



Progress Kentucky

FIVCO Area Development District

Comprehensive Economic Development Strategy (CEDDS)

UPDATE

Compiled for

The Economic Development Administration

&

State of Kentucky

September 2011

TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
PUBLIC / PRIVATE PARTNERSHIPS	4
- ORGANIZATION AND MANAGEMENT	4
- FIVCO AREA DEVELOPMENT DISTRICT STAFF	5
- FIVCO AREA DEVELOPMENT DISTRICT DEMOGRAPHICS	6
- INTEGRATION OF STATE'S ECONOMIC PRIORITIES	7
ECONOMIC ANALYSIS	7
A. ECONOMIC BACKGROUND OF THE REGION	
- ECONOMY	7
- INDUSTRIAL PARKS	9
- EDUCATION	9
- WORKFORCE DEVELOPMENT	11
- TRANSPORTATION	11
- INFRASTRUCTURE	14
- TECHNOLOGY	16
- ENVIRONMENT	16
B. OTHER PLANS & STRATEGIES	18
C. LIST OF PAST AND PRESENT ECONOMIC DEVELOPMENT PROJECTS	19
ECONOMIC CLUSTER ANALYSIS	21
ACTION PLAN	24
- GOALS	
- OBJECTIVES	
- STRATEGIES	
STRATEGIC PROJECTS	28
- PROJECT LIST	28
- PROJECT PRIORITIZATION (VITAL PROJECTS LISTING)	28
EVALUATION / PERFORMANCE MEASURES	28
APPENDICES	31
FIVCO AREA DEVELOPMENT DISTRICT RESOLUTION	32
FIVCO AREA DEVELOPMENT DISTRICT CEDS COMMITTEE	33

FIVCO ADD

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

I. EXECUTIVE SUMMARY

FIVCO Area Development District's Comprehensive Economic Development Strategy is the cumulative effort of numerous participants from throughout the five county service area. Our committees are organized to ensure efficiency and effectiveness and observe ethical guidelines using responsible government resources. Drawing on the expertise of local committee members as well as staff from area colleges/universities, various local units of government, businesses, health care industry representatives, school system employees, local services providers, and several others, we present this document as a working resource for the FIVCO Region Counties of Boyd, Carter, Elliott, Greenup and Lawrence.

The very uniqueness of our area that creates barriers to economic development also provides opportunities. It is our goal to showcase our area's resources and strengths in this CEDS document and to disseminate this information so that it can be utilized as an area-wide resource and planning document.

In an attempt to keep abreast of the changing economy, the FIVCO Area Development District compiled the Comprehensive Economic Development Strategy. The following text covers significant changes in our service area. Another complete revision will be written in 3 years.



Sherry McDavid
Executive Director

II. PUBLIC/PRIVATE PARTNERSHIPS

A. ORGANIZATION AND MANAGEMENT

FIVCO AREA DEVELOPMENT DISTRICT BOARD OF DIRECTORS

NAME/COUNTY	PHONE	BOARD POSITION	RACE	SEX	APPOINTMENT	TERM EXPIRES
<u>BOYD COUNTY</u>						
Honorable William "Bud" Stevens (<i>President</i>) P.O. Box 423 • Catlettsburg, KY 41129	(606) 739-4134	County Judge/Executive	Cauc.	M	01/2006	1/2012
Honorable Thomas Kelley P.O. Box 1839 • Ashland, KY 41105	(606) 327-2001	Ashland Mayor	Cauc.	M	11/2002	1/2012
Kevin Gunderson 1543 Beverly Blvd. • Ashland, KY 41101	(606) 324-1319	Mayor Designee	Caus.	M	01/2007	*
Honorable Pauline Hunt PO Box 533 • Catlettsburg, KY 41129	(606) 739-0104	Catlettsburg Mayor	Cauc.	M	06/2007	1/2012
Tom Jackson 4160 Hurricane Rd. • Catlettsburg, KY 41129	(606) 326-1061	Chairman, Aging Committee	Cauc.	M	10/1999	*
Kenneth R. Franks 4015 Ferguson Dr. • Ashland, KY 41101	(606) 324-5004	Citizen Member	Cauc.	M	09/2009	09/2012
Robert Gillum 30104 Faulkner Rd. • Catlettsburg, KY 41129	(606) 739-4600	Citizen Member	Cauc.	M	09/2009	09/2012
Anne Newman 4400 Southview Rd. • Ashland, KY 41101	(606) 329-5490	Citizen Member	African/ American	F	09/2009	09/2012
<u>CARTER COUNTY</u>						
Honorable Charles Wallace 300 West Main St. • Grayson, KY 41143	(606) 474-5366	County Judge/Executive	Cauc.	M	01/2003	01/2012
Tad Wallace, Designee 300 West Main St. • Grayson, KY 41143	(606) 474-5366	J/E Designee	Cauc.	M	01/2007	*
Honorable Danny Sparks 225 Roger Patton Dr. • Olive Hill, KY 41164	(606) 286-5532	Olive Hill Mayor	Cauc.	M	01/2007	01/2012
Gayle Smith (<i>President</i>) 813 Old U.S. Rte 60 • Olive Hill, KY 41164	(606) 286-5220	Citizen Member	Cauc.	M	09/2005	9/2012
Doug Moore PO Box 427 • Grayson, KY 41143	(606) 474-9010	Chairman, Natural Resources Comm.	Cauc.	M	09/2007	9/2012
Keith Walker (Treasurer) 465 Smokey Hollow Rd. • Olive Hill, KY 41164	(606) 286-6314	Citizen Member	Cauc.	M	06/2008	09/2012
<u>ELLIOTT COUNTY</u>						
Honorable Georgia Ison P.O. Box 710 • Sandy Hook, KY 41171	(606) 738-5826	County Judge/Executive	Cauc.	M	09/2011	01/2012
Honorable Robert Adkins P.O. Box 274 • Sandy Hook, KY 41171	(606) 738-6489	Sandy Hook Mayor	Cauc.	M	01/1994	01/2012
John M. Clevenger (Secretary) Rt. 1 Box 765 • Sandy Hook, KY 41171	(606) 738-5267	Chairman, Social & Human Res. Committee	Cauc.	M	10/2002	9/2012
<u>GREENUP COUNTY</u>						
Honorable Robert W. Carpenter Courthouse • Rm 102, Box 2 • Greenup, KY 41144	(606) 473-6440	County Judge/Executive	Cauc.	M	01/1994	01/2012
Honorable William "Bill" Hopkins P.O. Box 394 • Russell, KY 41169-0394	(606) 836-9666	Russell Mayor	Cauc.	M	07/2005	01/2012
Honorable Bobby F. Crager 2513 Reed St. • Flatwoods, KY 41139	(606) 836-9661	Flatwoods Mayor	Cauc.	M	01/1994	01/2012
Ron McCloud 1625 Gainesway Rd. • Worthington, KY 41183	(606) 326-2800	Chairman, Economic Dev. Committee	Cauc.	M	06/2007	09/2012
Richard Howerton (<i>1st Vice President</i>) 533 Second St. • Portsmouth, OH 45662	(606) 473-5684	Chairman, Trans. Committee	Cauc.	M	10/2002	*
James Garthee, Jr. 1104 Riverside Dr. • Greenup, KY 41144	(606) 473-6164	Citizen Member	Cauc.	M	09/2007	9/2012
<u>LAWRENCE COUNTY</u>						
Honorable John Osborne P.O. Box 566 • Louisa, KY 41230-0566	(606) 638-4102	County Judge/Executive	Cauc.	M	01/2007	01/2012
Honorable Teddy Preston 215 North Main Cross • Louisa, KY 41230	(606) 638-4038	Louisa Mayor	Cauc.	M	01/2003	01/2012
David McGuire 215 North Main Street • Louisa, KY 41230	(606) 638-4050	Chairman, Community Services Com.	Cauc.	M	03/2007	9/2012
Clyde Johns (<i>2nd Vice President</i>) 176 Mount Pleasant Rd. • Louisa, KY 41230	(606) 638-9856	Citizen Member	Cauc.	F	03/2008	9/2012

*Seats for Chairmen of Functional Committees have no set expiration date. These seats are appointed by FIVCO Board President.

**Term is split two years each for Grayson/Olive Hill Mayor.

FIVCO AREA DEVELOPMENT DISTRICT STAFF

ADMINISTRATION

Executive Director	Sherry McDavid	sherry@fivco.org
Associate Director	Tom Saylor	tom@fivco.org
Administrative Assistant	Mary Barker	mary@fivco.org
Accountant	Cindy Ison	cindy@fivco.org
Payroll Assistant	Shelia Hill	shelia@fivco.org
Receptionist	Joy Chapman	joy@fivco.org

ECONOMIC DEVELOPMENT

Transportation Planner	Russ Brannon	russ@fivco.org
Water/Wastewater Coordinator	Dan Cheek	dan@fivco.org
GIS/Economic Dev. Planner	Eric Patton	eric@fivco.org
MPO Planner	Terri Sicking	terri@fivco.org
Public Administration	Kelly Ward	kelly@fivco.org

HUMAN SERVICES

CDO Support Broker	Leigh Ann Adams	leighann@fivco.org
Case Manager	Joan Burton	joan@fivco.org
Human Services Planner I	Vicki Green	vicki@fivco.org
Case Manager	Donna Lambert	donnal@fivco.org
Caregiver Coordinator	Teresa Rayburn	teresar@fivco.org
Community Services Coord.	Carlene Stidham	carlene@fivco.org

WORKFORCE DEVELOPMENT

Case Manager	Elizabeth Smith	elizabethl.smith@ky.gov
Case Manager	Michelle Sloas	michellel.sloas@ky.gov

FIVCO AREA DEVELOPMENT DISTRICT COUNTY DEMOGRAPHICS *2000 - 2010*

COUNTY	TOTAL POPULATION		CHANGE	TOTAL HOUSEHOLDS		CHANGE	PER CAPITA INCOME		CHANGE
	2010	2000	%	2010	2000	%	2010	2000	%
BOYD	49,542	49,752	-0.42	21,803	20,010	9.0	\$22,538	\$24,767	-9.0
CARTER	27,720	26,889	3.9	12,311	10,342	19.0	\$18,172	\$16,564	9.7
ELLIOTT	7,852	6,748	16.36	3,371	2,638	27.8	\$12,623	\$12,279	2.8
GREENUP	36,910	36,891	0.5	16,330	14,536	12.3	\$21,167	\$19,681	7.6
LAWRENCE	15,860	15,569	1.87	7,286	5,954	22.4	\$15,080	\$14,789	2.0

COUNTY	TOTAL POPULATION		% MALE		CHANGE	% FEMALE		CHANGE	SENIOR* POPULATION		CHANGE
	2010	2000	2010	2000	%	2010	2000	%	2010	2000	%
BOYD	49,542	49,752	24,622	24,363	1.1	24,920	25,389	-1.8	10,059	9,247	8.8
CARTER	27,720	26,889	13,803	13,163	4.9	13,917	13,726	1.4	5,168	4,157	24.3
ELLIOTT	7,852	6,748	4,401	3,291	33.7	3,451	3,457	0.2	1,431	1,108	29.2
GREENUP	36,910	36,891	17,860	17,758	0.6	19,050	19,133	-0.4	7,749	6,536	18.6
LAWRENCE	15,860	15,569	7,836	7,679	2.0	8,024	7,890	1.7	2,845	2,389	19.1

COUNTY	TOTAL POPULATION		WHITE		CHANGE	BLACK		CHANGE	HISPANIC		CHANGE
	2010	2000	2010	2000	%	2010	2000	%	2010	2000	%
BOYD	49,542	49,752	46,901	47,747	-1.8	1,401	1,267	10.8	714	558	28.0
CARTER	27,720	26,889	27,101	26,625	1.8	147	35	75.0	321	158	103.2
ELLIOTT	7,852	6,748	7,506	6,683	12.3	268	2	320.0	62	40	55.0
GREENUP	36,910	36,891	35,925	36,179	-0.7	257	212	19.8	284	204	39.2
LAWRENCE	15,860	15,569	15,621	15,403	1.4	33	15	120.0	77	64	20.3

Information: www.census.gov

* - Denotes Age 62 and older

B. INTEGRATION OF STATE'S ECONOMIC PRIORITIES

The state CEDS Committee and EDA officials' endorsement of the Governor's Economic Development Goals instead of the State's Economic Development Cabinet's, the FIVCO ADD Board adopted these measures as our directive. Below is Governor Steve Beshear's Goals for Kentucky. The FIVCO ADD Board has endorsed these goals again this year. The State of Kentucky concurrence letter and FIVCO's formal endorsement by Resolution are located in the Appendices section. The Governor's goals are as follows:

