-accessible 6-foot-wide gravel trail, picnic tables, waste receptacles, and a pair of primitive hiking trails that meander in and out of the woods: the Tecumseh Lake Loop and the Woodthrush Loop.

The trails have been a labor of love for Shawnee residents, who have been working to enhance the area since the lake was dedicated in 1952. Andrew Bashaw, Director of the Buckeye Trail Association, hasn’t been around for all of that time, but he has been working on the project since 2008, when the North Country Trail (NCT) opened an office in an historic Shawnee building owned by Sunday Creek Associates. Andrew had served as an AmeriCorps VISTA at Rural Action, and when he started with NCT, he asked the community what they needed. They asked for a trail around their beloved lake. “Okay,” Andrew said. “We’ll try.” Shortly after, he established the Buckeye Trail Association.

It took 10 years and deep partnership with Wayne National Forest, but Andrew and a team of committed AmeriCorps members, volunteers, and community members have made that trail happen – and a lot more.

From 2012, when inaugural BTA Ohio Stream Restore Corps AmeriCorps Richard Lutz flagged the first bits of the trail, to 2020-21, when members Jean Vandervaart and Jon Flinn received funding to install interpretive signage and make other improvements, AmeriCorps members serving at BTA through Rural Action have blazed the path for your walk in the woods. And there’s more to come! Extensions are in the works to Upper Rock Run and to Main Street in Shawnee, which is now an official Trail Town. As Andrew said, “The Tecumseh Lake Loop was born from the community of Shawnee and raised by the AmeriCorps who have served here. Every AmeriCorps member who has served with the Buckeye Trail Association has had a hand in making this trail happen.”

“The Tecumseh Lake Loop was born from the community of Shawnee and raised by the AmeriCorps who have served here. Every AmeriCorps member who has served with the Buckeye Trail Association has had a hand in making this trail happen.”

~ Andrew Bashaw, Executive Director, Buckeye Trail Association

BY THE NUMBERS

91 MILES
of primitive hand-built hiking trails were built, maintained, or improved by AmeriCorps members.

100 SIGNS
installed for public lands users to help them interpret their surroundings.

5,000 TREES
were distributed to landowners in Appalachian Ohio and more than 2,000 trees were planted by AmeriCorps members.

8,948 lbs
of trash was diverted from the landfill through dumpsite clean-ups, litter pickups, and community engagement efforts.
It’s a sunny September morning in Licking County, Ohio, and the subtle sounds of fall are quickly replaced by the high-speed whine of an angle grinder. The specialty drill bit spinning at 11,000 rpms bites into a maple log and sends wood chips flying in every direction. To the casual reader, this may sound unpleasant, but for Janell Baran these are the sounds of the fall planting season.

Janell is the owner and operator of Blue Owl Hollow Forest Farm as well as a complementary venture, Blue Owl Garden Emporium Herb Farm. Today the crops she is “planting” are gourmet mushrooms! Blue Owl Hollow is a diversified forest farming business producing ramps, various native herbs, forest fruits, value-added wood products, forest-inspired teas and seasoning blends, and a plethora of delicious gourmet mushrooms, including shiitake, maitake, wine-cap, nameko, mukitake, and oysters.

Janell sources logs from her tree farm using the principles of timber stand improvement (TSI), low quality, damaged, or otherwise inferior trees are quickly converted into a sought-after and profitable product, while simultaneously improving growing conditions for the remaining trees. By putting these concepts into action over the last 23 years, Janell and Blue Owl Hollow have come to embody the true essence of sustainable forestry.

In 2020, Rural Action called upon Janell once again to share her knowledge far and wide as part of a Forest Farmer Video Series funded by the USDA National Agroforestry Center. The video series, titled “Forest Farming in Action,” is designed to give beginning forest farmers a realistic perspective of what it takes to grow and maintain a forest farming business. It also introduces them to the tools needed for success, including the ability to diversify, time management, record keeping, and financial analysis.

Janell embodies a professional approach to forest farming, and we are always grateful for her willingness to collaborate with Rural Action and her help in advancing forest farming in Appalachian Ohio and beyond. “Since the inception of Blue Owl Hollow Forest Farm (ca. 1998), Rural Action has been a valuable resource for our farming operation,” Janell says. “Over the years, Blue Owl Hollow has partnered with Rural Action multiple times to host Forestry Field Days, present at conferences, and introduce forest farming to a broader audience. All-in-all, it’s been a long and fulfilling partnership!”

"Since the inception of Blue Owl Hollow Forest Farm, Rural Action has been a valuable resource for our farming operation. Over the years, Blue Owl Hollow has partnered with Rural Action multiple times to host Forestry Field Days, present at conferences, and introduce forest farming to a broader audience.”

~ Janell Baran, Owner, Blue Owl Hollow Forest Farm

8 MANAGEMENT PLANS

were completed for forest landowners, helping to promote stewardship and proactive management on more than 1,000 acres in Ohio and West Virginia.

