FUNDING & INCENTIVES STRATEGY

Facility Expansion Capital Plan

Prepared for Management Review

Muskingum Precision Manufacturing, Inc.

Zanesville, Ohio | September 2026

CONFIDENTIAL — PORTFOLIO WORK SAMPLE

This is a fictional consulting work sample prepared to demonstrate research and project-organization methodology for independent funding and incentives consulting. The company, project scope, dollar figures, and job counts are illustrative and do not describe a real client or engagement. The government programs, agencies, statutes, and program rules referenced throughout are real and reflect publicly available guidance as of September 2026; source citations are provided so each item can be independently verified. Program terms change frequently — all figures should be reconfirmed against the primary source before being relied upon.

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1. Project Background

Muskingum Precision Manufacturing, Inc. is a privately held precision machining and metal fabrication company based in Zanesville, Ohio (Muskingum County), along the I-70 corridor in southeastern Ohio. The company produces close-tolerance machined components, weldments, and sub-assemblies for industrial equipment and off-highway vehicle OEMs. It operates a single 92,000-square-foot facility built in 2001 and currently employs approximately 198 people.

The company has outgrown its existing footprint and is planning a facility expansion and modernization project intended to add a new production line, improve throughput on existing lines through automation, and reduce the plant's energy intensity. The project includes:

- A 45,000-square-foot building addition and renovation of roughly 20,000 square feet of existing production and support space
- Purchase and installation of new CNC machining centers, two robotic material-handling/loading work cells, and automated vision-inspection equipment
- Upgrades to electrical service (new incoming service and transformer) and to compressed-air and process-gas infrastructure to support the added equipment
- Energy-efficiency improvements across lighting, HVAC, and compressed-air systems
- A rooftop solar array of roughly 450 kW DC paired with battery storage
- Hiring and training of new production, quality, and maintenance staff

Estimated Capital Investment

Project Component	Estimated Cost
Building expansion (45,000 SF) and renovation of 20,000 SF of existing space	$7,100,000
New CNC machining centers, two robotic work cells, and vision-inspection systems	$9,800,000
Electrical service upgrade (new 3,000A service and transformer) and gas/compressed-air infrastructure	$1,600,000
Energy-efficiency upgrades (LED lighting, HVAC replacement, compressed-air system overhaul)	$700,000
Rooftop solar array (approx. 450 kW DC) with battery storage	$1,400,000
Workforce hiring, onboarding, and training (three-year ramp)	$800,000
Total estimated capital investment	$21,400,000

Jobs and Timeline

New jobs: 58 new full-time positions over a three-year ramp (CNC operators, quality technicians, maintenance technicians, and manufacturing engineers)

Retained jobs: Approximately 198 existing positions

Projected timeline: Engineering and permitting: Q4 2026–Q1 2027. Construction: Q2 2027–Q1 2028. Equipment installation and commissioning: Q4 2027–Q3 2028. Full production ramp: Q1 2029.

Management asked for a structured view of the federal, state, local, utility, and workforce-development funding and incentive opportunities that could offset the cost of this project, organized so that applications can be sequenced correctly, overlapping benefits can be identified and managed, and open questions can be tracked to closure before commitments are made.

2. Funding & Incentives Landscape

The research below is organized into five categories that roughly track how the programs are administered and applied for: federal programs (tax incentives, SBA financing, and federal-to-state pass-through funding); Ohio state programs (JobsOhio and Ohio Department of Development tools); local programs (property tax abatement and port authority financing); utility programs (AEP Ohio and, if applicable, the local gas utility); and workforce-development programs that cut across multiple funding levels. Full detail on each program, including sourcing and verification status, appears in the Master Funding & Incentives Matrix (Section 3) and the Primary-Source Verification section (Section 4).

Federal

The federal layer for this project is dominated by tax provisions rather than cash grants. The One Big Beautiful Bill Act (OBBBA), signed July 4, 2025, restored 100% bonus depreciation permanently and created a new 100% first-year deduction for qualified production property (manufacturing buildings), both of which are directly relevant to this project's equipment and building spend. The same law accelerated the phase-out of the Section 48E investment tax credit for commercial solar, which creates a real deadline pressure on the planned rooftop solar array. On the financing side, the SBA 504 loan program is well suited to the building and equipment portions of the project, with FY2026 fee reductions specifically for small manufacturers. The Economic Development Administration's Public Works/Economic Adjustment Assistance program could help fund public infrastructure improvements near the site, but only through a government or nonprofit co-applicant, not the company directly. Section 45X, the federal advanced manufacturing production credit, does not apply to this company's product line and is included in the matrix only to document that it was considered and ruled out.

Ohio State Programs

JobsOhio, the state's private nonprofit economic development corporation, is the primary vehicle for discretionary state assistance, typically delivered through its regional network partner (OhioSE for southeastern Ohio) and coordinated alongside the state's statutory Job Creation Tax Credit. Ohio TechCred offers per-credential reimbursement for technology-focused workforce training, though it operates on defined application windows rather than a rolling basis. Ohio Development Services Agency financing tools (the 166 Direct Loan and Ohio Enterprise Bond Fund) may offer below-market financing but would need to be reconciled against the SBA 504 request to avoid duplicating the same collateral.

Local Programs

The Community Reinvestment Area (CRA) program is the most likely local tool, offering a negotiated property tax abatement on the value added by the expansion. Ohio's Enterprise Zone program offers a similar benefit but has seen declining use statewide, and it is not yet confirmed whether Muskingum County or the City of Zanesville maintains an active zone; as a general matter a single project typically uses one tool or the other, not both. The Zanesville-Muskingum County Port Authority may also be able to provide a sales-tax exemption on construction materials through a bond/lease financing structure, and could serve as the public co-applicant needed for federal infrastructure funding.

Utility Programs

AEP Ohio, the electric utility serving the Zanesville area, offers prescriptive and custom business energy-efficiency rebates that map directly onto the project's lighting, motor, HVAC, and compressed-air scope. Rebate program budgets are finite and pre-approval is generally required before equipment is ordered, which makes early utility

engagement important. It has not yet been confirmed which company provides natural gas service at the exact facility address; this is flagged as an open item.

Workforce Development

Workforce funding touches three distinct programs that must be coordinated so the same training dollars are not billed to more than one source: Ohio TechCred (credential reimbursement), the JobsOhio Workforce Grant (discretionary, bundled with the Economic Development Grant), and WIOA-funded on-the-job training support available through the local OhioMeansJobs Workforce Development Board. The Ohio Manufacturing Extension Partnership (Ohio MEP), delivered through a regional partner center, is a further resource for automation and productivity planning, though its published regional-partner assignment for Muskingum County was not entirely consistent across sources and should be confirmed directly.

3. Master Funding & Incentives Matrix

The matrix below consolidates all 22 programs identified during this research into a single reference table, organized by category (federal, State of Ohio, local, and utility). Cells reflect the consultant's assessment based on the primary sources cited in the final column; “appears eligible” and “likely eligible” indicate a favorable read of the published criteria against the project as currently scoped, not a confirmed award. Full narrative detail on the eight highest-priority programs follows in Section 4.