GOALS FOR THE COMMONWEALTH

1. **Employment and Economic Growth** "*Section III Subsection a*"
 - 1.1 Advance Viable Industries
 - 1.2 Foster Rural Development
 - 1.3 Encourage Entrepreneurialism among Kentucky Residents
 - 1.4 Promote Kentucky Nationally and Globally
 - 1.5 Nurture and Grow Kentucky Businesses
 - 1.6 Encourage Responsible and Sustainable Use of Kentucky's Natural Resources
 - 1.7 Continue to Develop Kentucky's Infrastructure System
 - 1.8 Improve National and Global Competitiveness
2. **Strengthen Kentucky's Education System** "*Section III Subsection c*"
 - 2.1 Support and Advance Early Childhood Education
 - 2.2 Encourage Student Progress and Educational Advancements
 - 2.3 Promote Higher Education to Students and Ensure Readiness
 - 2.4 Provide Teachers with Needed Tools to Ensure their Top-Performance
 - 2.5 Ensure Literacy for every Kentuckian
 - 2.6 Broaden Computer Education and Skills
 - 2.7 Prepare Students to Achieve Lifelong Success
 - 2.8 Achieve Statewide Universities' Goals
3. **Healthy Kentuckians** "*Section III Subsection h*"
 - 3.1 Encourage and Promote Healthy Lifestyles
 - 3.2 Improve Healthcare System
 - 3.3 Access to Quality Healthcare for all Kentuckians
 - 3.4 Educate Children about the Dangers of Illegal Drugs
4. **A Safer Kentucky** "*Section III Subsection* "
 - 4.1 Stop the Rampant Illegal Drug Use and Trafficking
 - 4.2 Improve Kentucky's Jail, Prison, and Parole Systems
 - 4.3 Protect and Keep Our Homes and Communities Safe
 - 4.4 Ensure the Safety of Kentucky's Defenseless Citizens
5. **Efficient and Ethical Government** "*Section III Subsection* "
 - 5.1 Organize Governments to Ensure Efficiency and Effectiveness
 - 5.2 Establish and Require Observance of Ethical Guidelines
 - 5.3 Efficient and Responsible Use of Government Resources

III. ECONOMIC ANALYSIS

A. Background of the Region: This year's CEDS will begin with a listing name according to the "*Economic Analysis Table of Contents*" section below; then a listing of the strengths, weaknesses, opportunities and threats (SWOTs) analysis. That will be followed by a discussion of the region's overall make-up with the Action Plan addressing ways the community can improve.

ECONOMIC ANALYSIS TABLE OF CONTENTS

A - ECONOMY C - EDUCATION E - TRANSPORTATION G - TECHNOLOGY
B - INDUSTRIAL PARKS D - WORKFORCE DEVELOPMENT F - INFRASTRUCTURE H - ENVIRONMENT

A. ECONOMY

Strengths

- Area certified for confidential data storage
- All elected officials work together and want to see the area developed further
- Tourism efforts are strong in the urbanized areas and state parks system
- Strong specialized labor force & health system

Weaknesses

- Educational attainment of most working population is considered low
- More support for development and retaining small businesses in the area

- More specialized housing is need for elderly, handicapped and single individuals

Opportunities

- Encourage more educational opportunities for students to acquire college credit before graduating from high school
- Develop a team of local business owners dedicated to developing communication lines with large industry in an attempt to expand transportation efforts in the area
- Identify, preserve and market rich cultural heritage of the area in a regional effort.

Threats

- Not supporting educating the workforce at a regional level
- Not working on a regional effort to market and recruit area's quality of life
- General apathy of public for public good
- Drugs in the workforce

The FIVCO ADD service area's economic base is diverse, consisting of business and industry in and around the FIVCO region. Boyd and Greenup Counties; included in the Huntington, WV and Ironton, OH Metropolitan Statistical Area, have historically been, and continue to be, economic center of the FIVCO area. However, within the last two decades the face of the area's economy has changed because of the sale or downsizing of local steel mills, railroad operations; and Catlettsburg refinery.

Kings' Daughter's Medical Center's (KDMC) heart and vascular center, hospitality house, medical plaza and parking garage significantly impacts the economic and quality of life for all citizens in tri-state area. Projected expansion expenditure of \$80 million will add an additional 500 jobs bring total employment to currently 4103, with a projected annual payroll of \$155 million (KDMC is the largest regional employer). Due to economic changes in Ashland, their updated Comprehensive Economic Development Study is attached at the end of document.

AK Steel changed ownership or management several times and Ashland Oil moved its headquarters from Ashland to Covington, Kentucky. These changes brought a decline in higher paying executive and professional jobs and created a dip in the economy. After Ashland, Inc. sold its 38 percent interest in Marathon-Ashland Partnership (MAP) to Marathon in 2005, additional executive staff was relocated. Reductions in workforces at AK Steel, CSX railroad, and other area employers, forced regional leaders to think outside of the box and work collectively to attract new jobs.

Ashland is focused on its cultural heritage; the city has worked very hard to achieve this goal by designating five city blocks as the Ashland Arts District. The Pendleton Arts Center complements the Paramount Arts Center, Ann Davis Gallery, Highlands Museum and Discovery Center, Jesse Stuart Foundation and other art related businesses. The Paramount Arts Center is continuing its promotional campaign of the U.S. 23 Country Music Trail series in keeping with the Kentucky tourism drive.

A parcel of land adjacent to the city's Town Center Mall allowed for relocation, expansion and conversion of the Wal-Mart store to a Super Wal-Mart Center. Adjacent to this same area is the construction of Providence Hill Apartments. Also, the former Sears building located in the heart of downtown Ashland is being renovated into a senior housing and retail service center.

All five counties within the FIVCO ADD worked together to form the Northeast Kentucky Regional Industrial Park Authority, in concert with the state. Additionally, the Addington family and companies donated the land for the EastPark and the 14.5 right-of-way for the new Industrial Parkway (KY 67) which connects I-64 in Carter County with US 23 in Greenup County. The parkway terminates adjacent to the connector road to the river port where rail, barge and trucking facilities are in place. The Boyd/Greenup River Port area, in the corporate limits of the City of Wurtland, is home to Vesuvius USA; Great Lakes Minerals; Fletcher Mining Company, The Wells Group, SunChemical PCL Inc., and Big Sandy Furniture Warehouse. The port is located within the Port of Huntington Tri-State; the largest inland river port, by tonnage, in the nation.

Tourism plays a large roll in the economy as well. The arts district in Ashland and the Preserve America program will include "Quilt Blocks," a cultural heritage program led by the Department of Agriculture's, Resource Conservation and Development and University of Kentucky's Extension Service agencies. These blocks are placed on barns in rural areas and sides of building in urban areas throughout the eastern Kentucky hills as an agri-tourism attraction. Designating U.S. 23 as a "Scenic By-Ways" and the state's "Country Music Highway" have also encouraged tourism development. Greenup County Extension Service has a Fine Arts' Extension Agent to direct development of the arts (visual/performing) in Greenup County schools, Greenbo State Resort Park, etc. Greenup is the second county in the nation to have a fine arts extension agent.

Kentucky opened the door for private investment from local developers to build cabins and other lodging at two FIVCO state parks which should be an additional plus for the championship golf courses at Grayson Lake and Yatesville State Parks. Broadband expansions to the two remaining State Resort Parks at Greenbo and Carter Caves have recently been added to make tourist stay more attractive. In addition to tourism, Agri-businesses and Agri-tourism ventures dotes the country side.

Little Sandy Correctional Complex located in Sandy Hook (Elliott Co.) is KY’s newest correctional institution. Opened in June 2005, has an operational capacity of 961 inmates (861 medium-security & 100 minimum-security). Programming consists of basic educational and vocational classes, as well as psychological services. Correctional industries programs are planned in the near future.

B. INDUSTRIAL PARKS

Strengths

- Located 13 miles from largest inland river port by tonnage in U.S. with access to/from site by U.S. 23 & I-64
- On site training for manufactures at the Technology Center in the Industrial Park
- KY tax incentives
- Newly Designated Foreign Trade Zone for Wurtland River Port

Weaknesses

- “Unrelated” industries located in park; no theme or selling / marketing power
- The other two lanes will have to be built to sell expansion in the park

Opportunities

- With the right recruitment and skilled workforce the opportunities are unlimited
- A study based on “who” is already here, develop strategic plan to determine who would be great partnering businesses and targeting/developing clusters of complimenting industries.

Threats

- Scattering affect instead of continuity / clustering

The 1,000-acre EastPark Industrial Park Authority is an example of the regional approach to economic growth. This multi-county park is currently home to AT&T Wireless, Cintas Corporation, Ohio Valley Wholesale, General Sales of Ashland, KOA Campgrounds, Carvaka, KY Veterans Cemetery Northeast and FIVCO Area Development District. In June 2010, businesses within the park employed over 1,500 people. The Park is also home for Ashland Community and Technical College (ACTC), Technology Drive Campus, the first college campus located within an industrial park in Kentucky. In August 2010, ACTC opened their new \$38 million addition to their facility. The Industrial Authority has an 110,000 square-foot speculation building situated on South Commerce Drive; situated on six-acres of property with substantial contiguous acreage available. Additional information about EastPark is available on their website: www.kyeastpark.com. The FIVCO ADD region has many smaller industrial parks, shown below:

County	Park Name	Contact & Address	Acreage
BOYD, CARTER, GREENUP, ELLIOTT & LAWRENCE	EastPark Industrial Park	Thomas Saylor • EastPark Authority, Adm. Agent 32 FIVCO Court , Grayson, KY 41139 • (606) 929-1366	1,200 acres
BOYD / GREENUP	Boyd / Greenup County Riverport Authority	Doug Collins • Greenup Co. Fiscal Court, Rm 102 Greenup Courthouse, Greenup, KY 41144 • (606) 473-6440	170 acres
BOYD	Paul Coffee Industrial Park	Judge Executive William “Bud” Stevens Boyd County Fiscal Court, P.O. Box 423, Catlettsburg, KY 41129 • (606) 739-4134	150 acres
CARTER	Grayson Industrial Park	Mayor George Steele 301 East Main Street, Grayson, KY 41143 • (606) 474-6651	20 acres
ELLIOTT	Elliott County Industrial Park	Judge Executive Georgia Ison P.O. Box 710, Sandy Hook, KY 41171 • (606)738-5921	25 acres
LAWRENCE	Lawrence County Industrial Park	Judge Executive David Compton P.O. Box 566, Louisa, KY 41230 • (606) 638-4102	16.6 acres*
LAWRENCE	City of Louisa	Mayor Teddy Preston 215 North Main Street, Louisa, KY 41230 • (606) 638-4050	33.3 acres*

* Kentucky Cabinet for Economic Development

C. EDUCATION

Strengths

- Colleges and universities from three states work together to integrate college classes
- Colleges/Universities allow students to attend with “in-state” tuition rates or rates slightly higher but less than “out of state” rates

- Kentucky Christian University drastically reduced tuition rates so students can obtain credit hours before graduation from Carter County High Schools
- ACTC can retro-fit and provide training for new industry to locate in EastPark.
- Lawrence County High School has the first mining technology school in the nation

Weaknesses

- Not all counties in FIVCO region can attend Marshall University at slightly higher than “in-state” rates
- Not all classroom hours will transfer from one state to another

Opportunity

- Continue working with Marshall University to allow all FIVCO counties attend at lower rates
- Check requirements from all states to see if uniformity in credited classes can be obtained
- Support more elementary and high school “specialty” programs

Threats

- One day colleges/universities will drop out of uniformity program in order to be more competitive

FIVCO ADD educational opportunities include: Ashland Community and Technical College (ACTC) (www.ashland.kctcs.edu) and Morehead State University (MSU) Ashland Campus (www.moreheadstate.edu), in Boyd County and Kentucky Christian University (KCU) (www.kcu.edu) in Carter County. These institutions are accredited by the regional accreditation body (Southern Association of Colleges and Schools).

KCU offers degrees in theology, nursing, education and music. The nursing department was organized three years ago with support from King’s Daughters’ Medical Center (KDMC) (www.kdmc.com). The joint efforts of KCU and KDMC, a new facility has been built to house the college of Nursing and the KDMC outreach center. The Carter County Board of Education and KCU have formed a collaborated effort by offering college credit for students attending East and West Carter High Schools in an effort to make obtaining a college degree more affordable. Blocks to Blocks, developed by both KCU and Carter County Board of Education, will offer high school students college credits (up to 18-hours) for classes taken by their juniors and seniors. This program is new to the county and was accepted by acclimation and the first year started in the fall of 2007.