114 POPULATIONS

of sensitive plants such as ginseng, goldenseal, black cohosh, ramps, were identified and protected within the Baileys Trail System located on the Wayne National Forest ahead of the development of over 12.5 miles of new trails opening in 2021.

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305 PARTICIPANTS

learned about non-timber forest cultivation and management opportunities through workshops and educational events in 2020.

$90,000

of funding was secured to purchase shared-use forestry equipment. These small-scale tools will help forest landowners and land managers utilize wood from proactive and restorative management practices.
Shawnee Mayor Beverly Trovato knew WiFi access was an issue for her village. That’s why she jumped at an opportunity to work with Rural Action to secure a grant to improve access.

“We have very little WiFi access in the village,” Mayor Trovato explains. “Many people can’t afford it, and what they can afford is not up to speed for them.”

The ease with which this collaboration progressed is the result of Resilient Communities’ long-term efforts to help local communities. Mayor Trovato had participated in Rural Action’s E-community project to improve support for entrepreneurs in the village. This led to the formation of Destination Shawnee, a community group that started Shawnee Second Saturdays and the Friday Farmers Market. In addition to being mayor since 2019, she is co-owner of the Shawnee Mercantile.

Using her community connections, Mayor Trovato enlisted John Arkley, technology director at Southern Local Schools, to help guide planning and installation. The project received a $2,150 AEP Ohio grant funded by the Foundation for Appalachian Ohio, which enabled the installation of two new hotspots to provide public WiFi access along main street and village center as well as at the community park. Additionally, socially distanced indoor access is now available during fall and winter months at the Shawnee Village Hall meeting room.

In addition to providing families with Internet access for remote learning and job-related activities, the new hotspots will help boost the village’s profile as a tourism destination when local events resume post-COVID.

RESILIENT COMMUNITIES

“We have very little WiFi access in the village. Many people can’t afford it, and what they can afford is not up to speed for them.”

~ Beverly Trovato, Mayor of Shawnee

BY THE NUMBERS

229 Businesses were contacted to identify needs related to the COVID-19 pandemic. This information was used to provide critical technical assistance and emergency grants.

$96,265 in emergency assistance funds was distributed to 56 businesses during the spring of 2020 to help local businesses deal with mandatory closures and lost revenue during the COVID-19 Pandemic.

64 Referrals have taken place to help businesses with marketing, business planning, and technical support through Rural Action’s Resilient Communities program since 2017.

2 Public Hotspots were installed in the town of Shawnee with support from a grant from the Foundation of Appalachian Ohio to help reduce barriers to accessing high speed internet in town.
The sound of a Smallmouth bass splashing as it chases a dragonfly larva heading towards the water’s surface to emerge and spread its wings for the first time might be one of the sounds you hear if you are standing on the banks of Rush Creek, a 31-mile tributary to the Hocking River that flows through Hocking, Perry, and Fairfield counties. However, due to acid mine drainage (AMD), you won’t hear this sound throughout the entire length of this stream.

The upper twelve miles are nearly devoid of aquatic life due to the AMD pollution which comes from abandoned pre-regulation coal mines that are discharging nearly 14,000 pounds of acid and metals into Rush Creek daily, impairing water quality and reducing economic development opportunities for the communities within this watershed.

When Mark Sells, a local community member, learned about this problem, he approached Rural Action to help figure out how to improve the impaired reach of this stream that flows through the towns of New Lexington and Junction City in Perry County. Mark believes that you can either “learn from history or repeat it” and he cares about ensuring that the “history we leave behind in this region is a story of environmental improvement rather than impairment.”

To lead the restoration effort, Mark formed the Upper Rush Creek Revitalization (URCR) nonprofit and immediately began fundraising to get this project underway. With support from local agencies and URCR, a partnership has formed with the goal of improving water quality for the benefit of the community and wildlife in the Rush Creek watershed. URCR has now established an endowment with the Foundation for Appalachian Ohio and is working with Rural Action to leverage funds that will be used to improve the Rush Creek watershed.

During 2020 we began preparing for an extensive restoration effort by updating historic data, developing an Ohio Environmental Protection Agency approved non-point-source implementation strategies plan, and submitting a $300,000 U.S. Environmental Protection Agency brownfields grant request to assess and plan for redevelopment of the impaired sites. Rural Action’s experience coordinating partnerships around watershed restoration and leveraging funding to implement projects will be imperative to the next phase of this effort, which includes putting the restoration and redevelopment plans into action.

"Learn from history or repeat it... history we leave behind in this region is a story of environmental improvement rather than impairment.”

~ Mark Sells, Founder, Upper Rush Creek Revitalization

BY THE NUMBERS

59 SPECIES OF FISH have been improved through Rural Action’s efforts in the Sunday Creek, Monday Creek, and Tuscarawas River Watersheds. Now, with a pH of at least 6.5, we are seeing aquatic life return to these once impaired streams.