Program	Agency	Program Type	Potential Benefit	Eligible Project Costs	Potential Eligibility	Key Requirements	Application Timing	Funding / Benefit Amount	Important Restrictions	Potential C
FEDERAL PROGRAMS										
SBA 504 Loan Program	U.S. Small Business Administration / Certified Development Company (CDC)	Fixed-rate loan (debenture)	Long-term, below-market fixed-rate financing for real estate and equipment	Building purchase/construction/renovation; long-life (10+ yr) machinery & equipment; eligible soft costs	Likely eligible — NAICS 332710 manufacturer, owner-occupied facility	Company must occupy ≥51% of existing space / 60% of new construction; job creation or public-policy goal; personal guarantees required from 20%+ owners	Apply through a CDC before finalizing construction/equipment contracts; 60–90 day underwriting	Up to $5.5M SBA debenture for small manufacturers (NAICS 31–33); no cap on total project size	Cannot fund working capital or inventory; equipment must have ≥10-yr useful life	No conflict bonus depr on the sam equipment also preser same equip cost to a st direct-loan as matchin collateral w coordinatir
SBA MARC (Manufacturing and Retail Credit)	U.S. Small Business Administration	Revolving working-capital line	Draw-as-needed credit for payroll, raw materials, and inventory during production ramp-up	Working capital (not fixed assets)	Possibly eligible — NAICS 31–33 manufacturer, if program is confirmed as currently operating	Program is reported in trade press as newly launched in FY2026; underwriting criteria not yet independently verified on SBA.gov	Unclear — confirm directly with SBA district office	Trade-press reporting cites up to $5M revolving; not yet cross-checked against an official SBA.gov program page	New program — terms may still be in flux; do not rely on this in the financial model until confirmed	May share combined S lending exp cap with th loan — nee confirmatio
Section 168(k) Bonus Depreciation (100%)	IRS / U.S. Treasury	Federal tax deduction	Immediate 100% first-year expensing of qualifying equipment cost	New CNC machining centers, robotic work cells, most tangible equipment with a recovery period of 20 years or less	Appears eligible — standard manufacturing equipment purchases	Property must be acquired/placed in service after January 19, 2025, under a contract not predating that date	Claimed on the tax return for the year the equipment is placed in service; no advance application	No dollar cap; value depends on total equipment cost and effective tax rate	Cannot also fully depreciate the same dollar under standard MACRS schedules	Interacts w Section 179 sequencing any state investment credit that remaining t
Section 179 Expensing	IRS	Federal tax deduction	Elective full expensing of equipment cost up to an annual cap	Equipment, off-the-shelf software, certain improvements	Likely eligible only up to the annual limit given project size	Deduction cannot exceed business taxable income (no loss creation); phases out dollar-for-dollar above $4.09M of qualifying purchases in 2026	Elected on the tax return	Up to $2,560,000 for 2026; phase-out $4.09M–$6.65M	Planned equipment spend (~$9.8M) will exceed the phase-out ceiling, so a full election is unlikely to be available in a single year	Sequencing bonus depr and the QP deduction needs profe coordinatio
Section 168(n) Qualified Production	IRS	Federal tax deduction	100% first-year deduction for nonresidential real	New building expansion and qualifying renovation used directly in production	Appears eligible — expansion is a	Construction must begin after Jan 19, 2025 and before	Claimed on tax return; construction-start date	Full eligible building/renovation	Administrative offices, break rooms, and non-production space likely	Works alon bonus depr on equipm

Program	Agency	Program Type	Potential Benefit	Eligible Project Costs	Potential Eligibility	Key Requirements	Application Timing	Funding / Benefit Amount	Important Restrictions	Potential C
Property (QPP) Deduction			property used in manufacturing production		manufacturing production facility	Jan 1, 2029; property placed in service before Jan 1, 2031; must be an integral part of a manufacturing process	should be documented now	cost, subject to detailed IRS criteria	do not qualify — cost segregation needed to separate qualifying floor space	(different a class); coor with a cost segregatio
Section 48E Clean Electricity Investment Tax Credit (solar + battery storage)	IRS	Federal investment tax credit	Credit against the cost of qualifying solar and battery-storage equipment	Rooftop solar array (approx. 450 kW DC) and battery storage system	Solar portion is time-sensitive; storage portion has a longer runway	Solar/wind facilities must begin construction on or before July 4, 2026 to avoid the accelerated Dec 31, 2027 placed-in-service deadline; battery storage is not subject to that same 2027 cutoff and instead follows a later phase-down beginning in 2034; domestic-content thresholds affect the credit percentage and rise each year	Time-critical — "beginning of construction" documentation should be established immediately; system is not yet under contract	Historically 30% base credit; final percentage depends on domestic-content compliance	Foreign Entity of Concern (FEOC) / "material assistance" sourcing rules under IRS Notice 2026-15 materially affect eligibility and are still being finalized	Claiming th reduces the depreciable the solar/st assets by o the credit a a genuine b reduction interaction bonus depr not a doub
Section 45X Advanced Manufacturing Production Credit	IRS	Federal production tax credit	Not applicable to this project	N/A	Not eligible — credit applies to production of solar, wind, battery, and inverter components and critical minerals; the company produces precision machined components for industrial/off-highway OEMs, not qualifying clean-energy components	N/A	N/A	N/A	Excluded unless a future product line involves an eligible component	N/A
EDA Public Works / Economic Adjustment Assistance (site infrastructure)	U.S. Economic Development Administration, Dept. of Commerce	Federal infrastructure grant (to a public/nonprofit applicant, not the company)	Could fund public road, water, or sewer capacity upgrades serving the expanded site	Public infrastructure only — not private building or equipment	Company is not an eligible applicant; the Zanesville-Muskingum County Port Authority or Muskingum County could apply on the area's behalf if a qualifying public need exists	Applicant must be a government unit, EDD, tribe, or nonprofit acting with a political subdivision; project must align with the region's Comprehensive Economic	Rolling NOFO; review commonly runs 6–12+ months	Grants commonly $100,000–$3,000,000+; matching funds usually required	For-profit companies cannot apply directly; award timeline may not align with the company's construction schedule	Funds diffe categories right-of-wa the compa private cap budget — coordinate and timing, stacking co