ACTC, part of the Kentucky Community and Technical College System (www.kctcs.edu), has three campuses in Boyd County. The newest campus is the Technology Drive Campus, the first college campus located in an industrial park in the state of Kentucky. Much thought went into the location and design of this campus. Since ACTC is actively involved in economic development and workforce training, the campus includes space designed to allow business/industry to (re)train employees without the necessity of workers leaving the park.

In addition to the technical programs offered at Technology Drive Campus, the college offers a wide variety of transfer, health related, and general college courses and programs. ACTC is also the hub of numerous other educational activities designed to meet regional needs.

- ACTC has agreements with *nine* public school districts and technical centers to offer dual credit or dual enrollment courses to high school students. During the 2010-2011 academic year more than 1,100 high school students benefited from these courses.
- During the past academic year, ACTC began the planning phase of Science, Technology, Engineering and Mathematics (S.T.E.M.) magnet high school that would be operated in conjunction with local school districts. A magnet school is not a totally unique school opportunity, it’s unique in relatively rural areas.
- ACTC has funded an engineering pathway to create a local stream of future engineering students who can help meet the international shortage of engineers. ACTC has committed to providing 100 and 200 level engineering courses for a four year period, regardless of course enrollment.
- To help meet growing demand for health care employees, ACTC has added evening classes for both the Associate Degree and Practical Nursing programs. Working students now have additional opportunities to enroll in nursing programs they will help them advance their careers.
- During the past few years, ACTC has actively sought to develop 2 + 2 programs with other universities in the area. The college now has over 20 program tracks which lead from an associate degree at ACTC to a bachelor’s degree at other colleges in the region.
- Responding to growing demand for properly trained Lineman and Power Plant Operators within the power industry, ACTC has added Power Industry Options to its Applied Process Technologies program. The power industry is facing the retirement of nearly half of its current workforce within the next few years, and ACTC programs will help industry meet manpower needs while providing area residents with training for high skill jobs.

Morehead State University (MSU) extended campus located on ACTC’s College Drive Campus offers junior and senior-level courses for baccalaureate degrees in Business Administration, Elementary Education, Social

Work and University Studies, as well as Master's Degrees in Business Administration and Education. Lindsey Wilson College also offers classes at the ACTC College Drive Campus for Baccalaureate and Master's Degrees in Professional Counseling. Other colleges and universities provide educational opportunities locally. ACTC, MSU, Shawnee State University (Portsmouth, OH), Ohio University (Athens, OH), Ohio University Southern (Ironton, OH), University of Rio Grande (Rio Grande, OH), Marshall University and Mountwest Community and Technical College (Huntington, WV) have collaborated to create a "multiversity" concept. The colleges share a vision of working together to better serve the greater tri-state community. Their vision and collaborative efforts may be found on their website: www.educatethetristate.com.

FIVCO region has 12 high schools, 10 middle schools, 31 elementaries, and 5 private schools serving all educational needs in addition to home school programs and educational child care programs in communities. School information is contained on Kentucky's educational website: www.education.ky.gov/KDE.

D. WORKFORCE DEVELOPMENT

Strengths

- We have many locations for residents to choose from to obtain training and certificates

Weaknesses

- FIVCO ADD working through TENCO Workforce Investment Area (WIA), has direct access to residents of Boyd and Greenup Counties, but depends on East KY Concentrated Employment (EKCEP) for services to residents of Carter, Elliott, and Lawrence Counties

Opportunity

- Expand on the resource booklet telling what the WIA Program has to offer

Threats

- As the economy advances and technology changes so should training programs

When discussing the workforce of an area you must look at two areas: one is the educational levels of the workforce and secondly the job training opportunities in the area. Under the education section we discussed the various educational institutions located in the FIVCO area. Now we will look at two actual workforce development program offered in the five county region. They are: (1) TENCO WIA (www.tenco-onestop.ky.gov) which includes Boyd and Greenup Counties and (2) Eastern Kentucky Concentrated Employment Program (EKCEP) (www.ekcep.org/) which includes Carter, Elliott and Lawrence Counties.

TENCO has a one-stop center located in the employment services building in Ashland; program is run by TENCO Workforce Investment Board (WIB). EKCEP, headquartered in Hazard, has offices located in Olive Hill & Hitchins in Carter County; Rocky Adkins Library and Sarah's Place in Sandy Hook, Elliott County. Sarah's Place (www.sarahsplace.com) offers WINN/WorKKeys, a state-wide, job skills assessment system measuring "real world skills that employers believe are critical to job success. These skills are valuable for any occupation, skilled or professional, and at any level of education; abilities to learn, listen, communicate, work in teams and solve problems area important assets for any worker, regardless of career choice. WorKKeys assessments measure these abilities in three key areas: communications, problem solving and interpersonal skills. Students achieving a silver level are eligible for 70% of jobs in KY; Gold achievement level prepares them for 80% of KY jobs. Employers such as Toyota's plant, state "that a WINN/WorKKeys training certificate is a preferred skill for new hires". WINN/WorKKeys training is available in all FIVCO counties. Lawrence County Adult Learning Center in Louisa is the other location that provides support. All programs provide job placement opportunities. Both TENCO & EKCEP offer individual tutoring, GED and financial counseling. TENCO offers career counseling, relocation assistance, financial counseling and business services. One of the Governor's goals has been to improve workforce's educational skill level. Governor's employment certification program, WINN/WorKKeys training program, is an eight week training course after which the participant is given a certificate stating that the individual is "trainable."

There's also a drive to work with high school students who have dropped out or are not achievers in school. This reform program, in Olive Hill, identifies and contacts students as a measure to decrease the drop-out rates in public schools. A "summer school" program is currently being developed when children are not in school to catch potential drop-outs who are falling between the cracks.

E. TRANSPORTATION

Strengths

- 60% of Nation's population is located within an 8-hour drive.
- Highway network provides adequate connections to interstates and other modes of transportation

- Existing waterway system is the largest inland river port in the nation.

Weaknesses

- East/West railroad system for commercial and passenger use
- 4-lane from I-64 to City of Ashland is lacking
- Lack of Regional Airport

Opportunities

- Build railhead on South Side of US23 at Wurtland River Port, promote Industrial Park growth.
- Develop rural transportation system to address the elderly and handicapped populations.
- Support the City of Ashland's drive to expand U. S. 60 to 4-lanes from I-64 into the city.

Threats

- Too many projects and not enough money to develop roads
- Private industry does not participate in local groups efforts for improvements

METROPOLITAN PLANNING ORGANIZATION

In May 1988, the Governor designated FIVCO ADD as the Metropolitan Planning Organization (MPO) for Kentucky portion of the Huntington, WV – Ashland, KY – Ironton, OH urbanized area. KYOVA Interstate Planning Commission previously served as the MPO for this entire area and remains as such for the urbanized portions of southeastern Ohio and Western West Virginia.

MPO's are designated entities, which coordinate and direct transportation planning efforts in the nation's urbanized areas (>50,000 in total population). The federal government requires MPO's to develop transportation plans, Transportation Improvement Program (TIP), and unified planning work programs, and to base such products on a "3C" (comprehensive, continuing, cooperative) planning process. The basic mission of the local MPO is to meet federal requirements for both product and procedure, while focusing efforts on the attainment of the area, highway and transit system needs. FIVCO's MPO activities include but not limited to:

- Database and traffic model development
- Monitor, amend or modify Metropolitan Transportation Plan (MTP)
- Maintain/meet with Technical Coordinating Committee (TCC) and Policy Committee (PC) as required
- Provide technical support for short-range planning to public agencies/officials, and private groups
- Intermediary between KYTC and organizations that may need traffic projections, technical data, etc.
- Develop Transportation Improvement Program (TIP)
- Coordinate planning activities with other regional planning agencies/groups
- Assist KYTC and DAQ with projects, plans, and programs which assure compliance with the State Implementation Plan (SIP)
- Implement and continue to improve the Public Participation Process
- Follow and implement air quality programs for the region

TRANSPORTATION PLANNING

FIVCO ADD's major activity in transportation planning is to support the KYTC's statewide transportation planning process. The activities of establishing and maintaining a statewide transportation planning process is still necessary to identify, evaluate, and prioritize transportation needs for possible implementation. The Regional Transportation Planning (RTP) develops regional goals and priorities to establish regional guidelines and recommendations to the KYTC. The long-range element covers the non-MPO counties (Carter, Elliott, and Lawrence). FIVCO's Regional Transportation Planning activities include, but are not limited to:

- Coordination of public review and input process of the update of the Statewide Transportation Plan in accordance with the schedule set by the KYTC
- Review statewide transportation planning requirements
- Use of Transportation Facility and Systems Information
- Identification and evaluation of transportation needs
- Establish priorities for transportation needs
- Forward priority projects to highway district office and KYTC
- Implement and continue the Public Participation Plan
- Maintain and meet with Regional Transportation Planning Committee on a quarterly basis
- Maintain/update Regional Concept Plan (Traffic Generators, Unfunded Project List, 6-Yr Highway Plan, etc.)
- Maintain socioeconomic database for the FIVCO region
- Review/update Unscheduled Project List descriptions (Project Identification Forms) as needed
- Update data for KYTC's city and county maps

FIVCO ADD HIGHWAY PROJECTS

The following highway projects (Kentucky's FY2010-FY2012 Enacted Biennial Highway Plan as Approved by the General Assembly) provided significant changes to the region:

BOYD

09-191.03	ASHLAND RIVERFRONT DEVELOPMENT PROJECT IN ASHLAND	\$85,000.00
09-1050.00	REPLACE BRIDGE & APPROACHES AT DURBIN CREEK, 0.8 MILE WEST OF NEW US-23	\$840,000.00
09-1054.00	REPLACE BRIDGE OVER KEYS CREEK 2.5 MI NW OF JCT. US-23	\$1,020,000.00
09-5011.00	LANDSLIDE REPAIR ON KY-538 (0.8 MILE SOUTHEAST JCT. KY-3294, EAST TO JCT. US-23)	\$480,000.00
09-8201.00	RECONSTRUCT INTERSECTION ON KY 766 AT DAWSON LANE	\$1,250,000.00
09-8400.00	US 60 FROM I-64 AT INTERCHANGE 181 EXTENDING NORTH TO KY 180 INTERSECTION AT CANNONSBURG CONSISTING OF 4 DRIVING LANES WITH WIDE, DGA SHOULDERS	\$27,200,000.00
09-8605.00	REHAB AND PROVIDE PAVEMENT IMPROVEMENTS ALONG I-64	\$5,000,000.00

TOTAL \$35,875,000.00

CARTER

09-144.00	KY1/7 (CAROL MALONE BLVD.) WIDENING FROM LITTLE SANDY RIVER BRIDGE TO ACADEMIC PARKWAY	\$2,600,000.00
09-1072.00	REPLACE BRIDGE ON US-60 OVER UPPER STINSON CREEK; 1.5 MI E OF E-JCT KY 1	\$510,000.00
09-1075.00	REPLACE BRIDGE ON US-60 OVER TYGARTS CREEK; .75 MI E OF JCT KY 1662	\$150,000.00
09-5010.00	LANDSLIDE REPAIR ON KY-2 (2.0 MILES NW JCT. US-60 AT OLIVE HILL TO JCT. KY-59)	\$430,000.00
09-8311.00	SAFETY IMPROVEMENTS AT THE EAST CARTER HIGH SCHOOL	\$1,040,000.00

TOTAL \$4,730,000.00

ELLIOTT

09-126.51	SANDY HOOK I-64; RECONSTRUCT KY-7 FROM 0.4 MI NORTH OF KY-706 TO CARTER CO.	\$34,200,000.00
09-1077.00	REPLACE BRIDGE ON CR-1122 OVER LICK FK NEWCOMBE CREEK; .05 MI S OF JCT KY 32	\$120,000.00

TOTAL \$35,320,000.00

GREENUP

09-1038.00	MAIN STREET BR & APPRS AT LITTLE SANDY RIVER (B42) 0.20 S OF US-23	\$2,710,000.00
09-1071.00	REPLACE BRIDGE AND APPROACHES ON CR-1283 OVER TYGARTS CREEK	\$1,250,000.00
09-1073.00	REPLACE BRIDGE ON KY-244 (MP 0.103) OVER CSX RAILROAD; .05 MI N.E. OF JCT US 23	\$230,000.00
09-1078.00	REPLACE BRIDGE ON CS-1023 (MP 0.121) OVER TOWN BRANCH; 100' S. JCT KY 2541	\$110,000.00
09-8407.00	RECONSTRUCT FROM KY-3105 TO US-23 IN RACELAND	\$1,985,000.00
09-8500.00	REPAIR LANDSLIDE ON KY-7 BETWEEN MP 11.5 AND MP 11.7	\$1,285,000.00
09-8501.00	REPAIR LANDSLIDE ON KY 7 BETWEEN MP 19.3 AND MP 19.4	\$375,000.00
09-8509.00	CONSTRUCT A NEW CONNECTOR ROAD CONNECTING FLATWOODS AT KY-207 AND KY-693 AND THE INDUSTRIAL PARKWAY CONNECTOR BETWEEN I-64 AND US-60	\$950,000.00

TOTAL \$8,895,000.00

LAWRENCE

12-3.00	CONSTRUCT INTERCHANGE AT US-23/KY-3 INTERSECTION AT LOUISA	\$18,350,000.00
12-284.00	LOUISA-SANDY HOOK ROAD; RECONSTRUCT A PRIORITY SECTION OF KY-32 BETWEEN THE END OF CORPS OF ENGRS RECONSTRUCTION AT YATESVILLE LAKE AND US-23	\$20,250,000.00
12-1106.00	REPLACE BRIDGE ON PR-1116 (MP 0.015) OVER ROCKCASTLE CREEK; .034 MI W JCT KY 3	\$140,000.00
12-8117.00	SIGHT DISTANCE IMPROVEMENTS ON KY-581 FROM KY-645, EXTENDING SOUTH 2000'	\$640,000.00
12-8405.00	RECONSTRUCT A PRIORITY SECTION OF KY-32 BEGINNING AT MILEPOST 27.64	\$7,500,000.00

TOTAL \$46,880,000.00

F. INFRASTRUCTURE

Strengths

- Kentucky requires continuing education for all its water/wastewater operators as well as requiring ongoing inspection of our facilities. For this reason, our infrastructure is well maintained within the confines of financial realities. We have a nearly complete system of interconnects between water systems to allow emergency water to pass between systems whenever necessary.

