

Summary of Roundtable Engagement (SWOT Discussions)

Concern: Cost of Capital

- **Strengths:** Compared to other parts of US, the region (SW Ohio) has lower costs and stable local bank structure
- **Weaknesses:** We are in period of uncertain interest rates and project costs
- **Opportunities:** Can use alternate project delivery approaches and continue to prioritize projects based on ROI
- **Threats:** Making strategic decisions based on short-term focus (rather than longer-term) and uncertainly related to project funding

Concern: Training of Construction Workforce

- **Strengths:** Ability to pull skilled labor from adjacent markets and existing trade development programs (apprentice programs)
- **Weaknesses:** Learning curve related to application of new technology can be steep, ability to transfer knowledge
- **Opportunities:** Promote skills for trades as early as junior high, find ways to embrace/attract a more diverse workforce
- **Threats:** Perception of career in construction trades is not as rewarding (stigma issue), getting labor to train during periods of high demand.

Project Economics: Cost of Capital

“Raw” SWOT Discussion Output

<p>Strengths</p> <p><u>Top Two Points:</u> Low cost of living → low cost of production, Stable regional banking system to assist in financing</p> <p><u>Other Discussion Points:</u> Philanthropy, Relatively stable, Still a willingness to spend money on projects with strong ROI, Government investment in technology and infrastructure is helping the capital stack</p>	<p>Weaknesses</p> <p><u>Top Two Points:</u> Unpredictable cost increases, Uncertain interest rates</p> <p><u>Other Discussion Points:</u> Influence by mega projects, Crypto collapse, Inflation, Red tape associated with government loans</p>
<p>Opportunities</p> <p><u>Top Two Points:</u> Prioritize Expenditures (ROI), Alternative Project deliveries (IPD/Design-Assist)</p> <p><u>Other Discussion Points:</u> Cost-saving measures (pre-fabs, etc.), Proper planning, VE Opportunities/TVD, IRA/Federal money, Trade partner involvement, Creative capital maneuvers (green utilities)</p>	<p>Threats</p> <p><u>Top Two Points:</u> Short-sighted decision making (poor planning) [Too many decisions are made with a short-term focus, Complicated by change in owner leadership}, Unpredictable funding</p> <p><u>Other Discussion Points:</u> Political unrest, Risk assigned/accepted to correct party, Regulation, Supply chain vulnerability, Wage increases, Change in owner leadership, Fee pressure → tighter budget pressures, Faster to revenue → short schedules, Alternative sourcing</p>

Training of Construction Workforce

“Raw” SWOT Discussion Output

<p>Strengths</p> <p><u>Top Two Points:</u> Strong institutions/many opportunities/workforce development (apprentice programs), nearby labor markets to pull from</p> <p><u>Other Discussion Points:</u> Historic “Can Do” attitude, Professional network, Early engagement w/future prospective workforce, Higher percentage of very qualified graduates, Large number of senior level people to share knowledge, Healthier people enter the workforce, Better benefits → more productivity</p>	<p>Weaknesses</p> <p><u>Top Two Points:</u> Knowledge Transfer, Tech Learning Curve</p> <p><u>Other Discussion Points:</u> Lean Workforce - Limited Time, Types of Training, Generation Gap (of workforce), Managing Expectations, Willingness to work with younger staff (Willingness to learn/patience), Multiple AHJs, Pace of Change</p>
<p>Opportunities</p> <p><u>Top Two Points:</u> Junior High focus on Math, Crafts and Trades, Diversity/female involvement (child care)</p> <p><u>Other Discussion Points:</u> Educate parents on trades, Blend trades into university programs (2-year schools, career tech, unions), Improve stigma, Language barrier improvements, Leverage technology in remote training</p>	<p>Threats</p> <p><u>Top Two Points:</u> Stigma (of going into construction trades as a profession/career track), Finding people to train (influenced by market demands of bigger projects: e.g., CVG, Amazon, Brent Spence Bridge Project)</p> <p><u>Other Discussion Points:</u> Short term dynamics → Long term consequences (2008-09 unemployment → shortages now), COVID Co-ops way down (low experience), Attrition: Losing who you have trained, Competition pool is much larger for talent to train, Training programs → keeping up?</p>