Program	Agency	Program Type	Potential Benefit	Eligible Project Costs	Potential Eligibility	Key Requirements	Application Timing	Funding / Benefit Amount	Important Restrictions	Potential C
						Development Strategy (CEDS)				
WIOA-Funded Incumbent/New-Hire Training (OhioMeansJobs Muskingum County)	U.S. DOL (WIOA) via Ohio Dept. of Job & Family Services / local Workforce Development Board	Federal-to-state pass-through workforce grant	Possible funding or wage reimbursement support for training new CNC operators and technicians	Training costs for new hires; may include on-the-job training (OJT) wage reimbursement	Likely eligible in general; exact terms vary by local workforce board allocation	Coordinated through the local American Job Center / OhioMeansJobs office; some tracks require trainees from a target population	Contact before hiring ramps up in earnest	Varies by local board allocation; OJT reimbursement is often around 50% of trainee wages for a defined period	Funding availability fluctuates year to year based on federal/state allocation; not guaranteed	Should not identical tr cost for the employee/ also billed t TechCred – coordinatio avoid doub
NIST Manufacturing Extension Partnership (Ohio MEP regional partner)	NIST, U.S. Dept. of Commerce / Ohio Development Services Agency	Subsidized technical assistance (not direct cash)	Lean manufacturing, automation planning, and productivity consulting to support the automation component of the project	Consulting engagement fees for process improvement and technology-adoption planning	Eligible — small/medium manufacturer	Direct engagement with the regional partner center	No deadline; can begin at any time	Not a grant; engagement fees are typically well below private consulting rates	Not a capital source; advisory in nature and may carry a modest cost-share	Compleme funded cap projects ra competing them
New Markets Tax Credit (NMTC)	U.S. Treasury CDFI Fund (delivered via a Community Development Entity)	Federal tax credit (delivered through a CDE investor, not directly to the company)	Below-market financing structured through an NMTC allocatee, if the site is in a qualifying low-income census tract	Real estate and equipment financed through the CDE structure	Undetermined — depends entirely on the census tract covering the exact facility address	Requires a CDE with available allocation and appetite for a deal this size; complex closing structure, typically economical only for larger eligible investments ($10M+)	Would need to begin structuring well before construction starts	Varies; typically delivered as a discounted effective interest rate rather than a cash grant	Transaction costs/complexity may not be justified unless the tract qualifies as "severely distressed"	Would subs for, not sta convention bank/SBA c the same d
STATE OF OHIO PROGRAMS										
JobsOhio Economic Development Grant	JobsOhio, via regional network partner OhioSE	Discretionary grant	Grant funds for machinery/equipment, building construction/acquisition, and site infrastructure	Machinery & equipment, building construction/renovation, site infrastructure	Appears eligible — capital investment and job creation fit JobsOhio's targeted-industry and project-scale criteria	Discretionary, no fixed formula; JobsOhio weighs capital investment, job count/quality, wages, and interstate competition; must engage before committing to the project	Engage JobsOhio/OhioSE before finalizing site plans or signing contracts — retroactive requests are typically not honored	Not published as a fixed amount; discretionary and project-specific	No entitlement; performance/clawback conditions are likely if awarded	Coordinate state JCTC TechCred s state's ove package is negotiated rather thar separate, uncoordina application
JobsOhio Workforce Grant	JobsOhio, via OhioSE	Discretionary grant	Funding to offset the cost of training new and	Training design, delivery, and related costs tied to job creation/investment	Appears eligible, evaluated alongside the Economic	Same discretionary, pre-commitment	Same window as the EDG — before project commitment	Discretionary, project-specific	Same clawback-style performance conditions likely	Coordinate with TechC WIOA/OJT

Program	Agency	Program Type	Potential Benefit	Eligible Project Costs	Potential Eligibility	Key Requirements	Application Timing	Funding / Benefit Amount	Important Restrictions	Potential C
			existing workers on new equipment/automation		Development Grant request	process as the EDG				so identica dollars are presented multiple fu
Ohio Job Creation Tax Credit (JCTC)	Ohio Department of Development / Ohio Tax Credit Authority	Refundable state tax credit against the Commercial Activity Tax (CAT)	Percentage of new payroll (commonly 1–2%, negotiated) refunded against CAT liability for a negotiated term	N/A — payroll-based, not tied to specific capital costs	Appears eligible if new jobs and payroll clear the statutory minimums	Minimum 10 new full-time jobs; minimum $660,000 new annual payroll within 3 years; wages ≥175% of federal minimum wage in most counties (150% in higher-unemployment counties); must be approved by the Ohio Tax Credit Authority before hiring begins	Critical — application and Authority approval must occur before the company commits to hiring/the project; cannot be applied for retroactively	Typically 1–2% of new payroll for 5–7 years, fully negotiated	Refundable but performance-based; annual reporting required, credit can be lost if commitments are not met	Stacks with CRA (differ bases — CA property ta both draw same job/p numbers w locality neg revenue sh coordinate negotiation
Ohio TechCred	Ohio Department of Development / Governor's Office of Workforce Transformation	Reimbursement grant	Reimbursement per approved technology-focused credential earned by new or current employees	Cost of approved short-term technology-focused credentials (CNC programming, automation/robotics, quality-system certifications, etc.)	Appears eligible if chosen credentials are on Ohio's approved list and delivered by an eligible outside provider	Employer must be registered with the Ohio Secretary of State, have a physical non-residential Ohio location, and use an external training provider; credential completed within 12 months	Applications accepted only during defined windows — most recently identified window opens October 1, 2026 and closes October 30, 2026; reconfirm before planning around it	Most recent published guidance: up to $1,000 per person per credential, capped at $30,000 per employer per round (older sources cite $2,000/credential — verify current figure at application time)	Funding is capped annually and can be exhausted before a round closes; not guaranteed	Should not for the sam training cos billed to a J Workforce WIOA/OJT reimburser
Ohio 166 Direct Loan / Ohio Enterprise Bond Fund	Ohio Development Services Agency	Below-market direct loan / bond financing	Below-market fixed-rate financing for land, building, and machinery/equipment	Land, building construction/renovation, machinery and equipment	Appears eligible for a manufacturing expansion of this scale	Typically requires minimum job creation/retention and a minimum private-sector match; larger bond issuances ($1M+) are often favored	Apply before finalizing conventional financing so it can be coordinated with the SBA 504 loan and bank debt	Varies by program and deal size	May not be cost-effective to layer with SBA 504 on the same assets — usually one tool or the other is used per cost category	Needs to b reconciled the SBA 50 so identica building/ec dollars are pledged tw
Ohio Incumbent Workforce Training Voucher Program (IWTVP)	Ohio Department of Development	Reimbursement grant/voucher	Reimbursement for training costs for existing employees	Training costs for incumbent workers (distinct from TechCred's credential focus)	Uncertain — this program has historically been funded intermittently and current FY2026–27 status was not confirmed in this research	To be confirmed	To be confirmed	To be confirmed	Do not build this into the funding plan until current status is confirmed	Would nee distinguish TechCred a JobsOhio W Grant to av overlapping dollars
LOCAL PROGRAMS										