Weaknesses

- In the area of wastewater, there are sections of most systems that show signs of failure due to the age of the infrastructure. These known problems and aging sections of the collection systems are being upgraded through a series of projects throughout the area.
- Water problems are not as severe as wastewater, but some failures in distribution system do occur. Lines may need to be upsized to deal with pressure problems in areas that saw unexpected growth. Other areas may wish to upgrade an existing line size to at least 6 inches to provide fire protection.

Opportunities

- Though most of our water systems are interconnected for emergency purposes, but there are some constraints on shipping treated water over long distances, so true consolidation of water treatment plants is generally not considered in most areas. Pumping wastewater long distances has even bigger problems to solve. Only in areas where systems exist in close proximity are there possibilities for consolidation of services.
- In Greenup County, there are several cities so closely situated that consolidation of services, both water and sewer, is possible. Ashland, Russell and Worthington are water producers that currently meet the needs of four other cities in the county while the City of Greenup provides water to a large portion of the county's rural population.
- In the area of wastewater treatment, it would be feasible to use the wastewater treatment plant in Wurtland to treat the sewage from both Greenup and Lloyd while shutting down the treatment plant in Greenup. This would provide service to the northern half of the county through a single plant. Funding for the first phase of this project is available and plans are being finalized.

Threats

- The area shows very little susceptibility to drought conditions for most of its water systems, because of the size of the Ohio River and the Big and Little Sandy Rivers that serve as raw water sources for many of our water providers. As stated, the City of Olive Hill has some susceptibility to drought when Tygarts Creek is running low, but the problem is being addressed through an interconnect project.
- Contamination problems along our rivers may represent some short term risks, but such problems are monitored to allow utilities time to shut down their water intakes until pollutants have passed by.

Kentucky continues with its emphasis on providing potable water to all its citizens where it is economically feasible to do so. Kentucky shows better than 95% coverage in the area of water service. In the FIVCO region, coverage is slightly less, but still approaches the state average. Remote areas and spurs off existing water lines remain to be serviced, but the need is being met as funds become available. The region has 18 community water systems, two of which are privately owned.

Municipal water service in rural areas increases by a factor of four times the amount of waste that comes from a household. Because of this, new emphasis from state and local planners for construction of waste treatment facilities now exists. In many cases, construction of municipal gravity feed systems of buried pipe is both desirable and feasible, but large areas of our rural counties can't be economically covered in this manner. Preliminary plans to address waste treatment with onsite systems have been discussed and sample ordinances are available for guidance. Wastewater infrastructure in area is growing; while all systems are dedicated to maintaining existing infrastructure, majority of projects are to extend coverage into underserved areas. The tables following are the current Water and Sewer projects in the FIVCO region.

WATER PROJECTS

COUNTY	UTILITY	PROJECT DESCRIPTION
Boyd	Cannonsburg WD	REFURBISH PAUL COFFEE IND. PARK WT: CLEAN/PAIN 1,000,000 GAL. WT, INSTALL GUARD RAILS & ESCAPE HATCH. PURCHASE METERS & EQUIPMENT. EST. COST \$250,000
Carter	Olive Hill	CONSTRUCT 200,000 GAL. WT & PUMP STATION AT BIGGS HILL, INTERCONNECT WITH WATER PROVIDER, REHAB/REPLACE 23,000 LF OF LINES IN DISTRIBUTION SYSTEM. EST. COST 1,750,000
Greenup	Cannonsburg WD	INTERCONNECT WITH GREENUP AT 2 LOCATIONS IN GREENUP CO. WILL RUN INTERCONNECTS ALONG RT 503 & LOGTOWN RD, EXTEND SERVICE ALONG SARK RD. EST. COST OF \$150,000
Greenup	Greenup	INSTALL 1 MILE OF SERVICE ALONG UPPER HOG BRANCH RD. NEAR OLDTOWN. PROJECT SERVES 8 NEW CUSTOMERS & REQUIRE APPROX. 5280 LF OF 4 IN. PIPE COST OF \$40,000

Greenup	Flatwoods	BUILD NEW 500,000 GAL. WATER TANK IN HENSLEY HOLLOW AREA TO SERVICE ENTIRE DISTRIBUTION SYSTEM & SERVE AS RESERVE STORAGE. PROJECT WILL REQUIRE APPROX. 4600 LF OF PVC PIPE AND PURCHASE OF THE STRUCTURE SITE FOR A TOTAL COST OF \$902,511
Greenup	Greenup	CONSTRUCT APPROX 26 MILES OF 6", 4", AND 3" WATERLINES AND RELATED APPURTENANCES, A 115,000 GALLON TANK & BOOSTER STATION, GREENUP'S PHASE 8 WATERLINE EXTENSION WILL PROVIDE SAFE, DEPENDABLE AND AFFORDABLE DRINKING WATER TO APPROXIMATELY 304 RESIDENTIAL & NON-RESIDENTIAL USERS IN RURAL WESTERN GREENUP COUNTY.
Greenup	Greenup	INSTALL 15 FIRE HYDRANTS ON NEW AND/OR EXISTING GREENUP WATER SYSTEM LINES AT VARIOUS LOCATIONS:LLOYD, MALONETON, LOAD, LITTLE SANDY VFD SERVICE AREAS. 15,000 LF OF 6" LINES TO FIRE HYDRANTS ALONG KY784, SCHULTZ, BRUSHY, PLUM FORK, BEAUTY RIDGE.
Greenup	Greenup	WTP BACKWASH LINE RELOCATION PROJECT. ESTIMATED COST IS \$200,000
Greenup	Greenup	INSTALL 12 FIRE HYDRANTS @ \$1800 IN LLOYD. ESTIMATED COST IS \$20,000.
Greenup	Greenup Co. FC	HORN HOLLOW RD WATERLINE EXTENSION: 1,500 LF OF 6 IN LINE ALONG INDUSTRIAL PARKWAY .
Lawrence	Louisa	IMPROVEMENTS TO CITY'S WATER SYSTEM. REPLACE 6,000 LF OF WATER MAINS; INSTALL EMERGENCY GENERATORS AT WTP & HOSPITAL PS; INSTALLATION OF SOLIDS HANDLING/GRIT REMOVAL SYSTEM AT WTP; CONSTRUCTION OF APPROX. 3,400 LF OF 8-INCH WATER LINE FROM CITY'S MAIN STORAGE TANKS TO DISTRIBUTION MAIN LOCATED ALONG KY ROUTE 32.
Lawrence	Big Sandy WD	RT. 3 WATER LINE REHAB OR REPLACE 5 MILES OF 6 IN. WATERLINE ALONG RT. 3 FROM "THE POINT" AT LOUISA SOUTH TO INEZ. INSTALL MULTIPLE LEAK DETECTION METER ASSEMBLIES IN TO HELP DETECT SYSTEM LEAKS. 275 HOUSEHOLDS AFFECTED ESTIMATED COST OF \$1,000,000
Lawrence	Big Sandy WD	INSTALL 2,263 LF OF 3 INCH PVC WATERLINE ALONG SLONE FARM ROAD (ROE CREEK ROAD). WILL PROVIDE POTABLE WATER TO 4 UNSERVED HOUSEHOLDS. EST. COST \$24,953.21

SEWER PROJECTS

COUNTY	UTILITY	PROJECT DESCRIPTION
Boyd	Ashland	37TH ST. PS REPLACEMENT & FORCE MAIN UPGRADE: PROJECT ALSO INVOLVES CONSTRUCTION OF APPROX. 6500 FT OF 24 IN. FORCE MAIN FROM 37TH ST. PS TO THE WWTP. NEW FORCE MAIN REPLACES EXISTING 14 IN. FORCE PROJECT ALSO INVOLVES UPGRADING EXISTING SEWER LINE FROM 37TH ST. CSO REGULATOR TO 37TH ST. PS FROM 18 TO 24 IN. 37TH ST.
Carter	Olive Hill	PROVIDE NEW SEWER LINE FROM CITY LIMIT TO I-64 (2.5 MILES) AND ONE PUMP STATION AT FOR END AT I-64. LAST 2 MILES INTO TOWN IS GRAVITY FEED.
Carter	Olive Hill	REHAB CLAY PIPE ALONG BLUEBERRY RIDGE AT COBLEY KNOB; COMPLETE EXTENSION TO 10 RESIDENTS AT EASTWOOD ADDITION; REHAB EXISTING FIELDS BRIDGE SEWER LIFT STATION; EXTEND NEW COLLECTION LINE OUT BLUEBERRY RIDGE WITH REMAINING FUNDS.
Carter	Olive Hill	AMEND FACILITY PLAN TO INCLUDE SEWER SERVICE IN PLEASANT VALLEY EST. COST \$85,000.
Carter	Grayson	EXTENSION OF APPROX. 7,000 LF OF 8 IN. SANITARY SEWER, & 1 NEW LIFT STATION ALONG US 60 AND DAMRON MAYO ROAD TO 55 UNSERVED HOUSEHOLDS. ESTIMATED COST IS \$550,000
Elliott	Sandy Hook	VARIOUS SEWER LINE EXTENSIONS & IMPROVEMENTS. SPARE PUMP FOR WELCOME CENTER AND LAKESIDE LS; IGA AREA SEWER REHAB 2500 LF 8 IN; NURSING HOME LS TRASH BASKET & FORCE MAIN REPLACEMENT 25 LF 3 INCH; ADD SECOND WET WELL AT THE BUCK MOBLEY LS; 50 HHS
Elliott	Sandy Hook	SEWER SYSTEM UPGRADES - LINE EXTENSIONS & MAINTENANCE: EXTEND SEWER TO SANDY HOOK LAND DEVELOPMENT SUBDIVISION. PROJECT REQUIRES 1986 LF OF 8 IN. SEWER LINE TO SERVE 3 EXISTING HOUSEHOLDS PLUS 6 CONSTRUCTION LOTS. GRANT FUNDED FOR \$250,000
Greenup	Wurtland	PROVIDE SEWER SERVICE TO 502 EXISTING STRUCTURES IN LLOYD AREA., CONSTRUCT A FORCE MAIN TO CARRY SEWAGE TO WURTLAND STP. INSTALL PS TO PICK UP GREENUP'S SEWAGE FROM ANOTHER 500 HOUSEHOLDS WHILE DE-COMMISSIONING THEIR STP. EST.COST \$6,725,000
Greenup	Worthington	CSO PHASE 2 PROJECT IN RESPONSE TO AN AGREED ORDER TO ALLEVIATE COMBINED SYSTEM OVERFLOW PROBLEM. PROJECT IS TO DISCONNECT DIRECT STORM WATER CONNECTIONS, REHABILITATE 150 MANHOLES, REPLACE 10 MANHOLES, & INSTALL FLOATABLE TRAPS AT CSO PUMP STATION. EST. COST IS \$261,486,WILL AFFECT ENTIRE WORTHINGTON SEWER SYSTEM.
Greenup	Raceland	PROJECT WILL ADDRESS UPGRADES TO 3 LIFT STATIONS, REPAIR OF 100 LF OF SEWER LINE ALONG POND RUN, SMOKE TESTING EQUIPMENT FOR SEWER DEPAT. EST. COST IS \$142,000
Greenup	South Shore	PROJECT TO TOTALLY REPLACE PUMP STATIONS 1, 2, AND 3; NEW WELLS, CONTROL PANELS, IN-COMING AND OUT-GOING LINES AND PUMPS. ALSO REQUIRED TO SLIP LINE APPROXIMATELY 2860 LF OF DELAPIDATED LINES THAT LEAD TO THOSE PS.S. ESTIMATED COST IS \$650,000
Lawrence	Lawrence Co. Fiscal Court	REHAB TO PUMP STATION #1, REPLACE 1500 LF OF UNDERSIZED SANITARY SEWER LINE & MANHOLES; MANHOLE REPAIR, PUMP STATION ALARM REPAIR; HIGH PRESSURE CLEANING & VIDEW/TV INSPECTION OF ENTIRE SANITARY SEWER SYSTEM. EST. COST \$208,000.
Lawrence	Louisa	FALLSBURG PHASE 2: EXTENSION FROM TOP OF FIVE FORKS TO FAR SIDE OF FALLSBURG PICKING UP APPROX. 450 HH. REQUIRING APPROX. 31,330 LF OF PIPE EST. COST \$1,935,000
Lawrence	Louisa	3 COMPONENTS: REHAB/REPLACEMENT OF SUBSTANDARD MANHOLES, UGRADES TO UNDER CAPACITY LS, & ELIMINATION OF COMBINED SEWER OVERFLOWS IN COLLECTION SYSTEM.
Lawrence	Louisa	RENOVATE SEWER COLLECTION SYSTEMS IN 2 SUBDIVISIONS, MEADOWBROOK & BERG SUBDIVISIONS HAVE SERIOUS I&I PROBLEMS & SOME OVERFLOW. PROJECT WILL AFFECT 75 HH & REQUIRE APPROX. 10,000 LF OF PIPE & 1 LIFT STATION EST. COST \$750,000
Lawrence	Louisa	SEWER EVALUATION STUDY TO GUIDE REHAB & RESOLVE I&I PROBLEMS.
Lawrence	Louisa	INSTALLATION OF GRIT REMOVAL SYSTEM & REPLACE AERATION SYSTEM. EST. COST \$390,150.00.
Lawrence	Louisa	CONSTRUCTION OF 35,000 LF OF GRAVITY & FORCE MAIN TO EXISTING COLLECTION SYSTEM ALONG US 23 .25 MILES FROM US 23/RTE 3 INTERSECTION. 150 HOMES/BUSINESSES SERVED.
Lawrence	Louisa	INSTALL APPROX. 2.5 MILES OF LINE PLUS MANHOLES & 3 PUMP STATIONS FOR CYNTHIA CHAPEL & WATERMELON HILL ON RT 2565. WILL BRING SERVICE TO 77 UNSERVED HH EST. COST OF \$485,000.