31 ORGANIZATIONS actively participated in the Appalachian Ohio Watershed Council, a Rural Action-led collaborative group working throughout our region to improve watershed management.

$7.9 MILLION was secured between 2018-2020 by local Appalachian Ohio communities with assistance from Rural Action through the Abandoned Mine Land Economic Development Pilot program.

48 ACRES surrounding the Truetown Discharge, the state’s largest acid mine discharge, are now owned by Rural Action. A full-scale True Pigments facility will be built on this site in Athens County and repair 7 miles of stream.
Creating a ReUse Corridor to facilitate recycling throughout the region is a complex task, requiring coordination among multiple partners in Ohio, West Virginia, and Kentucky. Then the COVID pandemic hit, making things even more complicated.

Inspired by the hub-and-spoke system Chesterhill Produce Auction uses to distribute food through Appalachian Ohio, Rural Action’s Zero Waste team decided to host a series of recycling events in local communities with a focus on hard to recycle materials. A Center for Hard to Recycle Materials (CHaRM) is usually in a central location, but the pandemic prompted the idea of creating mobile CHaRMs that would distribute the effort.

The first event coincided with the opening of UpCycle Ohio Thrift and Community Makerspace in September. Residents were urged to bring mattresses and box springs, rechargeable batteries, textiles, books, medical supplies and equipment, e-waste, and scrap metals to the UpCycle Ohio parking lot, where a team was on hand to unload the materials in a way that ensured safe social distance.

The event was a success, with 225 cars dropping off hard-to-recycle materials that day, prompting another event at the Hocking County Fairgrounds. More mobile events will be scheduled in 2021, and there are plans in the works to create a “hub” for the efforts, a central CHaRM that would be located at Athens-Hocking Recycling Centers. This CHaRM would serve as a destination for recyclables collected at the mobile events, and it would then divide and redistribute the materials to local businesses that specialize in processing them.

This hub-and-spoke system has several advantages, including:
• Providing an alternative to illegal dumping and abandonment that sometimes occurs because of the difficulty or cost of disposing of them properly.
• Creating a grass-roots network of community members around the local events.
• Putting the Zero Waste staff in closer contact with local communities, which often results in new Zero Waste business assessments, event assistance, and planning.
• Building a network of partner organizations in our region to recover materials and create economic opportunities.
SUSTAINABLE ENERGY SOLUTIONS

Appalachian Ohio has been home to energy innovators for centuries. The coal fields our ancestors labored in provided living wages and fueled the rise of America as a world power. Our small towns and villages were built on a strong coal economy and a skilled labor force. It took innovation to extract these resources in ways that were profitable, even if that extraction caused environmental problems that persist today.

As the nation’s energy economy has transitioned away from coal, a new generation is rising in Appalachia, turning to wind, sun, and other sustainable ways to power our world, creating economic opportunities without the environmental impacts of past innovations. Rebuilding a robust energy economy is no small task, but Appalachian Ohio is proving that job opportunities and sustainable energy production can be achieved at the same time.

Thanks to Rural Action’s Grow Solar Jobs Initiative (GSJI), local people are learning how they can thrive in this new energy economy, one that will be both lucrative and sustainable. Solar workforce development and training paves the way for professional employment in the growing Appalachian solar industry and ensures livable wages for job-seekers in our region.

In 2020, GSJI participants completed a total of 240 hours of training through Solar Energy International, an internationally accredited solar training platform. One participant, Kevin Lawrence, described his experience: “As someone looking to enter the solar workforce, the Solar Jobs Initiative was a no brainer! It provided me a foundation for my solar education and the opportunity to meet with professionals in the industry.”

In addition, Rural Action’s Sustainable Energy Solutions program continues to expand its reach in the clean energy sector: 84 individuals participated in the Appalachian Clean Transportation Forum; a Tesla Model 3 was driven 1,512 miles to study rural road conditions in the ROADMAP project, and $60,135 in USDA Rural Energy for America Program grant requests were applied for in the 2020-2021 fiscal year.

BY THE NUMBERS

$60,135 was received by two agricultural businesses through the USDA Rural Energy for America (REAP) grant to install solar panels at their facilities. Rural Action provided grantwriting and technical assistance to both of these businesses.

84 people participated in the first ever Appalachian Clean Transportation forum. The virtual forum brought together community development agencies, local and regional planners, and experts in advanced transportation technologies to discuss needs, opportunities, and challenges in our region.

240 hours of training was provided to individuals enrolled in the Grow Solar Jobs Initiative to help prepare participants for a career in the solar industry.

1,512 miles were driven across Appalachian Ohio in a Tesla to study how advanced vehicle technologies performed in rural settings as part of Rural Action’s ROADMAP project to improve electric vehicle infrastructure in the region.

As someone looking to enter the solar workforce, the Solar Jobs Initiative was a no brainer! It provided me a foundation for my solar education, and the opportunity to meet with professionals in the industry.”