Program	Agency	Program Type	Potential Benefit	Eligible Project Costs	Potential Eligibility	Key Requirements	Application Timing	Funding / Benefit Amount	Important Restrictions	Potential C
Community Reinvestment Area (CRA) Property Tax Abatement	City of Zanesville / Muskingum County, with Ohio Development Services Agency oversight	Local property tax exemption	Abatement of the increased property tax value attributable to the expansion (partial or up to 100%, negotiated)	Value added by new construction/renovation to real property	Appears eligible if the site is within, or can be added to, an active municipal or county CRA	Agreement must be negotiated and executed before construction begins; projects with $2,000,000+ in new annual payroll (recently raised from $1,000,000 under SB 33) may trigger school-district income-tax revenue sharing; the Tax Incentive Review Council must review the agreement	Begin discussions with the city/county now — before groundbreaking	Typically up to 100% exemption on added value for up to 10–15 years, case-by-case	Only abates the increase in value from the project, not existing property taxes; does not apply to personal property or income taxes directly	Ohio gener not allow th parcel to ca an active C an Enterpri agreement same time confirm wit county bef choosing a
Ohio Enterprise Zone Agreement	Local municipality/county (statute administered by Ohio Development Services Agency)	Local property tax exemption (alternative to CRA)	Real and personal property tax exemption on new investment, similar structure to CRA	New building, machinery/equipment, and inventory investment (personal-property relevance limited given Ohio's largely phased-out personal property tax — confirm applicability)	Depends on whether Muskingum County/Zanesville maintains an active, certified Enterprise Zone	Agreement must be executed before the project begins; local guidelines may add job/wage conditions	Before construction start, same as CRA	Case-by-case, similar range to CRA	Statewide use of this program has declined over the past decade as many communities shifted to CRA; some counties may no longer maintain active zones	Generally a either/or ch with CRA fo same proje stack
Port Authority / Community Improvement Corporation Assistance	Zanesville-Muskingum County Port Authority / local CIC	Local financing and grant-application support (bond financing; potential EDA co-applicant)	Potential sales-tax exemption on construction materials via a port authority bond/lease structure; can serve as public co-applicant for EDA infrastructure funding	Construction materials (via sales-tax exemption structure); public infrastructure (via EDA co-application)	Commonly available to qualifying industrial projects that route financing through the port authority	Requires a specific transaction structure (port authority holds title or a leasehold interest during construction); legal and bond counsel needed	Must be structured before construction contracts are signed to capture the sales-tax benefit	Depends on construction materials cost subject to Ohio sales tax — potentially several hundred thousand dollars on a project this size	Adds transaction complexity and legal/bond counsel cost; only worthwhile if the materials spend justifies it	Independe CRA/JCTC - financing-s benefit rath payroll- or value-base incentive
UTILITY PROGRAMS										
AEP Ohio Business Energy Efficiency Programs	AEP Ohio (Ohio Power Company)	Utility prescriptive and custom rebates	Per-unit rebates for efficient lighting, motors, HVAC, and compressed air; custom/calculated incentive path for larger projects	Lighting retrofits, high-efficiency motors, compressed air system upgrades, HVAC replacement tied to the renovation	Appears eligible — commercial/industrial account in AEP Ohio territory	Pre-approval typically required before installation for custom projects; equipment must meet program efficiency specifications; must be a current AEP Ohio account holder	Apply before equipment is ordered/installed — rebates on already-installed equipment are frequently denied	Varies by measure; custom incentives typically calculated on a $/kWh-saved basis	Program budgets are finite and can be exhausted before fiscal year-end; incentive levels change periodically	Avoid claim a utility reb an overlapp federal bui efficiency t deduction identical co without pr review
Columbia Gas of Ohio Efficiency Programs (if applicable)	Columbia Gas of Ohio	Utility rebate program	Possible rebates for high-efficiency gas-fired equipment tied to the	Gas-fired HVAC/process equipment upgrades	Not yet confirmed — depends on whether the project includes gas equipment	To be confirmed	Before equipment purchase, if the program exists	To be confirmed	Not enough information yet to include in the funding plan	Would nee checked ag Ohio's elec incentives

Program	Agency	Program Type	Potential Benefit	Eligible Project Costs	Potential Eligibility	Key Requirements	Application Timing	Funding / Benefit Amount	Important Restrictions	Potential C
			renovation (space heating, process heat)		replacement and whether Columbia Gas serves this exact address					different fu categories, to conflict

4. Primary-Source Verification

This section documents, for the eight programs with the greatest potential financial impact, what the underlying government or program source actually states, why the project appears to fit, what has been assumed rather than confirmed, and what remains open. The full list of 22 programs reviewed is documented in the Master Matrix (Section 3); the programs below were selected because they represent either the largest dollar potential or the most time-sensitive decisions.

SBA 504 Loan Program

What the official documentation says: SBA's own program page confirms 504 loans can finance long-term machinery and equipment with a useful remaining life of at least 10 years, plus the purchase, construction, or renovation of owner-occupied buildings, capped at $5.5 million in SBA debenture exposure per project. Separate FY2026 trade coverage (not SBA.gov itself) describes a fee reduction specifically for manufacturers with NAICS codes 31–33, effective for loans approved between October 1, 2025 and September 30, 2026.

Why the project may qualify: The company's NAICS code (332710, machine shops) falls within the 31–33 manufacturing range, and the project includes both a qualifying building expansion and new equipment with a useful life well over 10 years, so the core eligibility criteria appear to be met on their face.

Assumptions being made: That the company will structure ownership so it occupies the required percentage of the expanded facility; that a Certified Development Company (CDC) serving Muskingum County is actively originating loans of this size; and that the FY2026 manufacturer fee reduction remains in effect through the company's anticipated closing date in 2027.

What cannot yet be confirmed: The identity of the correct regional CDC; whether the manufacturer fee waiver will be renewed for FY2027, since the company's closing will likely fall after the current fee-waiver window; and whether the $5.5 million SBA debenture cap is sufficient relative to the $16.9 million of building and equipment costs, which would require a conventional lender to fund the balance.

Question to send to the agency: Ask the CDC: “Given a total project cost combining roughly $7.1 million in building costs and $9.8 million in equipment, what debenture amount and conventional-lender split would you structure for a small manufacturer under the current FY2026 fee schedule, and has SBA indicated whether the manufacturer fee reduction will continue into FY2027?”

Source: *U.S. Small Business Administration, 504 Loans program page — https://www.sba.gov/loans/504-loans/*

Section 48E Investment Tax Credit — Commercial Solar and Battery Storage

What the official documentation says: Multiple professional-services summaries of the OBBBA agree that solar and wind facilities must begin construction on or before July 4, 2026 to avoid an accelerated December 31, 2027 placed-in-service deadline; battery storage facilities are explicitly carved out of that acceleration and instead follow the credit's original, later phase-down schedule. Separately, IRS Notice 2026-15 sets out a “material assistance cost ratio” (MACR) that manufacturers and project developers must satisfy to avoid the law's new foreign-entity-of-concern restrictions.

Why the project may qualify: The project includes a rooftop solar array with battery storage, which is squarely the type of equipment the credit covers, and the storage component in particular has a more forgiving timeline than the solar array.

Assumptions being made: That the company has not yet signed an EPC contract or taken any “beginning of construction” action (physical work test or 5% safe-harbor payment) for the solar array; that the July 4, 2026 deadline

referenced in current guidance has not been further modified by intervening legislation or IRS action since this research was completed; and that proposed equipment can meet the escalating domestic-content thresholds.

What cannot yet be confirmed: Whether it is still feasible, given the project's current design stage, to establish a safe harbor before the July 4, 2026 construction-start deadline (which may have already passed by the time an EPC contract is signed, given the design and procurement timeline) — and if not, what credit percentage and placed-in-service deadline apply to a project that begins construction after that date; and how the panels/inverters/batteries under consideration score against the Notice 2026-15 material-assistance cost ratio.

Question to send to the agency: Ask solar EPC counsel or the contractor: "If we are unable to establish a safe harbor before July 4, 2026, what is the current placed-in-service deadline and expected credit percentage for a 450 kW solar-plus-storage system beginning construction in [month/year], and what domestic-content documentation will you provide to support a Section 48E claim under the Notice 2026-15 MACR framework?"