G. TECHNOLOGY

Technology

- No Strengths, just potential in wireless and broadband applications
- KDMC's, Vascular Center, is one of the most technologically advanced hospitals in the nation

Weaknesses

- Poor educational background and understanding of wireless and broadband technology in general and what advantages it can provide a community
- Poor infrastructure in area

Opportunities

- Extend broad band technology in rural areas and improve homeland security technology
- Establish committee dedicated to educating the public about new and emerging technology
- Promote the development of more wireless and broadband applications in the area

Threats

- Without constant technology updates on equipment/systems, terrorism can excel in the area
- Industry will not locate in area if technology advances are not utilized.

Investments in new technology are risky, by nature. Much technology is outdated a few months after being developed. As such, policy-makers make decisions based on promises of any given technology without precedent of success. Understanding costs/benefits of technology should be a deliberate path of investment in development of any technology advancements and investing more in technology should become the norm.

Numerous private educational and governmental services depend on internet access and high levels of broadband. A local (regional) technology team could be established to promote growth through technology. Leaders from business, industry, government, health care and education should come together to develop a plan. For example, Kentucky upgraded Carter Caves and Greenbo Lake State Resort Parks to wireless internet and other broadband capabilities so visitors will be accommodated. Existing broadband "hotspots" should integrate in to a region wide network, thus providing cost sharing measures. Additional research could be preformed to find grants and low-interest loans to encourage providers to invest in bridging communication gaps such as in wireless internet capability, cable expansion, increase development of telecommunications, municipality radio interoperability.

Residents must be encouraged through education measures to use broadband/other technological advances. Residents need to develop into tech savvy consumers to become aware of the available digital applications that provide convenience, growth, productivity and employment to the area. The Governor's initiative to make broadband accessible to all areas has shown great progress. All FIVCO counties: Boyd, Carter, Elliott, Greenup, and Lawrence's "Connect Kentucky" studies are complete. Just as geography of each county is different, so is access to broadband for its citizens.

FIVCO CITY & COUNTY WEBSITES

Boyd County Fiscal Court	www.boydcountyky.net
Carter County Fiscal Court	www.cartercounty.ky.gov
Elliott County	www.elliottcounty.ky.gov
Greenup County Fiscal Court	www.greenupcounty.ky.gov
Lawrence County Fiscal Court	www.lawrencekentucky.com
City of Ashland	www.ashlandky.org
City of Bellefonte	www.bellefonte.ky.gov
City of Grayson	www.graysonkentucky.com
City of Olive Hill	www.olivehill.ky.gov
City of Louisa	www.cityoflouisa.com
City of Flatwoods	www.flatwoodsky.org
City of Russell	www.cityofrussell.net
<i>FIVCO AREA DEVELOPMENT DISTRICT</i>	www.fivco.org

H. ENVIRONMENT

Strengths

- Abundant natural resources and some preservation groups are active in the area
- Some scenic rivers potential, designated trails and agri-tourism ventures are in operation

Weaknesses

- Lack of funding or support for conservation efforts
- A lack of a unified effort to focus on top priorities

Opportunities

- Organize a regional committee to look at levels of support or lack of
- Opportunities to set-up more scenic rivers, trails; develop agri-tourism/agri-business ventures

Threats

- Without checks and balances, industry can overtake certain nature areas
- Apathy could occur because of the lack of a regional approach

All of FIVCO's counties are located close to a navigable waterway. Boyd County is at the mouth of the Big Sandy River, which empties into the Ohio River. Lawrence County, a little further south, has the Big Sandy River as its most eastern border. Greenup County lies just west of Boyd County and shares the Ohio River and also hosts the Little Sandy River along with Carter and Elliott Counties.

County clean-up efforts encourage environmental measures along with the Greenup County Environmental club, Ashland's Sierra Clubs, two groups that are active in the area. With the help of area fishing organizations, Greenbo Lake State Resort Park and Grayson Lake State Park collect Christmas tree and Army Corps of Engineer personnel work together to strategically placing old trees in the lakes to provide environmental friendly spots for fish to feed and breed. Another local group is trying to preserve the Tygart's Creek area, an area that runs through both Carter and Greenup Counties by having the area designated as a federal "Scenic Waterway." A documentary film was produced and being distributed to gain more attention to this undisturbed, pristine waterway. Old Elizabethtown and Lexington railroad bed is being converted into bike trails and the list goes on and on. Healthy outlets for physical activity, safety plans / programs and health care facilities are being developed to address everyday needs of the citizens in the FIVCO area.

Kentucky continues with its emphasis on providing potable water to all its citizens where it is economically feasible to do so. KY shows better than 95% coverage in the area of water service. The FIVCO region, coverage is slightly less, but still approaches state average. Remote areas and spurs off existing water lines remain to be serviced, but need is being met as funds become available.

All ADDs are all involved in developing an interconnected water system that will divert water in a number of ways to help provide water in times of droughts and disaster. To the credit of those systems providing service in our ADD, emergency interconnects between systems is the norm rather than the exception. Among the sixteen water systems, no single system was in a "stand alone" position meaning that all had some kind of emergency connections with a neighboring system. When the study was completed, five new interconnects were recommended to complete the network, two of which have already been completed.

Municipal water service in rural areas increases by a factor of four the amount of waste that comes from a household, because of this fact, a new emphasizes from state and local planners for the construction of waste treatment facilities now exist. In many cases the construction of municipal gravity feed systems of buried pipe is both desirable and feasible, but large areas of our rural counties cannot be economically covered in this manner. For this reason, all five counties have instituted preliminary plans to address waste treatment with onsite systems. Ordinances have yet to be written to cover this, but the idea is new and is being discussed. It is hoped that we will see monthly sewer fees on individual septic systems that would allow the county to pay for annual inspections of all onsite systems and require maintenance where needed. Environmental impact of such a program will go a long way toward transforming our streams/rivers into a useable recreation resource.

The Environmental Protection Agency recently announced that Boyd County has no SO2 restrictions. A "Green" industry that has sprung up from the demand to find an alternative way to produce energy "naturally" is the Green Valley Landfill. GVL is one of the first environmental landfill built to convert gases produced from garbage decomposition to clean electric power, is located just west of the industrial park and was constructed by Grayson Rural Electric Corporative Company (GRECC).

FIVCO ADD works with the Kentucky Office of Homeland Security (KOHS) on several "security" projects. Before FEMA was re-organized under the Office of Homeland Security, all five counties adopted the FIVCO FEMA mitigation plan. This plan was developed through the state and federal FEMA offices encouraging the county's to identify what environmental policies and future construction steps should be taken to make sure that any number of a list of natural disasters can be affectively averted. Once the plan was written, it was submitted to FEMA for approval, then each county adopted the plan as it hazard mitigation plan for disasters.

FIVCO staff works with emergency managers to make sure that each agency in each county that has federal financial support or may apply for funding in the future is NIMS (National Incident Management System) compliant. This program is evolving as communication equipment, and language codes used on radios are

being changed over to “plain English” to make communications among all first responders understood by businesses and the general public in case of a disaster. Also “who’s in command” issues are address to make sure that disaster recoveries are more efficient than the Hurricane Katrina incident in New Orleans.

FIVCO’s Citizens Corps Council, Northeastern KY Region Citizens Corps Council (NKRCCC) is a new collaborated effort between FIVCO ADD, KY Office of Homeland Security, KY Citizens Corps Council and Lincoln Trail ADD as lead agency. NKRCCC has produced a Citizens Awareness and Strategic Action Plan to help guide council’s activities for next year. Last year, regional Medical Reserve Corps director conducted disaster classes in addition to nursing classes at KY Christian University in Grayson. Program moved under existing health department network. FIVCO’s network consists of: Boyd, Greenup, Lawrence and Little Sandy Health District, comprising of Carter and Elliott Counties. The committee is working to become more than an advisory committee to FIVCO. NKRCCC is incorporated as a Kentucky non-profit and filing its 501c3 papers to be designated as a non-profit with IRS. This designation will allow committee to become a separate, free-standing, non-profit entity in order to obtain additional funding from non-profit organizations.

Other quality of life issues are being developed in the region too. Healthcare issues have been the forefront of the “Baby Boomers” generation for sometime now. Kentucky is conducting health forums to determine problems that exist and develop ways to address the ever growing needs of the senior population. The grassroots group, Emmanuel Health System, Inc., in Carter County www.cartercountyhospital.org, worked diligently to build/provide a primary care center (PCC) to replace the closed Stovall Hospital that once operated in the City of Grayson. The group was successful in the fact that KDMC built a combined Nursing and outreach center on KCU’s campus. This facility is not the answer to providing the citizens Carter, Elliott, western Greenup and eastern Lewis Counties an emergency room facility. Presently, only a emergency room facility can be located at hospital facility. An Ambulatory Surgery Center / emergency room could stabilize patients faster, cutting time from 45 minutes and sometimes 2 hours to less than 15 to 45 minutes at most in the time it would be to receive treatment. A Primary Care Center (PCC) would be the best option overall that would also help to provide the extra beds need to fill the 138 bed + shortage that exists in that designated area. A certificate of need (CON) must be obtained in order to construct that facility. Addition funds for construction would be sought from federal and non-profit organizations.

The area has definitely been blessed with abundant environmental beauty. There are two state resort parks, Carter Caves State Resort Park and Greenbo State Resort Park that have lodging; and two other state parks, Grayson Lake and Yatesville Lake State Parks with campground facilities. Grayson and Yatesville both have championship golf courses, built in the last two years, both named among the best golf courses in the nation by golf magazines and by golfers. The Kentucky Commerce Department announced last fall that the department wants private investors to construct lodging in the form of cabins and lodge facilities on its “parks” properties. This development will bring in additional tourism jobs and dollars to the local economy.