~ Kevin Lawrence, Participant Grow Solar Jobs Initiative
SOCIAL ENTERPRISE

During a difficult year when many businesses were contracting, Rural Action’s Social Enterprise program launched two new businesses – UpCycle Ohio Thrift and the Community MakerSpace. The two new social enterprises bring Rural Action’s total to five (see page 24-25 to learn more).

The Thrift Store and MakerSpace restore several important components of the region’s economy that were lost when ReUse Industries closed its doors in February 2020.

“Rural Action’s remarkable success in the reconstitution and resurrection of the Makerspace, Thrift Store and affiliated community offerings are a tremendous boon to the community, and exactly what was hoped for when the original long-time ReUse establishment was unable to make ends meet,” says Faith Knutsen, Director, Social Innovation and Entrepreneurship at Ohio University’s Voinovich School of Leadership & Public Affairs. “As a born Athenian and longtime affiliate and advisor to the enterprise, I have so appreciated Rural Action’s social enterprise expertise in re-creating the good and reconstituting the struggling portions of the enterprise. I am also deeply appreciative of the reopening of the Tool Lending Library (which my father co-founded), in conjunction with the Athens Public Library. Kudos to Rural Action and their many, many collaborative partners!”

UpCycle Ohio Thrift has already been pivotal in diverting more than 25 tons of books, clothes, textiles, and scrap metal from the landfill and into the Central Appalachian ReUse Corridor. The MakerSpace, meanwhile, is an entrepreneurial hub that provides tools, workspace, instruction, and support to learners and product-makers in creative disciplines that include woodworking, fabric-fiber arts, metalworking, 3D design/fabrication, plastics, and electronics. The Tool Library, which MakerSpace operates in conjunction with Athens County Public Libraries provides free access to tools for projects ranging from yard work to home improvement to sustainable living.

Between them, the Thrift and MakerSpace employ 4 people, 2 of whom are full-time.

UpCycle Ohio also demonstrates the cooperative nature of the region’s community groups. While Rural Action ran point on the project, six other groups were pivotal to making it happen: Appalachian Center for Economic Networks (ACEnet), Habitat for Humanity of Southeast Ohio, Passion Works Studio, Zero Waste Event Productions, Athens County Public Libraries, and Athens Hocking Recycling Center.

BY THE NUMBERS

600 FACE SHIELDS
were produced by Zero Waste Event Productions from recycled plastics and distributed to local schools, health care facilities, and non-profit organizations.

5 SOCIAL ENTERPRISES
were operated by Rural Action in 2020 to help solve community needs and to help fund our mission.

200+ TOOLS
were made available to members through the Community MakerSpace Tool Library for checkout in collaboration with Athens County Public Libraries.

$312,848
was paid to local producers in southeast Ohio from sales at the Chesterhill Production Auction. We thank our customers for adapting to new ways of operating alongside us to ensure the we could keep our doors open and our auction alive during the 2020 season.

“Rural Action’s remarkable success in the reconstitution and resurrection of the Makerspace, Thrift Store and affiliated community offerings are a tremendous boon to the community, and exactly what was hoped for when the original long-time ReUse establishment was unable to make ends meet.”

~ Faith Knutsen, Director, Social Innovation and Entrepreneurship, Ohio University, Voinovich School of Leadership & Public Affairs.
**RURAL ACTION SOCIAL ENTERPRISES**

Rural Action is engaged in diversifying the local economy throughout the Appalachian region of Ohio and beyond. Social enterprises exist on a continuum that blends a market approach with a mission that works for the community and the environment in addition to the economy. The triple bottom line approach of using business tools to foster prosperity, protect the planet, and benefit people is the sweet spot of social enterprise. Since Rural Action’s early days, we have been involved with the development of businesses that do good and benefit the communities we work in. Currently, Rural Action operates six businesses, of which five are considered social enterprises. Four of these enterprises are LLC’s, one is a DBA, and one is a joint venture with several partners. All of these businesses help to fund work and programs that fulfill Rural Action’s mission and benefit the communities where we live and work.

If you would like to know more about social enterprises in the region, reach out to Paul Patton, Social Enterprise Director at paul@ruralaction.org or 740-677-4047 ext. 240.

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**CHESTERHILL PRODUCE AUCTION**

Established: 2004
Acquired by Rural Action in 2010
URL: chesterhillproduceauction.com
Service Area: Mid-Ohio Valley and Southeast Ohio.

The Chesterhill Produce Auction is a social enterprise and local food hub owned and operated by Rural Action. They sell and distribute fresh, local produce throughout the Mid-Ohio Valley. The auction is supported by Rural Action members, local growers, volunteers, and dedicated local residents. They have regular produce auctions at 4 PM every Monday and Thursday, May through October, as well as several specialty auctions and consignment auctions throughout the season. Additionally, the auction is home to a country store, Country Cart that offers snacks on auction days, a wood products showroom, and livestock barn for use during special auctions. All are welcome at the auction located in Chesterhill.