Source: *IRC §48E as amended by the One Big Beautiful Bill Act (P.L. 119-21); IRS Notice 2026-15 — https://www.thetaxadviser.com/issues/2026/feb/navigating-safe-harbor-rules-for-solar-and-wind-sec-48e-facilities/*

Ohio Job Creation Tax Credit (JCTC)

What the official documentation says: JobsOhio's own eligibility page states that companies creating at least 10 jobs within three years, with a minimum annual payroll of $660,000 and wages of at least 150% of the federal minimum wage (with a higher 175% threshold applicable in lower-unemployment counties), are eligible for a refundable credit against the Commercial Activity Tax. The Ohio Tax Credit Authority must approve the project before hiring begins.

Why the project may qualify: The project plans to create 58 new jobs, well above the 10-job minimum, and the associated new payroll is expected to exceed $660,000 by a wide margin based on typical wages for CNC operators, technicians, and engineers in this labor market.

Assumptions being made: That planned wage levels for the new positions will clear the applicable percentage of the federal minimum wage once Muskingum County's current unemployment rate is checked against the two-tier wage threshold; and that the company has not yet made a binding hiring commitment that would predate an Authority approval.

What cannot yet be confirmed: Muskingum County's current unemployment rate (to determine whether the 150% or 175% wage threshold applies); the specific credit rate and term JobsOhio/the Authority would offer for a project of this size; and the exact filing sequence needed so the JCTC application does not lag behind the company's internal hiring timeline.

Question to send to the agency: Ask the Ohio Department of Development / JobsOhio contact: "Based on Muskingum County's current unemployment rate, which minimum-wage threshold applies to this project, and what is the realistic Tax Credit Authority review timeline we should build into our hiring plan to ensure approval occurs before any new employee start dates?"

Source: *Ohio Revised Code §122.17; JobsOhio JCTC program summary — https://www.jobsohio.com/incentives-programs/job-creation-tax-credit*

JobsOhio Economic Development Grant

What the official documentation says: JobsOhio's program materials describe the Economic Development Grant as discretionary funding for manufacturing, R&D, and other targeted-industry projects involving substantial capital investment and job creation, usable for machinery and equipment purchase costs, new building construction and acquisition, and infrastructure improvements.

Why the project may qualify: The project's scale ($21.4 million total investment, 58 new jobs) and industry (advanced/precision manufacturing, one of JobsOhio's targeted sectors) both align with the stated program focus.

Assumptions being made: That the project has not yet been publicly announced or committed to in a way that would jeopardize eligibility (JobsOhio generally expects to be engaged before a company is locked into its plans); and that OhioSE is in fact the correct regional network partner for Muskingum County.

What cannot yet be confirmed: Whether the project's specific investment and job profile is likely to be viewed as competitive for a discretionary award, since JobsOhio does not publish an eligibility formula; and what documentation JobsOhio will expect at first contact (typically a confidential project summary).

Question to send to the agency: Ask the OhioSE project manager: "We are evaluating a confidential $21.4 million facility expansion in Muskingum County creating 58 new jobs — before we finalize our site plan, can you tell us what information JobsOhio needs to evaluate the project for an Economic Development Grant and Workforce Grant, and what your typical review timeline looks like?"

Source: *JobsOhio, Incentives Eligibility & Requirements page — https://www.jobsohio.com/incentives-programs/incentives-eligibility-requirements*

Ohio TechCred

What the official documentation says: The state's own program page states that the next application period opens October 1, 2026 and closes October 30, 2026, and that businesses awarded funding may be reimbursed up to $1,000 per person, per credential, capped at $30,000 per application. This differs from older secondary sources describing a $2,000 per-credential reimbursement, so the current program page should be treated as the more authoritative and recent figure.

Why the project may qualify: The project's automation and CNC equipment investment creates a genuine need for new technology-focused credentials (CNC programming, robotics/automation certifications, and quality-system certifications), which is exactly the kind of training TechCred is designed to reimburse.

Assumptions being made: That the $1,000-per-credential figure on the current program page reflects the reimbursement rate that will still apply at the October 2026 application window (rather than an interim or transitional figure); and that suitable credentials for CNC/automation skills are on Ohio's approved credential list.

What cannot yet be confirmed: Confirmation of the exact per-credential reimbursement amount in effect for the October 2026 round; and whether the specific automation and CNC credentials the company is considering are on the current approved list, or would need to be requested for addition.

Question to send to the agency: Ask the TechCred program office: "For the application window opening October 1, 2026, can you confirm the current per-credential and per-employer reimbursement caps, and whether [specific CNC/robotics credential names] are currently on the approved credential list?"

Source: *Ohio Department of Development, TechCred program page — https://development.ohio.gov/business/workforce-development/tech-cred/apply*

Community Reinvestment Area (CRA) Property Tax Abatement

What the official documentation says: State statute and supporting guidance confirm that municipalities, townships, and counties can designate Community Reinvestment Areas and negotiate property tax exemptions on the increased valuation from new construction or renovation, with terms and percentages negotiated case-by-case and reviewed by a locally established Tax Incentive Review Council. Recent legislative updates raised the payroll threshold that triggers mandatory school-district income-tax revenue sharing from $1,000,000 to $2,000,000 in new annual payroll.

Why the project may qualify: The project is exactly the kind of new construction/renovation investment the CRA program is designed to support, and the projected new payroll from the 58 new jobs is likely to be evaluated against the revenue-sharing threshold.

Assumptions being made: That the existing facility site is either already within a designated CRA or that the City of Zanesville/Muskingum County would be willing to designate one; and that the agreement can be negotiated and executed before construction begins, which state law requires.

What cannot yet be confirmed: Whether the specific parcel is currently inside an active CRA; the CRA percentage and term the city/county would be willing to negotiate; and how the Zanesville City School District has historically approached revenue-sharing negotiations for comparable projects.

Question to send to the agency: Ask the City of Zanesville economic development office: "Is our facility's parcel currently within an active Community Reinvestment Area, and if not, what is the process and timeline to establish one before we begin construction in Q2 2027? What abatement percentage and term has the city typically negotiated for comparable manufacturing expansions?"

Source: *Ohio Revised Code §§3735.65–3735.70; Ohio Development Services Agency CRA materials — https://ohioline.osu.edu/factsheet/CDFS-1568*

AEP Ohio Business Energy Efficiency Programs

What the official documentation says: AEP Ohio's own materials and the DSIRE clean-energy incentive database confirm the utility offers a Prescriptive Program with set incentives for specific efficiency upgrades, a custom/calculated incentive path for larger projects, and equipment-specific programs (for example, a motor rewind pilot), available to commercial and industrial account holders.

Why the project may qualify: The project's lighting, motor, HVAC, and compressed-air scope maps directly onto AEP Ohio's stated prescriptive and custom program categories.

Assumptions being made: That the facility's electric account is in fact served by AEP Ohio at its specific meter/rate schedule (this is treated as likely given the Zanesville location but has not been independently verified against AEP Ohio's service territory map); and that current program budgets have not been exhausted for the relevant program year.

What cannot yet be confirmed: The exact rate schedule and available program budget for the facility's account; the specific custom-incentive calculation AEP Ohio would apply to a compressed-air system overhaul and new HVAC equipment of this scale; and current pre-approval lead times.

Question to send to the agency: Ask the AEP Ohio business program team: "Can you confirm our facility's account is served under [rate schedule] and is eligible for the custom incentive program, and what pre-approval process and lead time should we plan for a project involving new LED lighting, a compressed-air system overhaul, and HVAC replacement with an estimated project cost of $700,000?"