Ashland received a \$10 million dollar federal grant to develop its riverfront property. Additionally, the city has designated five city blocks as an arts district in the drive to give opportunities to its arts community. The Pendleton Arts Center, a satellite of the Cincinnati Pendleton Center, is still growing offering studio space for area arts. The center along with the Ann Davis Gallery, the Paramount Arts Center, Highlands Museum and Discovery Center, Jesse Stuart Foundation and other arts retail businesses are helping provide the arts cottage industry, both visual and performing, an outlet.

The Ashland project is in line with the Kentucky Commerce Department’s Tourism division and the Mountain Arts Center (MAC) in Prestonsburg drive to further develop the Country Music Highway system. A video, “Rhythm of My Soul: Kentucky Roots Music,” discusses the music artists of the County Music Highway, in addition to religious and bluegrass music artisans and styles of eastern Kentucky. The program was produced and aired on Public Access Television. This is a great piece for branding and future development of the Country Music Highway.

III. ECONOMIC ANALYSIS (CONTINUED)

b. Other Plans and Strategies (attachments and brief discussion)

In the appendix you will find a CDs copy of the following documents:

- (1) *“The Ashland Comprehensive Economic Development Update Plan for 2003”*, Ashland CED discusses economic development strategy for Ashland’s future new and revitalization of its downtown district.
- (2) *“Preparation for Future Economic Development for FIVCO Area Development District”*. The Preparedness study was written by Gary Bradford, Director of the Center for Community, Workforce and Economic Development, of Kentucky Community and Technology Colleges, EastPark Campus. It has served as a useful tool in obtaining data for previous CEDS documents.

(3) "FIVCO Regional Hazard Mitigation Plan" A multi-jurisdictional plan that identifies weaknesses in the natural environment; provides addresses of contacts, locations, past hazard events, and possible projects that can address these issues. It can be used as a tool for developers when assessing building sites by reviewing where past hazard issues occurred.

(4) "Connect Kentucky" reports for Elliott, Greenup, and Lawrence are found in the Appendix section of this year's CEDS. The purpose of the program is to utilize community leaders to develop plans for broadband connectivity. The information is then taken and a strategy is developed and published. The Connect Kentucky study contains all known technology resources that county has and a plan of action to enable that county to become technologically sufficient. Connect Kentucky has moved its directive to the states of Tennessee and West Virginia. Boyd and Carter Counties plan have not been finalized and Greenup was at the final review stage. Copies of all five county plans, complete or incomplete, have been included in Appendices section of this document for your review.

C. PAST AND PRESENT ECONOMIC DEVELOPMENT PROJECTS

FIVCO AREA DEVELOPMENT DISTRICT LIST OF PROJECTS

A. Northeast Kentucky Regional Industrial Authority

EDA Grant 04-79-04612

The \$1,000,000.00 EDA funds should be in close out phase by October of 2003. The EDA portion of the grant was 23% complete at time of printing. CDBG portion of the grant will not begin until the building is complete which may be in December of 2003.

The impact to educational enrollment should improve at least 5% with the location of the campus alone and local K-12 schools push for higher education standards should continue this trend. The educational successes will further boost efforts of obtaining higher paying high-tech jobs in the FIVCO service area. With the push for higher educational standards and the push to develop higher paying jobs, the per capita income would reflect at best estimates of 1% after the Ashland Community and Technology Center opens its doors and graduates its first class.

Education obtained from attending the ACTC campus will further develop the entrepreneur's minds and may lead to an increase of small to moderate sized businesses in the area. The increase of new businesses and the expansion of existing businesses could drop the overall unemployment rate in the FIVCO service area by 1.0% if the anticipated opening of the college's graduation totals increase.

B. City of Grayson, Kentucky

EDA Grant 04-01-04866

Expansion of water lines into adjacent Greenup Co. and Grayson spur of AA Highway will allow further economic development. Cook's Family Foods, a subsidiary of Con-Agri, is the largest industry located in the Grayson city limits.

Carter County's unemployment rate has a history of fluctuations associated with seasonal employment. Real estate development and increase of jobs available in the construction field may increase per capita income of Carter Countians by 1.5 %. New water intake system increases availability of water to several miles of raw land. The drive to increased development, residential, commercial or both, of the newly infrastructure available land will fuel this expansion. So far this year, as the trend of the last two years has shown the City of Grayson and surrounding area have not out built its supply or its demand for residential properties. With current mortgage interest rates at an all time low below 5%; the push to move to Carter County likely continues.

Carter County Board of Education is working on study to determine need/impact of building centralized high school. Currently there's one high school in Olive Hill and one in Grayson. Top choice for location of new high school is just off Grayson spur of AA Highway where new water line extension has been located. Schools' enrollment levels are almost at capacity levels. Push for children to stay in school has had a positive impact by increased enrollment of K-12 enrollment schools in the county. As stated earlier, Grayson is a bedroom community; most jobs are located out of city and county. However, the per capita and educational standard may increase by 1.5% overall.

C. FIVCO Area Development District

EDA Section 207 Technical Assistance Grant 04-06-04494

The Preparedness Study was closed out last August and an update of this report appears as an attachment at end of FIVCO' 2003 Updated CEDS report. Availability of the Preparedness Study and its update provides reader knowledge of current economic condition of the FIVCO area has been expanded. With increased knowledge and continued support for education and other development, it is hopeful that employment rates, per capita income and educational attainment levels should increase. It may take some time before we see changes in the above mentioned socioeconomic topics. However, an increase of 1.5% overall may not be too much of an estimate of the impact the knowledge will have, if used, in future development of the FIVCO service area.

FIVCO AREA DEVELOPMENT DISTRICT LIST OF PROJECTS 2003

Section lists and describes all EDA projects from 2003 covering FIVCO service area.

Current projects with EDA Funding

A. Northeast Kentucky Regional Industrial Authority - EDA Grant 04-79-04612

Construct a 50,000 square foot Technology Training Center within the confines of "East Park", an 860-acre multi-county created by the FIVCO Area Development District's counties of Boyd, Carter, Elliott, Greenup, and Lawrence. The retraining center will be owned, operated and managed by the Kentucky Community and Technical College System (KCTCS). Ashland Technical College will provide facilities management, training and service coordination for the East Park Ashland Community & Technology College, Technology Drive, and EastPark Campus. Construction began in July 2002.

Funding Sources:	Economic Development Administration	\$1,000,000
	Community Development Block Grant	500,000
	KCTCS	6,900,000
	Local/State	<u>2,400,000</u>
		\$10,400,000

B. City of Grayson, Kentucky - EDA Grant 04-01-04866

Funds were obtained to reconstruct city's municipal water treatment plant and later, addition of new water intake system was added. Project will expand existing treatment plant from 1.86 to 3 MGD and increase water intake capabilities to 3MGD. Project will insure adequate water supply for city's largest employer and permit expansion of water distribution system to provide potable water to un-served areas outside city. Construction began in 2002 with the projected completion scheduled for May 2003.

Funding Sources:	Economic development Administration	\$1,000,000
	Rural Development Loan	2,444,505
	Kentucky Infrastructure Loan	<u>945,000</u>
		\$4,389,505

C. FIVCO ADD - EDA Section 207 Technical Assistance Grant 04-06-04494

Funds for an economic development study entitled "Community Preparedness for Economic Growth", conducted by Marshall University Center for Economic Development Research was obtained in 2001. Study was designed to show local units of government services and infrastructure needs over the next 20 years, in order to facilitate orderly growth for the area. Study was completed in October 2001 with up-date completion date of August 2003.

Funding Sources:	Economic Development Administration	\$25,200
	FIVCO Match	<u>10,800</u>
		\$36,000

FIVCO AREA DEVELOPMENT DISTRICT LIST OF PROJECTS 2004

Section lists and describes all EDA projects from 2004 covering FIVCO service area.

Project with EDA Funding: Cumberland Valley ADD, Lake Cumberland ADD, Kentucky River ADD, Gateway ADD, Big Sandy ADD & FIVCO ADD EDA Grant

Collaborative project involving 42 counties in six ADD districts. This is a detailed study of the infrastructure improvements needed to up-grade interconnections between and among existing water systems to provide the means of moving sufficient quantities of water to dominate the shortages created by disaster of drought.

Funding Sources:	Economic Development Administration	\$1,500,000
	Local/State	<u>650,000</u>
		\$2,150,000

Current projects with EDA Funding

D. Northeast Kentucky Regional Industrial Authority - EDA Grant 04-79-04612

Construct 50,000 square foot Technology Training Center within confines of "East Park", an 860-acre multi-county created by FIVCO ADD's counties of Boyd, Carter, Elliott, Greenup and Lawrence. Retraining center will be owned, operated and managed by Kentucky Community and Technical College System (KCTCS). Construction began in July 2002. PROJECT COMPLETED FALL 2004.

Funding Sources:	Economic Development Administration	\$1,000,000
	Community Development Block Grant	500,000
	KCTCS	6,900,000
	Local/State	2,400,000
		\$10,400,000

E. City of Grayson, Kentucky - EDA Grant 04-01-04866

Funds were obtained to reconstruct city's municipal water treatment plant and later, the addition of a new water intake system was added. Project will expand existing treatment plant from 1.86MGD to # MGD and increase water intake capabilities to 3MGD. Project will insure adequate water supply for city's largest employer and permit expansion of water distribution system to provide potable water to un-served areas outside city. Construction began in 2002 with projected completion of May 2003. PROJECT COMPLETED MAY 2004

Funding Sources:	Economic development Administration	\$1,000,000
	Rural Development Loan	2,444,505
	Kentucky Infrastructure Loan	945,000
		\$4,389,505

FIVCO AREA DEVELOPMENT DISTRICT PROJECT 2005

Section lists and describes all EDA projects from 2005 covering FIVCO service area.

CVADD, LCADD, KRADD, GATEWAY ADD, BIG SANDY ADD & FIVCO ADD EDA GRANT

Collaborative project involving 42 counties in 6 ADD's, a detailed study of infrastructure improvements needed to up-grade interconnections between and among existing water systems to provide means of moving sufficient quantities of water to dominate the shortages created by disaster of drought.

Funding Sources:	Economic Development Administration	\$1,500,000
	Local/State	\$ 650,000
		\$2,150,000

FIVCO AREA DEVELOPMENT DISTRICT PROJECTS 2006, 2007, 2008, 2009, 2010

FIVCO did not have any EDA projects approved in its five county area.

IV. ECONOMIC CLUSTER ANALYSIS

The FIVCO area has several economic clusters as identified using economic data and determination by the CEDS committee. The clusters are: Coal Processing and Barge Loading Terminals; Inland Marine Shipyards and Harbor Service; Refractory Materials; Chemical Plants; Steel; Electric, Gas and Hydro-Energy Manufacturers; Technology; Transportation; Health and Natural Resources.

Because we know what clusters/facilities have driven past economies, we need to study trends to see how these industries can adapt to changing economic trends. FIVCO has largest inland river port in the nation. Energy providers are now changing to "coal to fuel" industries. This will drive the further development of coal processing and barge loading terminals in addition to inland marine shipyards and harbor service. For the steel industry, AK Steel, to continue its operation, new technology and products must be developed to make the factory stand out in manufacture arena. Product driven specialization of general refractory brick manufacture, have kept this industry alive. Chemical clusters provide products that are continually monitored by the EPA. Providing environmentally friendly, clean products will enhance the area. Electric, gas and hydro-energy manufactures are thriving industries because of abundant coal reserves and piped fuels in the area. These clusters will further advance as area grows.

However, the most undeveloped clusters are the Technology, Transportation, Health and Natural Resources clusters. Because of technology's fast evolvement, it is hard to keep pace. Technology concepts are not readily understood is one reason this cluster has not kept up with the rest of the state and nation in providing readily available broadband service in addition to other services. In order for this region to attract new businesses and industry to the area, technology must become user friendly to the community in order for the average person to understand what is lacking and for them to demand for services to keep up or advance.

Transportation opportunities are great for the FIVCO region, such as proposed new Ironton-Russell Bridge construction to start FY2011 and Wurtland River Port expansion, are a few opportunities that can be utilized to

make this area more productive. A development of a railhead may allow access from the south side of US 23 to river port would open many possibilities in transferring barge materials. Amtrak has two station stops in the FIVCO region. However, rural and urban transit is another area that needs further development.

Elderly population is increasing, putting an extra strain on health providers. New technology advancements have made hospital experience more streamlined. The nation is already at a crossroads at health reform. Our region will have to wait for changes from Washington to help with increasing health costs.

One of the most underutilized resources in the area is the natural resource cluster. We need a committee that can collaborate with the Department of Agriculture programs such as, Resource, Conservation & Development (RC&D), University of Kentucky Extension Service, the logging industry, KY Division of Forestry and other agencies that not only work with the area forest land, but also with conservation groups such as the Greenup County Environmental Protection Group, Scenic By-Ways, Scenic Waterways organizations need to understand each role and see how everyone can work as a whole to advance the natural resource development and preservation in the area. Below is the listing of companies, by name for each cluster. A map is located in the Appendices showing the location of each company.