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**UPCYCLE OHIO**

Acquired by Rural Action: 2020
URL: upcycleohio.com
Service Area: Southeast Ohio

UpCycle Ohio Thrift focuses on providing gently used goods at low cost to our Southeastern Ohio community. At the UpCycle Thrift Store, people can buy clothing, furniture, housewares, toys, electronics, office supplies as well as books, fabric, sewing notions, and crafting supplies at affordable prices. We are able to provide all of these products that would have otherwise gone to the landfill through generous donations from our community.

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**TRUE PIGMENTS**

Established: 2019
URL: truepigments.com
Service Area: Athens County

True Pigments is committed to turning the environmental destruction of yesterday’s extractive industries into a vibrant, regenerative environment and economy for the future. They are creating colors for a cleaner world. True Pigments, LLC produces ferric oxide (Fe2O3) pigment from acid mine drainage to facilitate the restoration of seven miles of Sunday Creek. The True Pigments project is a collaboration among Ohio University, Ohio Department of Natural Resources - Division of Mineral Resources Management, the U.S. Office of Surface Mining Reclamation and Enforcement, and Rural Action that leverages skills in engineering, art, watershed restoration, and community development to build a social enterprise committed to the quadruple bottom line of people, planet, prosperity, and purpose.

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**ZERO WASTE EVENT PRODUCTIONS**

Established: 2015
URL: zerowastefest.com
Service Area: Nationwide. Primarily Midwest States

Zero Waste Event Productions helps festivals to decrease their environmental footprint by diverting waste from the landfill through waste reduction, recycling and composting. ZWEP offers pre-event consultation, onsite management of materials, and post-event reports. Using their waste sorting and diversion model, they have been able to divert over 90% of festival waste from the landfill, while also educating attendees about the importance of recycling and composting.

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**COMMUNITY MAKERSPACE**

Acquired through a joint venture: 2020
URL: upcycleohio.com/makerspace
Service Area: Southeast Ohio

The Makerspace aims to foster creativity and build entrepreneurial and educational opportunities in the fields of woodworking, metalworking, fiber and fabric arts, and recycled plastic production. Our Tool Library allows homeowners to borrow tools rather than pay for something they might use only once or twice. Entrepreneurs and hobbyists alike are invited to join as a member of the Community Makerspace. While operated by Rural Action, the Makerspace is a joint venture in partnership with ACENet, Habitat for Humanity, Passion Works Studio, and Athens County Public Libraries.

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**682 STORAGE**

Established: 2020
URL: ruralaction.org/682storage
Service Area: The Plains, Ohio

While not officially a social enterprise of Rural Action, 682 Storage was acquired by the organization in 2020 when we purchased an office building located in The Plains to house our Sustainable Agriculture and Zero Waste teams. Revenue generated through the business helps us to cover costs for the office space. 682 Storage is composed of 18 storage units and offers month-to-month plans for unheated storage. Discounts are available for advanced rental payment.
SUPPORT THE WORK YOU LOVE

BECOME A MEMBER

Rural Action’s members are its heart and soul. Having a membership base means you have people who invest in your work, share their ideas, and roll up their sleeves.

Some members become major donors giving more than $250 each year to keep us strong. Some members become multi-year donors and join Rural Action’s Giving Society, pledging a gift over multiple years. Some members even put us in their wills, making planned gifts to ensure Rural Action continues to change the world for the better. Some members provide capital gifts so our facilities are clean, efficient, and vibrant homes for sustainable development.

Please support the work you love, and talk with a staff or Board member about how you can help. Thank you!

VOLUNTEER WITH US

Each year, more than 1,000 people volunteer with us. We offer many kinds of opportunities. Whether you like to be in the field or in the office, we will find the right spot for you! When you volunteer 3 hours per year (or more) you will receive a 1-year membership.

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EXAMPLES OF VOLUNTEER OPPORTUNITIES

• National Service Through AmeriCorps, ComCorps, and VISTA
• High School & College Internships
• Plant Monitoring & Restoration on the Wayne National Forest
• Assisting at the Chesterrill Produce Auction
• Processing fresh vegetables for school children
• Helping at Rural Action Events
• Dumpsite & Stream Clean-ups
• Recycling at Festivals

MORE WAYS TO GIVE...

To support Rural Action’s work far into the future, we have established endowed funds with two community foundations.

These endowments allow us to set aside funds for specific programming, secure against unforeseen hurdles, and help plan for organizational growth, all while protecting our longevity and legacy in Appalachian Ohio for generations to come.

LEARN MORE ABOUT OUR FUNDS:

Foundation for Appalachian Ohio Rural Action Fund for a Sustainable Future

WWW.APPELLACHIANOHIO.ORG

Athens Foundation

Communities of Hope Fund.

WWW.ATHENSFOUNDATION.ORG

PLANNING FOR YOUR LEGACY

Planned gifts made to Rural Action allow you to create a legacy of support for the work you love. If you are considering a planned gift, please contact us to discuss the type of gift you would like to leave, or the work you would like to support through your legacy.