Source: *AEP Ohio business savings page; DSIRE database entry for AEP Ohio programs — https://www.aepohio.com/savings/business/*

EDA Public Works / Economic Adjustment Assistance (Site Infrastructure)

What the official documentation says: EDA's own program page and NOFO materials state clearly that eligible applicants are units of government, Economic Development Districts, tribes, and certain nonprofits acting in cooperation with a political subdivision — individuals and for-profit entities are explicitly not eligible applicants, and awarded projects generally must align with the region's Comprehensive Economic Development Strategy (CEDS).

Why the project may qualify: If the civil engineering review identifies a genuine need for public road, water, or sewer capacity upgrades to serve the expanded facility, this program is a realistic (if indirect) funding source, provided the Port Authority or county is willing to serve as the applicant.

Assumptions being made: That some form of public infrastructure improvement will in fact be needed to serve the expansion (this has not yet been confirmed by a civil/site engineer); and that the Zanesville-Muskingum County Port Authority or Muskingum County has, or is willing to develop, a CEDS-aligned application for this specific need.

What cannot yet be confirmed: Whether the project actually requires public infrastructure investment beyond what the company can fund and install itself on its own parcel; and, if so, whether the Port Authority has bandwidth and CEDS alignment to pursue an EDA application on a timeline compatible with the company's Q2 2027 construction start.

Question to send to the agency: Ask the Port Authority/county economic development office: "If our engineering review identifies a need for public road or utility capacity upgrades to serve this expansion, would the Port Authority or county be willing to serve as the EDA applicant, and does our region's current CEDS support this type of project? What realistic timeline should we expect?"

Source: *U.S. Economic Development Administration, Economic Adjustment Assistance program page — https://www.eda.gov/funding/programs/economic-adjustment-assistance*

5. Overlap & Stacking Analysis

Several of the programs identified above touch the same cost categories, the same payroll figures, or the same underlying assets. None of the issues below are resolved definitively in this document — they are flagged so that the company's tax advisor, legal counsel, and lender can weigh in before applications are finalized. This is not legal or tax advice.

1. Section 48E Investment Tax Credit and Bonus Depreciation (Basis Reduction)

If the company claims the Section 48E investment tax credit on the solar and battery storage system, standard tax rules require the depreciable basis of that equipment to be reduced by one-half of the credit claimed before bonus depreciation is calculated. This is not a prohibited double benefit — it is how the two provisions are designed to interact — but it means the total first-year deduction on the solar/storage assets will be smaller than simply adding the full equipment cost (at 100% bonus depreciation) to the full 30% credit. This calculation should be modeled by the company's tax advisor before the solar investment is finalized.

2. Ohio Job Creation Tax Credit and Local CRA Revenue Sharing

The state JCTC and the local CRA abatement are not the same benefit and do not require the company to double-count the same dollar — the JCTC is a credit against the state Commercial Activity Tax based on new payroll, while the CRA is a property tax abatement based on the increase in real property value. However, both programs are triggered by the same underlying project data (jobs, payroll, and investment), and Ohio law separately requires school-district income-tax revenue sharing once new annual payroll from a CRA-abated, municipal-income-tax-credit project exceeds $2,000,000. Because the same 58-job, multi-million-dollar payroll figure feeds both the state JCTC negotiation and the local CRA/school-district negotiation, these two negotiations should be coordinated so the company is not presenting inconsistent payroll or investment figures to the state and to the city/school district.

3. Workforce Training Funding: TechCred, JobsOhio Workforce Grant, and WIOA/OJT

Ohio TechCred reimburses the cost of specific approved credentials; the JobsOhio Workforce Grant is a discretionary award tied to the overall project; and WIOA-funded on-the-job training support, if available through the local workforce board, typically reimburses a share of trainee wages during a defined training period. These three funding sources could, in principle, all be asked to fund training for the same new CNC operator. Using more than one funding source for the identical cost (for example, billing the same training-provider invoice to both TechCred and a WIOA OJT wage reimbursement) would likely violate at least one program's terms. The company's HR/training team should build

a single training budget that allocates specific costs to specific funding sources before applying to more than one program.

4. SBA 504 Loan and State Direct Loan/Bond Financing on the Same Assets

The SBA 504 loan and the Ohio 166 Direct Loan or Ohio Enterprise Bond Fund are both structured as financing (debt) rather than as grants, and both are typically secured by the same real estate and equipment being financed. Layering two secured lenders on the identical collateral is possible but adds negotiation complexity around lien priority and may not be cost-effective compared to using one tool for the building and a different tool for the equipment, or simply choosing the lower-cost option for the full project. This should be resolved with the company's primary lender and JobsOhio/OhioSE contact before either application is submitted, not after both are underway.

5. Community Reinvestment Area and Ohio Enterprise Zone (Choice, Not a Stack)

As a general matter, a single project on a single parcel is expected to use either a CRA agreement or an Enterprise Zone agreement, not both simultaneously, since both provide the same type of property tax exemption on the same increased value. Before pursuing either, the company should confirm with Muskingum County and the City of Zanesville which tool is currently active and preferred locally; pursuing both in parallel risks wasted effort and potential confusion at the county auditor's office.

6. Utility Rebates and Federal Energy-Efficiency Tax Provisions

If the company later evaluates a federal energy-efficient-building tax deduction for the lighting or HVAC work in addition to the AEP Ohio utility rebate, the same improvement generally cannot be used to justify two full incentives without careful allocation of cost basis between the utility rebate (which typically reduces the net cost of the equipment) and any tax benefit calculated on the remaining basis. This should be reviewed by the tax advisor once the lighting/HVAC scope and vendor quotes are finalized.

7. Timing Conflicts Across the Portfolio

Two timing issues cut across the whole strategy and deserve particular management attention. First, the Section 48E solar credit's July 4, 2026 construction-start deadline is earlier than the company's current site engineering and permitting timeline, creating a real risk that the array will not qualify for the more favorable pre-2027 treatment unless a safe harbor is established very soon. Second, both the Ohio JCTC and the JobsOhio grants require the company to engage the state before committing to hiring or to the project publicly — if site work or a public announcement happens before these applications are filed, some or all of the state incentives could be jeopardized. These two deadlines should be the first items resolved, ahead of the rest of the funding plan.

None of the above constitutes tax, legal, or accounting advice. The company should engage its tax advisor, corporate counsel, and bond/finance counsel before finalizing the sequencing of any of these programs, particularly items 1, 2, and 7 above.

6. Open Questions & Information Gaps

The items below are the practical unknowns that need to be resolved before the company files any applications or makes binding commitments. They are ranked by priority based on how much they affect the overall funding strategy and how time-sensitive they are.