FIVCO CLUSTERS

<u>(11) Coal Processing and Barge Loading Terminals</u>	<u>Location</u>
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Transload Terminals	Peabody Coaltrade, Inc	Calgon Carbon	Catlettsburg
Wites Creek Terminal	Riverway North & South	River Trading Company	
Arch Coal Sales, Inc.	Riverview Terminal	S. M. & J. Inc.	
East Kentucky Fuels	Kentucky Coal Terminal	Wurtland River Port (Greenup)	

<u>(4) Inland Marine Shipyards / Harbor Service</u>	<u>Location</u>
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Merdie Boggs & Sons	Custom Fuels
Marathon Marine Repair Terminal	R. & D. Associates, Inc.

<u>(5) Refractory Materials</u>	<u>Location</u>
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Great Lakes Minerals & Great Lakes Industries & Vesuvius USA	Wurtland Riverport
R. H. I. Refractories America	South Shore
General Refractory	Hitchins
Louisville Fireclay Brick	Grahm

<u>(3) Chemical Plants</u>	<u>Location</u>
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DuPont, Pregis, PCI (Sun Chemical)	Wurtland
Calgon	Burnaugh
Marathon	Catlettsburg

<u>(2) Steel</u>	<u>Location</u>
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A K Steel	Russell
Mansbach & KY Electric Steel	Coalton

<u>(4) Electric, Gas and Hydro Energy Manufacturer</u>	<u>Location</u>
---------------------------------------------------------------	------------------------

Kentucky Power	Louisa
East Kentucky Power (Green Valley Landfill) & Dyna-Energy (gas producer)	Ashland
Greenup Dam (Hydro electric)	Greenup

<u>(3) Major Transmission Gas Lines</u>	<u>Location</u>
------------------------------------------------	------------------------

TX Eastern Columbia Gas El Paso	criss-crosses the area
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<u>(9)Technology</u>	<u>Location</u>
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POP's Sprint, AT&T, MCI/Quest	Headquarters in Ashland
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<u>(6)Telephone</u>	<u>Headquarter Branch</u>
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Windstream	Ashland
South Eastern Telephone & Bell South & Bell South Telecom	Louisa
Mountain Rural Telephone Cooperative	West Liberty (Sandy Hook)
Foothills Rural Telephone Cooperative	Chapman, Lawrence County

<u>(11)Transportation</u>	<u>Location</u>
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<u>Rail</u>	
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CSX & Progress Rail	Russell/Worthington
Amtrak	Ashland and South Shore

<u>Mass Transit</u>	
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Greyhound	Ashland and Grayson
Ashland Bus line	Ashland
North East Area Community Action Transportation System	All Counties

<u>Air</u>	
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Huntington Tri-State Airport (Commercial)	Huntington, WV
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Worthington Airport (General)
Olive Hill Airport (General)

Worthington
Olive Hill

Health

HealthNet
LifeNet
P. H. I.

Based in Huntington, WV
Based in Mt. Sterling, KY
Based in Morehead, KY

(6) Health

Location

Hospitals

Kings' Daughter's Medical Center (KDMC)
Our Lady of Bellefonte Hospital
Three Rivers Medical Center

Ashland
Russell
Louisa

(3) Outreach Centers

Location

Kings' Daughter's Family Care Centers

Cannonsburg, Catlettsburg, Flatwoods, Grayson,
Olive Hill in KY & South Point and Wheelersburg, OH

Our Lady of Bellefonte Hospital Outreach Centers
St. Claire Medical Center

Cannonsburg, Flatwoods, Grayson, Greenup, South Shore
Headquarters-Morehead. Outreach Centers-Olive Hill & Sandy Hook

(1) Independent Clinics

Location

Carter County Health Park

Grayson, Kentucky

(1) Home Health

Location

KDMC
Our Lady of Bellefonte

Grayson, Louisa and Ashland
Boyd, Greenup & Carter Co.

(4) Health Departments

Location

Ashland Boyd County
Little Sandy Health Department
Branches
Greenup County Independent Health Department
Lawrence County Health Department

Ashland
Carter and Elliott Counties
Grayson, Olive Hill and Sandy Hook, KY.
Greenup
Louisa

(6) Extended Care Facility

Location

Trinity Station
Wurtland
South Shore
J.J. Jordan Geriatric Center
Carter Nursing and Rehabilitation Center
Elliott County Nursing and Rehabilitation Center

Flatwoods
Wurtland
South Shore
Louisa
Grayson
Sandy Hook

(5) Assisted Living

Location

Kings Brook
King's Daughters & Sons
Trinity Station
Morning Point Ridge
Chapel House & Friendship House

Boyd County
Ashland
Flatwoods
Russell
Grayson

(5) Ambulances

Location

Boyd County
Carter County
Elliott County
Greenup County
Lawrence County

Ashland
Grayson and Olive Hill
Sandy Hook.
Flatwoods
Louisa

(11) Natural Resources

Location

Wood Products

Clear Creek Hardwood
Scott Mullins Hardwood
Globe Hardwood
Ohio River Shippers
Bobby's Mulch
Greenup Clipper

Grayson
Olive Hill
Globe
Old Town
Ashland
Greenup

Limestone

AA Limestone
Mountain Material
Grassie Stone
Rock Crusher Quarry
Keyho

Rt. 7
AA Highway
Carter City
Olive Hill
Greenup County

Please refer to cluster maps in Appendix Section for more information on location of these facilities.

V. ACTION PLAN

Action plan section will discuss our eight target areas: (1) Economy, (2) Industrial Parks, (3) Education, (4) Workforce Development, (5) Transportation, (6) Infrastructure, (7) Technology, and (8) Environment. How we will reach our goals is explained by our objectives of a particular area. Those objectives were used to develop the strategies we need to attain our goals.

1 - ECONOMY 2011

Goals

- Easy access to all areas of the region by rail, highway and waterways
- Highly trained workforce
- Strong regional marketing program
- Seed money for new and expanding large and small businesses
- Strong entrepreneurial support in the area
- Expanding quality of life projects in area

Objectives

- Upgrading existing and developing new transportation routes will enhance mobility needed to retain and attract new businesses to the area
- Work with East KY Concentrated Employment Program (EKCEP) & Ten County (TENCO) workforce agencies to enhance uniformity in job training and results
- A strong marketing plan will entice regional businesses to stay and new businesses to locate in area due to high quality of life programs, educational/technical opportunities and economical advantages.
- Provide financial support through such federal programs as EDA, CDBG, and ARC; and local efforts such as the Capital Investment Club for tech related businesses, and downtown revitalization incentives loans through state's Renaissance on Main Street program, businesses will then have the local support they need to flourish in the area
- Support mentoring programs in the schools and community to build entrepreneurial spirit and knowledge base for future leaders and business owners
- Support cultural heritage conservation measures and development; support state park and local city, county and private park development encouraging healthy lifestyles of its citizens and visitors; support the development of more medical facilities and other health related programs for the aging population

Strategies

- Make sure that transportation issues are addressed in transportation studies and plans;
- Work with EKCEP and TENCO to identify what problems exist and work together to make the workforce investment agencies programs more productive;
- Keep developing/producing such marketing pieces as the "Profile of the FIVCO Region" by the Lane Report. This regional profile was a first for the Lexington, KY based company and is a first marketing publication FIVCO ADD and Ashland Alliance has ever attempted to market the assets in the area;
- Keep area city and county governments informed of federal programs administered through the ADD, and small business abreast of such programs such as EDA's revolving loan program;
- Support development of entrepreneurial programs, such as UK's E-Club in area schools and continue working with UK's Cooperative Extension Service's Entrepreneurial Coaches Institute
- Kentucky, Cooperative Extension Service's conservation programs, First Lady's Preserve America Program, develop more parks with Land and Water Conservation Grant Funds, and promote expansion and building of new health facilities to meet demand of an aging population.

2 - INDUSTRIAL PARKS 2011

Goals

- Promote one large regional park for the five county area.
- Develop smaller localized industrial parks.
- Build park infrastructure such as water/sewer/etc.
- Fund the development and marketing of the parks.
- Aggressively market all industrial parks in the FIVCO ADD service delivery area.

Objectives

- Build on regional concept of one large regional park with land/infrastructure in place to support large and smaller industries. Work with FIVCO county governments to make certain regional park tax revenues are distributed to all partners in a timely fashion, and develop revenue stream for day to day operations.
- Seek funds from government/private sources to develop and publicize regional/local industrial parks and sites.
- Market area and parks electronically via websites, e-mail lists and ads on selected search sites.

Strategies

- Work with cities/counties to develop smaller parks. Utilize a variety of federal, state and local funding methods to build water, sewer, and telecommunications, etc. needed to attract business or industry.
- Combined funding from the cities, counties, state and grants to develop a master marketing plan for region with emphasis on various industrial parks. Plan should be designed to be customized by each locale to meet its needs.

- Once plan has been developed/approved, implement it by utilizing marketing vehicles that have proven most successful and productive in the past. Direct one on one contact with corporate decision makers.
- Develop a regional website that promotes the entire FIVCO ADD area and features the various local and regional industrial and business sites and parks.

3 - **EDUCATION 2011**

Overall Goal: Promote the importance of education to all citizens of the FIVCO service area and support local education entities in the achievement of their goals.

Goals

- Improve the educational achievement metrics across all demographic lines.
- Encourage 100% graduation rate for high schools in service area.
- Encourage and support utilization of local adult education programs and services.
- Encourage all TANF recipients to complete at least high school diploma.
- Support all levels of local education (K-20).
- Support the development and implementation of the Multiversity concept.

Objectives

- Support all local school boards at each level.
- Support improved educational achievement as a means of improving individual/personal achievement as well as local economic development multiplier.
- Help reduce school drop outs.
- Promote hiring practices based on minimum of high school education.
- Support all existing/future improvements utilizing KY Employability Certificates in FIVCO region.
- Support the expansion of the Multiversity in the FIVCO region.
- Support all elements of the Region's public/private P-16 entities.

Strategies

- Develop a program to support hiring practices based on minimum of KY Employability Certificate at Silver level.
- Participate and support local and regional planning activities/meetings of the P – 16 Council.
- Support programs that will reduce the number of high school dropout or non completers..
- Review/investigate the impact of low educational levels in local economic development efforts.
- Promote education as a means of economic development across all strata of FIVCO.
- Support development of a "Regional Educational Task Force" to improve education level.
- Support the implementation of the Multiversity as a Regional Education Objective.

4 - **WORKFORCE DEVELOPMENT 2011**

Overall Goal: To increase the marketable skills of our areas workforce by helping them to better promote the skills they already have or to help individuals build on their current skills so that they are more competitive in our local employment market.

Goals

- Improve access to information relating to employment and career choices in the FIVCO region.
- To provide local businesses with trained employees to meet their needs in the FIVCO region.
- To understand the gaps local employers face when recruiting employees in the FIVCO region.
- To understand the occupations that is in high demand in the FIVCO region.
- To understand how to convey to an employer the skills workers currently have in the FIVCO region.

Objectives

- Support local colleges and universities in their quest for a better trained workforce.
- Coordinate with other agencies in area that also provide services for workforce development.
- Support improved access to labor market and workforce development information.
- Support students in their quest to improve their marketable skills in the FIVCO region.
- Constantly monitor trends in employment in the FIVCO region.

Strategies

- Continue to support local colleges/universities in efforts to provide our area with educated employees.
- Continue to work with local employers to determine their needs regarding recruiting and retaining employees.
- Promote partners in One-Stop system to inform job seekers of services they may be eligible for.
- Review all training programs to determine if they are meeting the needs of our local workforce.
- Talk with local job seekers to find out the obstacles they are facing in their search for suitable employment.

5 - **TRANSPORTATION 2011**

Overall Goal: Promote the efficient, economical, and safe movement of people, goods and services throughout the FIVCO region by linking population centers with accessible transportation facilities that will enhance economic development and improve the quality of life.