You may also share this information with your attorney or financial planner:

“I bequeath $________ or _________% of my estate to Rural Action, Inc. 11350 Jackson Dr., The Plains, OH 45780.”

Have you planned a gift to Rural Action? We’d love to hear from you. Please give us a call at 740-677-4047 if you would like to discuss your planned giving. Thank you for your generosity and your concern for the future of the people of the region and the places we call home.

WRITTEN BY JANE Z. WOODROW

Years ago, I can’t remember how many, my late husband, John, and I gave serious thought to charities. He believed in generosity, and that when we are generous things will come back to us — not in any direct way — but that the universe will treat us well. Having grown up in a family that might have been a bit stingy, this was a new but welcome idea to me. We did want our gifts to count and not be frittered away, and requests for money come in every day.

We started by thinking about our values: prevention, education, and the environment were at the top of our list. Once we had that clear vision based on our values, Rural Action was an obvious choice for us. We first saw Rural Action as a local way to support the environment. As we learned more about the work overall, we began to see the focus on education, on supporting individuals and communities in ways that might prevent further problems. We began giving money to them every year, through our Giving Society Pledge.

We wondered, though, about long-term sustainability for the organization. Many non-profits do not survive the transition to new leadership from that of the founders. Rural Action, through several CEOs has survived and stayed true to its mission and vision. Even before John’s death five years ago, we had a will drawn up that names Rural Action as an important charitable organization that will receive what may be a tidy sum after both of us pass on.

I have also set up an annuity with Rural Action as a beneficiary. That allows money to be taken out and given to Rural Action without penalty should they need it before I die. I feel proud of our ability to support Rural Action, and I’m glad that we spent time planning how to continue to support the work we value in our community. And I can attest to the validity of the belief that generosity brings intangible and even tangible rewards.

JANE AND JOHN WOODROW HAVE LONG BELIEVED IN GENEROSITY, AND SHARED AN ABIDING LOVE FOR NATURE AND CONSERVATION. THAT LED TO THEIR DECISION TO DO SOME PLANNING ABOUT HOW TO CREATE A LEGACY OF SUPPORT FOR THE CAUSES DEAR TO THEIR HEARTS. HERE, JANE SHARES HER STORY OF LEGACY PLANNING
Learn more about membership by visiting our website at www.ruralaction.org/join

Members are central and essential to the work of Rural Action, and we count on them for 2020 RURAL ACTION MEMBERS

Carpenter & Associates
Carole and Joe Schloss
Carol Davey
Carleen Yocum
Brian Ritchie
Brent Hartman
Bonnie Prince
Bob Eichenberg
Bev Flanigan
Beth Pethay
Bev Flanigan
Bob Eichenberg
Bodhi Tree Guesthouse and Studio

Bonnie Prince
Barbara Harrison
Berry Dilley
Bet Johnson
Bev Flanigan
Blue Mountain Music
Bob Eichenberg
Booth Tree Guesthouse and Studio

Bordier Nadine
Carrick Owlett
Carrie and Jarrod Stark
Carrie Gibbons
Carrie Gilbert
Cecelia Weldon
Char and John Kopcik
Charles and M. Alice Ross
Charles Plunkett
Cheryl Cesta
Chris Ratcliff
Christ Lutheran Church
Christine Knisely and David McCoy
Christopher Donohue
Cindy Whitehead
Cita Strauss
Claudia Hale
Connie Brown
Craig McCarthy and Holly Raffle
Cynthia and Ron Birt
Dale Arnold
Dale Erlewine Guitars, LLC
Dan and Joan Erlewine
Danding Gan
Danette Nies
Daniel Kington
Danielle Bernstein
Danny Moates
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David and Pamela Schatz
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David Descutner and Delysa Burnier
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Eric and Megan Boni
Erika Ohl
Erika Tharp
Erin and Curt Sykes
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Geoff and Kirsten Dabelko
Geoffrey and Michelle Greenfield
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Gillian Ice
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Hannah Klein
Harry Baker, Jr.
Heather and Phillip Cantino
Heather Hively
Ian Klein
Integration Acres
Integration Acres
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Jamie Blick
Janae Stock
Jane Z. Woodrow
Jamie Blick
John and Kelli Kotowski
John and Suzanne Howell
John H Taylor
John Hauser and Linda Parsons
John Molinaro & Solvieg Spjeldnes
John Steen
John Stock
John Thornidik
Jon Jager and Kathy Guest
Joseph Herrington and Anna Auteri
Joseph Shields and Christine Fidler
Joseph Steinmaus
JP Nassif
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Judith Svendsen
Judy Wicks
Julie Walker
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Karen Dahn
Kasie Miller
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Kathy Smith
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Katrina Schultes
Katy Krof and Nick Tepe
Kay Ryhan
Kay Tousley and William Owens
Kaye Appleman
Kelly and Matt Cooke
Kelly Capuzzi