Question	Why It Matters	Who Should Confirm It	Suggested Contact/Agency	Priority	Next Step
Is a solar construction-start safe harbor (physical work test or 5% payment) still achievable before July 4, 2026?	Determines whether the array qualifies for the more favorable pre-2027 Section 48E treatment or a later, less favorable schedule	Solar EPC contractor and tax counsel	Solar EPC firm; outside tax counsel	High	Schedule a joint call with the EPC and tax counsel within the next two weeks
What is Muskingum County's current unemployment rate, and which JCTC wage threshold (150% or 175% of federal minimum wage) applies?	Determines whether planned starting wages for the 58 new positions clear the statutory JCTC threshold	Ohio Department of Development / HR	Ohio Dept. of Development JCTC program office	High	Request current county unemployment data and compare to planned wage scale
Is the existing facility parcel inside an active Community Reinvestment Area, or would a new designation be required?	Determines the timeline and process for securing a local property tax abatement before construction begins	City of Zanesville economic development office	City of Zanesville / Muskingum County Auditor	High	Send inquiry to the city's economic development office this month
Does Muskingum County/Zanesville currently maintain an active, certified Enterprise Zone?	Determines whether EZ is a real alternative to CRA, or whether CRA is the only viable local tool	Muskingum County Community Improvement Corporation	County economic development office	Medium	Ask alongside the CRA inquiry above
Which company provides natural gas service at the exact facility address, and does it offer a commercial efficiency rebate program?	Determines whether a second utility incentive exists for gas-fired equipment in the renovation scope	Facilities manager	Gas utility of record (to be identified)	Medium	Pull the most recent gas bill to identify the utility of record
Is the SBA MARC (Manufacturing and Retail Credit) program a real, currently operating SBA program, and if so, what are its actual terms?	Determines whether this working-capital tool should be included in the financing plan at all	CFO / SBA lender	SBA Columbus District Office	Medium	Call the SBA district office to confirm before referencing this program further
Which Ohio MEP regional partner currently serves Muskingum County — OSU South Centers or the OSU Center for Design and Manufacturing Excellence (CDME)?	Determines the correct point of contact for automation/productivity technical assistance	Operations manager	Ohio MEP central office	Low	Call Ohio MEP's main line to confirm the current regional assignment
Does the Ohio Incumbent Workforce Training Voucher Program (IWTVP) currently have appropriated funding and an open application cycle?	Determines whether this program should be included in the workforce funding plan at all	HR / training manager	Ohio Department of Development workforce team	Low	Include in the same outreach as the TechCred and JobsOhio Workforce Grant contacts
Does the exact facility parcel fall within a qualifying New Markets Tax Credit census tract?	Determines whether pursuing an NMTC-structured financing package is worth the transaction cost	CFO / bond counsel	CDFI Fund mapping tool (self-service)	Low	Run the address through the CDFI Fund's public mapping tool
What abatement percentage and term has the City of Zanesville and the school district typically negotiated for comparable manufacturing expansions?	Informs realistic expectations for CRA negotiation and the school-district revenue-sharing conversation	City economic development office / school district	City of Zanesville; Zanesville City School District	Medium	Request comparable-project examples during the initial CRA conversation

7. Agency Communication

Draft correspondence for four of the highest-priority open items is below. Each is written as a first-contact inquiry — specific enough to get a useful answer, but not so detailed that it commits the company to anything before internal sign-off.

Email 1 — JobsOhio Regional Network Partner (OhioSE)

To: Project Manager, OhioSE

Subject: Confidential inquiry — Muskingum County manufacturing expansion

Hello,

I'm reaching out on behalf of a precision machining manufacturer currently operating in Muskingum County that is evaluating a facility expansion. The project would involve roughly $21 million in combined building, equipment, and infrastructure investment and is expected to create approximately 58 new full-time positions over three years, in addition to retaining its existing workforce of about 198.

Before we go further with site planning, I wanted to understand what information JobsOhio would need to evaluate this project for an Economic Development Grant and a Workforce Grant, and whether there's a preferred process for an initial confidential conversation. We have not made any public announcement and would like to keep it that way until we've had a chance to discuss the project with your office.

Could we set up a call in the next two to three weeks? I'm happy to sign an NDA if that would help us share more specific project details.

Thank you for your time.

Email 2 — Ohio Department of Development, Job Creation Tax Credit Program

To: Ohio Tax Credit Authority / JCTC Program Office
Subject: Pre-application question — wage threshold and review timeline for a Muskingum County project

Good afternoon,

I'm working with a manufacturer in Muskingum County that is planning to create roughly 58 new full-time positions over the next three years as part of a facility expansion, with new annual payroll expected to comfortably exceed the $660,000 statutory minimum.

Two questions before we prepare a formal JCTC application: first, can you confirm Muskingum County's current unemployment rate for purposes of determining whether the 150% or 175% of federal minimum wage threshold applies to this project? Second, what is a realistic Tax Credit Authority review and approval timeline right now, so we can make sure our internal hiring plan doesn't get ahead of Authority approval?

We have not yet extended any employment offers tied to this expansion and want to make sure our sequencing is correct.

I appreciate any guidance you can provide.

Email 3 — AEP Ohio Business Energy Efficiency Program

To: AEP Ohio Business Programs Team
Subject: Pre-project consultation request — lighting, HVAC, and compressed-air upgrades

Hello,

We're planning a facility renovation in Zanesville that includes an LED lighting retrofit, replacement of aging HVAC equipment, and an overhaul of our compressed-air system, with a combined estimated cost of about $700,000. I'd like to request a pre-project consultation to confirm our account's eligibility for the prescriptive and custom incentive programs before we finalize equipment specifications and place any orders.

Could you also let me know your current pre-approval process and typical lead time? We're aiming to have equipment specifications finalized within the next two to three months and want to make sure we don't miss the window to qualify for incentives on this equipment.

Please let me know what account information you'll need from us to get started.

Thank you,

Email 4 — City of Zanesville Economic Development Office

To: City of Zanesville, Economic Development Office

Subject: Community Reinvestment Area inquiry — existing manufacturer expansion

Hello,

Our company operates an existing manufacturing facility in Zanesville and is planning a significant expansion, including new construction and renovation of existing space. We'd like to understand whether our facility currently sits within an active Community Reinvestment Area, and if not, what the process and timeline would be to establish one before we begin construction, which we're currently targeting for the second quarter of 2027.

We'd also appreciate any general sense of the abatement percentage and term the city has negotiated for comparable manufacturing projects in recent years, and whether the Enterprise Zone program is still an active option locally as an alternative.

Finally, since our new annual payroll from this project is likely to exceed $2,000,000, we understand a school-district revenue-sharing conversation may be required, and we'd like to understand that process as early as possible.

Would it be possible to schedule a call in the coming weeks?

Thank you for your help.

8. Action Tracker

This tracker reflects the working list as of the date of this document. It should be updated weekly as responses come in and new items are identified.