Kelly Morman
Kenneth and Deborah Edwards
Kenneth Turner
Kevin King
Kim Thompson
Kimberly Goodrich
Kristen Barron
Kristina Borovichka Gerig and
Chris Gerig
Kylie Butler
L. Alan and Stephanie Goldsberry
Larry Ogg
Larry Simpson
Lauren Miller
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Lenny and Lisa Elisson
Leona Cibrowski
Lesley and C. Scott Moore
Lesli Johnson
Leslie and Jack Fleming
Leslie Dunn
Leslie Schaller and Tim Foran
Linda and John Brose
Linda and Kenneth Button
Linda and Richard Botamer
Lisa and Scott Carson
Lisa Youngstrom
Liz Florentino
Lois and Robert Whealey
Longleaf Foundation
Lori Gromen and Kent Butler
Lowell Howard
Luther and Jeanne Haseley
Lynette Peck
Lynn & Bob Garbo
Lynn and Tom Lovdal
M. Duane and C. Ruth Nellis
Mara Sheban
Marcia Hartman
Marcus Molea
Margy Kramer and Peter Woyar
Marilyn Sue Foster and Don Shamblin
Marissa and Nick Lautenheiser
Mark & Jackie Sells
Mark and Rita Snider
Mark Sunderman
Marla and Randy Longenecker
Marlene and Gregory Greene
Marsha Dutton
Marshall and Patricia Brudno

Marty Zinn
Mary and Francis Sullivan
Mary Ann Borch and Bob Kerber
Mary Anne Reaves
Mary Costello
Mary Eisel
Mary Jane Black
Mary Jo and Rush Bole
Mary Nally
Matt Cullip
Matthew Roberts
Megan Bihn
Megan Westervelt
Melody Linscott
Meredith Florkey
Merl and Mim Almquist
Micah Covert
Michael Adams & Julie Gee
Michael Kleinman and Ann Moneypeny
Michael Lloyd
Michael Scott
Michele Papai and David Drabold
Michelle Ajamian
Michelle Sobart
Mike and Jane Broecker
Minuteman Press of Athens
Miriam Hart
Moonville Print Shop
Nancy E. Pierce
Nancy McDonald and Eric Fenstermaker
Nelsonville Community Dinner
Nick and Tammy Bobo
Nicole Wadsorth and Judith Millenes
Patrick Dinnager and Nancy Stevens
Paul Barte
Paul E. and Katherine Knop
Paul Palko and Michael Pietrus
Paul Wiehl
Perry Varnadore
Phyllis Baxter
Rachel Tayse
Ralph & Janet Icard
Rebecca and David Drozek
Regan and Michael Welch
Rich Wasserman
Rich Tomso
Rick Fligor
Robert and Arlene Sheak
Robert and Polly Sumney
Robert Benz and Lara Edge
IN MEMORIAM

John Glazer

John Glazer, a 2008 transplant to Appalachia from Ann Arbor, Michigan, quickly became a deep and abiding friend and collaborator of Rural Action’s and the entire regional community support ecosystem. He departed this life on November 13th, 2020, in the home in the woods that he designed with his partner in life and in work, Faith Knutsen.

John, born to a working-class family in Philadelphia in 1959, enthusiastically left his constrained Catholic upbringing for the intellectually vibrant, culture-changing environment at the University of Michigan, where he earned undergraduate and graduate degrees while heavily involved in the pacifist and civil rights movements.

John lectured at U of M in philosophy and the humanities before taking the reins of The Little Professor franchising firm and building it into the U.S.’s largest chain of independent bookstores. He simultaneously started and aided nonprofits next door in Detroit, and across the globe in Germany and South Africa.

John passionately believed in embracing and enabling equal voice and equal opportunity for all creative minds. He never refused an invitation for long and deeply thought-provoking discussion, whether over a local brew or in a contentious Boardroom.

Rural Action’s Zero Waste team was just one recipient of John’s sustained mentorship, as were tens of other socially and economically impactful local enterprises as disparate as Ecotarium Solar, Brew Week, Solid Ground School, and Ohio Valley Summer Theater (for these and many others, he was a volunteer Board executive). John was an active professional throughout the months of his final illness, including teaching OU’s inaugural Social Enterprise class, which he developed. Rural Action joins a wide circle of colleagues, clients, family and friends in memorializing John’s vibrant and impactful role in our community.

Ann Fugate

Ann Fugate, co-owner Rich Organic Farms, mover and shaker of the Athens Farmers Market, long-time Rural Action board member, and fierce farmer advocate passed away in May 2020. Ronda Clark, executive committee member on the Athens Farmer’s Market Board, remembered “Ann gave so much to our market, she worked behind the scenes to write the grants, professionalize us and put countless hours into expanding the market. She was an ardent supporter of local farmers and the Athens Farmers Market and had a deep passion for our local food economy.”

A graduate of The Ohio State University with a Bachelor’s Degree in Nursing, Ann served in roles with Sheltering Arms Hospital, Athens Mental Health Center, and the Ohio Valley Health Services Foundation. Ann retired from Ohio University as Director of Federal Funding at the College of Osteopathic Medicine. She was instrumental in the writing of grants that created OU College of Medicine. And, she assisted in forming the nursing program at Hocking College and the formation of CEO Emergency Medical System.

The Ann Fugate Memorial Fund for Beginner Farmers was established through Community Food Initiatives to help reduce barriers to getting to market in Athens. Through the fund, Rural Action works with grantees on business development and technical support.

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**FUNDERS + SPONSORS**

American Electric Power  
Appalachian Center for Economic Networks  
Appalachian Investment Ecosystem Initiative  
Appalachian Regional Commission  
Appalachian Renewable Power  
Appalachian Sustainable Development  
Appalachian Voices  
Athens County  
Athens County Foundation  
Athens County Land Reutilization Corporation  
Athens County Public Libraries  
Athens Hocking Recycling Centers  
Athens Hocking Vinton 317 Board  
Claude Worthington Benedum Foundation  
Big Brother Big Sisters of Central Ohio  
Buckeye Hills Regional Council  
Buckeye Trails Association  
Camp Oyo Okwa  
Catholic Campaign for Human Development  
Central Appalachian Network  
Central State University  
Community Food Initiatives  
Community Foundation for Perry County  
Corporation for National and Community Service  
Coshocton Foundation  
Crane Hollow Preserve  
Dawes Arboretum - Conservation Dept  
Dominion Energy Charitable Foundation  
Epstein Teicher Philanthropies  
Finance Fund - Healthy Food for Ohio  
Foundation for Appalachian Ohio  
Foundation for Appalachian Ohio, Inc.  
Foundation for Appalachian Ohio, Jr.  
Foundation for Appalachian Ohio, III  
Foundation for Appalachian Ohio, V  
Georgia-Pacific Foundation  
Glenville State College  
Glenville State College Foundation  
Heirs of Henry Clay Foundation  
Hocking College  
Hocking College Foundation  
Hocking College Foundation - Energy Department  
Hocking Valley Bank  
Huff Run Watershed Partnership  
J.M. Kaplan Foundation  
Just Transition Fund  
Kleppey Educational Fund  
Licking River Watershed District  
Local Initiatives Support Corporation  
Loew Marshall Trust  
Martha Holden Jennings Foundation  
Morgan Local Schools  
Mud Run Stream Keepers  
Muskingum Watershed Conservancy District  
National Forest Foundation  
Nelsonville Community Dinner  
Norma Johnson Center  
Old Dutch Hops Farm  
Ohio Civic Association  
Ohio Department of Agriculture  
Ohio Department of Natural Resources  
Ohio Environmental Protection Agency  
Ohio Farm Bureau Foundation  
Ohio Hill Country Heritage Area  
Ohio Pawpaw Festival  
Ohio University  
OhioHealth O’Bleness Hospital  
Ohio State University Extension  
One Foundation  
Ora E. Anderson Conservation Fund  
Osteopathic Heritage Foundation  
Oxbow River & Stream Restoration, Inc.  
Parkersburg Area Community Foundation  
Passion Works  
Perry Soil and Water Conservation District  
Raccoon Creek Watershed Partnership  
Scherman Foundation - Rosin Fund  
ServeOhio  
Sisters Health Foundation  
Southeast Ohio Public Energy Council  
Stream + Wetlands Foundation  
Stuart's Opera House  
Sugar Bush Valley LLC  
Ecdysozoan Education Foundation  
Joyce Foundation  
J.M. Kaplan Fund  
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Loew Marshall Trust  
Martha Holden Jennings Foundation  
Morgan Local Schools  
Mud Run Stream Keepers  
Muskingum Watershed Conservancy District

**PROGRAM SPONSORS**

Blue Eagle Music  
China Fortune  
Creech Creations LLC  
Jackie O’s  
Kindred Market  
Minuteman Press  
Third Sun Solar  
Village Bakery  
White’s Mill  
Athens Garden Club

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**Your Support Matters!**

Call us at 740.677.4047 to learn about opportunities to become a program sponsor. Sponsorships are available annually or for a single event.

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**2020 FINANCIAL INFORMATION**

**ASSETS**

- Fixed Assets: $772,734
- Current Assets: $1,594,192
- Total Assets: $2,366,926

**LIABILITIES & NET ASSETS**

- Current Liabilities: $352,371
- Restricted Net Assets: $492,459
- Unrestricted Net Assets: $327,014
- Total Liabilities & Net Assets: $1,594,192

**REVENUE**

- Total Revenue: $4,175,421
- DONATIONS & MEMBERS DUES: 9%
- EARNED INCOME: 12%
- GRANT & CONTRACT REVENUE: 79%

**EXPENSES**

- Total Expenses: $3,970,392
- FUNDRAISING: 1%
- ADMINISTRATION: 23%
- PROJECTS: 76%

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