Action	Program	Owner	External Contact	Due Date	Dependency	Status	Next Follow-Up
Schedule call with solar EPC and tax counsel on 48E safe-harbor options	Section 48E ITC	CFO	Solar EPC firm; outside tax counsel	9/26/2026	None	In progress — call requested	Follow up if no response by 9/19/2026
Send confidential project inquiry to OhioSE	JobsOhio EDG / Workforce Grant	CFO	OhioSE project manager	9/19/2026	None	Sent — awaiting reply	Follow up call scheduled for 10/3/2026
Request Muskingum County unemployment data and JCTC wage-threshold confirmation	Ohio JCTC	HR Director	Ohio Dept. of Development JCTC office	9/26/2026	None	Not started	Send email this week
Confirm CRA status of existing parcel and request comparable-project terms	Local CRA	CFO	City of Zanesville econ. dev. office	10/3/2026	None	Not started	Send email this week
Confirm whether an active Enterprise Zone exists locally	Ohio Enterprise Zone	CFO	Muskingum County CIC	10/3/2026	Bundle with CRA outreach	Not started	Include in CRA email
Identify gas utility of record and inquire about efficiency programs	Utility — gas	Facilities Manager	Gas utility (TBD)	9/19/2026	Pull recent gas bill	Not started	Assign to facilities team this week
Call SBA Columbus District Office to confirm MARC program status	SBA MARC	CFO	SBA Columbus District Office	9/26/2026	None	Not started	Assign to CFO
Identify correct CDC and pre-qualify for SBA 504	SBA 504	CFO	Regional Certified Development Company	10/10/2026	None	Not started	Research CDC options serving Muskingum County
Confirm current Ohio MEP regional partner assignment	Ohio MEP	Operations Manager	Ohio MEP central office	10/3/2026	None	Not started	Low priority — assign when time allows
Request pre-project consultation from AEP Ohio business program team	AEP Ohio efficiency	Facilities Manager	AEP Ohio business programs team	9/19/2026	Finalize preliminary lighting/HVAC scope	Sent — awaiting reply	Follow up by 9/26/2026 if no response

Action	Program	Owner	External Contact	Due Date	Dependency	Status	Next Follow-Up
Run facility address through CDFI Fund NMTC mapping tool	New Markets Tax Credit	CFO	N/A (self-service tool)	9/19/2026	None	Not started	Quick task — assign this week
Identify target automation/CNC credentials for TechCred pre-registration	Ohio TechCred	Training Manager	Ohio TechCred program office	10/17/2026	Finalize automation equipment specs	Not started	Coordinate with equipment vendors on required certifications
Meet with local Workforce Development Board on WIOA/OJT support	WIOA / OJT	HR Director	OhioMeansJobs Muskingum County	10/10/2026	None	Not started	Schedule meeting
Ask civil engineer whether public infrastructure upgrades are needed	EDA Public Works/EAA	Operations Manager	Site civil engineer	10/3/2026	Site engineering study	In progress — study underway	Review findings when study is complete

9. Executive Briefing Note

For internal management use — summarizes the funding and incentives research to date on the facility expansion project.

Most Promising Opportunities

- Ohio Job Creation Tax Credit — the project's job/payroll profile appears to clear the statutory minimums; timing is the main risk.
- JobsOhio Economic Development and Workforce Grants — discretionary but well-aligned with project scale and industry; requires early, confidential engagement with OhioSE.
- SBA 504 Loan — strong fit for the building and equipment budget, with an FY2026 manufacturer fee reduction currently in effect.
- Federal bonus depreciation and the new Qualified Production Property deduction — substantial, largely automatic tax benefits on the equipment and building spend, subject to standard tax-return elections.
- Community Reinvestment Area property tax abatement — likely available locally, though the exact terms and current parcel status still need confirmation.
- AEP Ohio business efficiency rebates — a direct match for the lighting, HVAC, and compressed-air scope, provided we apply before ordering equipment.

Opportunities Requiring Further Verification

- Section 48E solar investment tax credit — time-sensitive due to the July 4, 2026 construction-start deadline; needs an immediate decision, not routine follow-up.
- SBA MARC working-capital program — reported in trade press but not yet confirmed directly with SBA.
- Ohio Incumbent Workforce Training Voucher Program — current funding status unknown.
- New Markets Tax Credit — depends on census tract eligibility, not yet checked.
- EDA Public Works/Economic Adjustment Assistance — depends on whether public infrastructure work is actually needed, and requires a government/nonprofit co-applicant.

Major Risks or Restrictions

- The Section 48E credit's construction-start deadline may already be difficult to meet given the project's current design stage — this is the single most time-critical item in the entire plan.
- State discretionary incentives (JobsOhio, JCTC) generally require engagement before the company commits publicly to the project or begins hiring; premature announcements or hiring could forfeit eligibility.
- Several programs cannot be stacked on the identical cost dollar (CRA vs. Enterprise Zone; TechCred vs. WIOA/OJT vs. JobsOhio Workforce Grant on the same training cost) and will need internal cost allocation discipline.

Information Still Needed (see Section 6 for full list)

- Solar construction-start safe-harbor feasibility before July 4, 2026
- Muskingum County unemployment rate for JCTC wage-threshold purposes
- CRA status of the existing parcel
- Gas utility of record and any related rebate program

Recommended Next Steps — Immediate 30-Day Priorities

- Convene solar EPC contractor and tax counsel this month to resolve the Section 48E timing question — this cannot wait for the rest of the funding plan.
- Open a confidential dialogue with OhioSE regarding the JobsOhio grants before any public announcement of the project.
- Submit a pre-application inquiry to the Ohio Department of Development on the JCTC wage threshold and review timeline.
- Contact the City of Zanesville economic development office regarding CRA status and comparable-project terms.
- Request a pre-project consultation from AEP Ohio before finalizing lighting/HVAC/compressed-air equipment orders.
- Identify the correct SBA Certified Development Company and begin 504 loan pre-qualification.

10. Research Methodology

This research was built from official government and program sources first, with secondary sources (law firm alerts, trade press, industry blogs) used only to interpret or summarize primary rules — never as the sole basis for a conclusion presented as confirmed. The approach followed a consistent sequence for each program:

- Start with the agency's or program's own website or published guidance (for example, sba.gov, eda.gov, jobsohio.com, development.ohio.gov, aepohio.com) rather than aggregator or directory sites, which are frequently out of date.
- Check the current version of program guidelines, application windows, and dollar thresholds, since many of these programs (TechCred's application windows, SBA fee schedules, Section 48E deadlines) change on a defined schedule or in response to new legislation.
- Compare multiple official or professional sources where a rule was ambiguous or where secondary sources disagreed — for example, TechCred's per-credential reimbursement amount was reported differently across sources, so the most recent official program page was treated as authoritative and the discrepancy was flagged rather than silently resolved.
- Record the specific source name and link for every conclusion presented as confirmed or likely, so each item in the matrix can be independently re-verified by the client or by counsel.
- Check publication and effective dates on every source, particularly for federal tax provisions affected by the One Big Beautiful Bill Act, since 2025–2026 saw substantial and fast-moving changes to depreciation rules and clean-energy credits.
- Separate confirmed statutory or published requirements (for example, the JCTC's $660,000 payroll minimum) from reasonable assumptions about how this specific project would be evaluated (for example, whether JobsOhio would view the project as competitive for a discretionary grant) — the matrix and verification sections use language like “appears eligible,” “likely eligible,” and “not enough information to determine” deliberately, rather than presenting assumptions as facts.
- Escalate legal, tax, engineering, and other technical questions to the appropriate specialist rather than answering them independently — this is reflected throughout the document, particularly in the depreciation and investment-tax-credit basis discussion in Section 5, which is explicitly flagged as requiring the company's own tax advisor.

This methodology does not guarantee that every program identified will ultimately be available to the project as designed; program rules, funding levels, and agency practices can and do change between the date of this research and the date any application is filed. Every item in the Master Matrix marked “likely eligible” or “promising” should be reconfirmed directly with the relevant agency before it is included in a final capital or financing plan.