Goals

- Improve access (highway, rail, waterway, pedestrian, bicycle, transit, intermodal) to all areas of FIVCO ADD

- Encourage economic development and tourism in the FIVCO region
- Improve safety of the region's transportation system
- Utilize the transportation system to enhance the quality of life
- Improve intermodal access within the FIVCO region
- Expansion of aviation services in the FIVCO region
- Enhancement of the public transportation system in the FIVCO region

Objectives

- Support all transportation projects that improve access to the FIVCO ADD region
- Support improved access to the region to encourage economic development and tourism
- Reduce fatality rate and improve safety on the region's transportation system
- Promote planning studies and public meetings for community involvement
- Support all existing and future improvements for intermodal access within the FIVCO region
- Support the expansion of aviation services in the FIVCO region
- Support the Region's public/private transportation system

Strategies

- Continue to support projects in Six-Year Highway Plan, Regional/MPO Top Ten Lists of Unfunded Projects Lists. Continue to promote the efficiency in movement of people, goods/and services throughout region. Support incorporation of bicycle/pedestrian facilities with all design/construction on roadways within FIVCO region; Coordinate/work closely with Highway District Office 9 and 12 and adjoining ADDs/MPO's in development and implementation of transportation studies; Support transportation projects designed to alleviate traffic congestion and improve traffic mobility.
- Coordinate and participate in local and regional planning activities/meetings; promote improved access to the region's Industrial Park (EastPark). Coordinate and participate with the local Chamber of Commerce agency, Downtown main Street agencies, Tourism Councils/Bureaus, state parks, etc.; Evaluate social, economic, and environmental effects of transportation decisions. Continue to monitor the air quality status and address issues in the region. Promote transportation projects that improve access to tourist/recreational facilities in FIVCO region.
- Support programs that will reduce the highway fatality rate in region by continuing to work with the Kentucky Transportation Cabinet and area enforcement agencies. Support transportation projects that would minimize hazards on roadways within the FIVCO ADD.
- Review/investigate the impact (cultural and environmental) the transportation projects and/or systems may have and make recommendations how best to avoid or minimize said impact; Coordinate public meetings or outreach programs to determine if community supports project.
- Promote existing intermodal operations to assist in enhancing economic development and provide more efficient movement of people, goods, and services.
- Support development of "Regional Airport" to improve commercial/industrial service to FIVCO region; Support and work with general aviation facilities to obtain funding for upgrades and other projects; Continue to rank/support projects identified in Kentucky Aviation System Plan.
- Promote/assist region's public/private transportation systems, Ride Share programs, Elderly/ Disabled/Medical programs, Amtrak, Ashland Bus System, CSX; Provide information to interested cities/counties/citizens/etc., concerning development of public/private transportation systems.

6 - INFRASTRUCTURE 2011

Goals

- Provide potable water to all FIVCO citizens
- Continue building the interconnect water system to provide water during a disaster
- Build more wastewater facilities and inspect existing septic tanks to address health safety issues

Objectives

- All citizens have access to potable water, which will increase health/safety standards.
- Complete interconnect water system project to provide access to water during drought or other disasters.
- Building wastewater facilities and enforce septic tank inspection and maintenance will protect the physical environment as well as the public health.

Strategies

- Develop strategies and action plans to implement to get potable water to all citizens. Work with city and county governments to identify neighborhoods/communities that qualify for funding to build lines.
- Include interconnect water system plan in all area water development plans to make sure funding can be found to build remaining lines needed to make the interconnect project a reality.
- Meet with all county judges/mayors to develop a strategy/action plan to bring this growing problem to the attention of state and federal authorities. Demand financial support for development of studies/plans to provide wastewater service. Enforce septic tank ordinances and impose an inspection fee to help fund wastewater management.

7 - TECHNOLOGY 2011

Goals

- Establish a regional technology committee.
- All first responder have interoperable radios and other communications equipment.
- Alternative way for emergency responders to communicate if centrally located feed goes down
- Connect existing local technology “hotspots” into a regional network.
- Make residents “tech savvy”
- All five counties studies on broadband and wireless capabilities are available.

Objectives

- By having plans in place, regional team can work together to expand technology in the region.
- Have a uniformed communication system for first responders to use at all levels of government.
- Having alternate bandwidth provider such as wireless communications in addition to cable, cell and Windstream in alternative location could provide backup in case of communication failure.
- Identifying hotspots where technology is advanced more than other areas and connecting these sites together will help in the expansion of other technologies in “dead spot” areas.
- By having “tech savvy” residents, the area becomes more desirable to people and industry to locate here thus more high paying tech jobs can be offered to residents.
- Having broadband provides residents capability to interact with global community more efficiently.

Strategies

- Establish regional team strategies/action plans that can be developed to expand technology in region. Make sure all disciplines involved in process to ensure complete support in all levels of society.
- Work with all first responders to develop strategy and action plan to make sure that all municipalities have interoperable capabilities to insure public safety.
- Have the regional technology team work on a location for a backup system for first responders.
- Identify advanced technology “hotspots” ask to join/provide information to help connect region.
- Ask business/industry to provide financial support for development of programs to train their employees and to mentor schoolchildren. Make becoming tech savvy an incentives in school curriculum. Make sure that workforce development programs are involved in continuing support of high-tech, educational programs and trainings.
- Organize leadership committees in each Connect Kentucky counties into a regional committee. Ask legislative body to provide continued legislation support that will provide finances for the expansion of broadband in all Kentucky counties. Review the financial support funders on the Connect Kentucky website and apply for support.

8 - ENVIRONMENT 2011

Goals

- Attained SO2 air quality standards
- Improve storm water and wastewater systems
- Attain mandatory refuse pick-up in all counties
- Be prepared for natural and manmade disasters
- Ensure hospital emergency care is within minutes
- Make State Parks competitive with motel and hotel chains
- Preserve cultural heritage in area

Objectives

- Attain SO2 air quality standards to improve health and public safety standards in area
- Provide better control of rainwater run-off and sanitary sewers, health and public safety standards are improved in area. The quality of life is improved which makes area more attractive to new businesses.
- To preserve the beauty of the area must for future generations to enjoy, refuse pick-up must become mandatory.
- Public health and safety must be addressed in the event of a disaster.
- Locate emergency care facilities to all residents in the area.
- Update and build new facilities that make state parks more attractive to the traveler.
- Preserving the cultural heritage of the FIVCO area will strengthen family bonds and provide economic development opportunities.

Strategies

- Encourage industries to purchase equipment with tax incentives to improve air quality standards.
- Use plans already developed to build storm water and sanitary systems in the five county area. Extend “Pride” program, making septic tanks affordable; a focus for all five counties.
- Encourage local governments to adopt mandatory refuse pick-up for all residents by charging for the service.
- Work with area emergency managers, public officials and the media to inform the public of safety measures they can use when a disaster hits.
- Encourage grassroots organizations such as the Emmanuel Health System in Carter County, to continue to push for the location of a primary care center in Carter County.
- By making the four state parks in the area more attractive, tourists stay longer and spend more dollars. Make sure that all facilities in the parks are built and/or upgraded to attract the general public by allowing private developers to develop park property.

- Work with “Renaissance on Main” programs to develop historic districts and do historic surveys at the county level. Encourage other cities to become “Renaissance on Main” Certified Cities in the program.

VI. STRATEGIC PROJECTS

- PROJECT LIST

Projects listed in will be by County. Each County was asked to provide their top ten projects that they currently have, in the process of or want to see in the near future. Their “Top 10” by county:

BOYD

Sewer – Rt 5/New & Old Buckley Rd
 Sewer – 55th Street. to St Rt 168 - Woods Pointe & Surrounding Areas
 Development of Greenup/Boyd Riverport
 Sewer – N. Big Run-Twin Ridges-New Boyd County HS
 Sewer – US 23 –Ashland Oil-Calgon- surrounding areas

Sewer – Marsh Hill
 Sewer – Lake Bonita Road
 Sewer – Other Areas of East park
 Sewer- Skyline Dr. area of County
 Funding for New Boyd County HS

CARTER

Highway 645 to come through Olive Hill
 Widening of Carol Malone Blvd in Grayson
 Purchase and blacktop paver & roller
 Renovate old courthouse
 Build a Carter County Hospital

Pleasant Valley Sewer Expansion Project
 Building a new county maintenance garage
 Purchase a new road grader
 Build new 911 center

ELLIOTT

Build the Appalachian Entrepreneurial Job Skills Center
 Lodge for Grayson Lake State Park
 Access to affordable broadband
 Affordable housing for the elderly
 Encourage family restaurants to locate in county

Develop a transportation service
 Completion of Rt. 7 upgrade
 Recycling center
 Homeless services
 Encourage recreational facilities to locate in county

GREENUP

Lloyd sewer project
 Phase VIII, Greenup County waterline extensions
 Industrial Parkway Highway expansion- two additional lanes and bridges
 Construction of Greenbo Lake State Resort Park’s Cabins
 Infrastructure covering 15 acres at Wurtland River Port.

Wurtland River Port Phase III construction
 Senior Citizens Center
 Infrastructure for EastPark’s Site C
 McConnell House Phase III construction

LAWRENCE

Cynthia Chapel Water Line Extension & Booster Pump
 Promotion of County events / festivals & security system for county facilities
 Lawrence Co. Park-Recreational enhancements to camping facilities
 Provide assistance to Blaine & Louisa for various improvements & upgrades
 Continue growth & development of Lawrence Co. Business & Industrial Park

Improvements to Stella Moore Park (Recreation)
 Extension of existing city water lines out into County
 Upgrades, repairs, extension to existing sewer lines
 Develop Lawrence County Fairgrounds (new)
 Renovate Welcome / Tourism Center (Vinson Building)

PROJECT PRIORITIZATION

An overall “Top 10” list was derived from county’s lists above. Inclusion in this list was determined by County Judge Executives and CEDS Committee. Each project was weighed by total population; that would benefit by addition of these programs. Here is the “Top 10”:

“TOP TEN” PROJECT FOR FIVCO ADD (in County Order)	
BOYD	Sewer – Lake Bonita Road Sewer – Marsh Hill
CARTER	Highway 645 to come through Olive Hill Pleasant Valley Sewer Expansion Project
ELLIOTT	Build the Appalachian Entrepreneurial Job Skills Center Develop a transportation service
GREENUP	Lloyd sewer project Wurtland River Port Phase III construction
LAWRENCE	Develop Lawrence County Fairgrounds Renovate Welcome / Tourism Center (Vinson Building)

VII. Evaluation/Performance Measures

Evaluation analysis section this year will only cover **2005-2009FY** unemployment rates data, **2003-2008 FY** per capita income and distressed county information. This is an update year which means that we will touch previously submitted material from last year as a comparison to this year’s figures.

EVALUATION 2011

FIVCO ADD wants to achieve these major performance results.

1. UNEMPLOYMENT RATE: Unemployment rates had a slight decrease from 2009-10 to 2010-11. In **2010-2011** of all five counties, Carter, Elliott, and Lawrence County's unemployment for this year was at were higher than the state average of 10.1%. They had a combined average of 12.6%, but down from 13.1% combined average from the year before (2009-10). Boyd County's increased from 8.7% last year to this year's 9.2%. The highest unemployment rates are found during the winter months as many contractors do not have work during the winter months. Leading the way with having the lowest unemployment rate was Boyd County for **2010-2011** at 9.2%. This was the lowest in the FIVCO area even though it rose slightly (0.5%) in **2010-2011**. Greenup County remained the same at 9.8% for both years.

What influenced a 0.2% decrease in the unemployment rate for the FIVCO average from **2009-2010** and **2010-2011**? The most reasonable answer could be that the economy was experiencing a nationwide downturn but has rebounded somewhat, however still is a long way to go. Many businesses decided to downsize and/or close their doors. Many construction jobs have been lost due to the decrease in the demand for new housing. Farmers and highly-skilled workers; such as Union Boilermakers make-up a large percentage of the workforce in Carter, Elliott, and Lawrence Counties. Month's of December, January and February reveals the highest unemployment rates for all five counties. More information is available to provide a better picture of what exactly was influencing the economy in the area by looking at state and national Per Capita Personal Income levels (PCPI) in Section 2 below.

The following charts show the monthly and annual unemployment rates for each FIVCO county, and how they compare to the State's monthly and annual averages, for **July 2010 to June 2011** and **July 2009 to June 2010**. Figures are based on most recent reported information available via www.workforcekentucky.ky.gov.

CHART 1: UNEMPLOYMENT RATES FOR 2010-2011

<u>MONTH</u>	<u>BOYD</u>	<u>CARTER</u>	<u>ELLIOTT</u>	<u>GREENUP</u>	<u>LAWRENCE</u>	<u>FIVCO MONTHLY AVG.</u>	<u>KY MONTHLY AVG.</u>
JUL	8.1	12.3	12.8	9.2	12.5	11.0	10.2
AUG	8.4	12.2	12.5	9.3	12.4	11.0	10.1
SEP	9.5	11.7	12.4	10.0	11.9	11.1	9.8
OCT	9.0	10.5	11.0	9.7	11.3	10.3	9.6
NOV	9.2	11.8	12.4	9.6	11.8	11.0	10.0
DEC	9.5	12.7	12.9	10.2	12.1	11.5	9.9
JAN	10.5	16.0	15.5	10.9	14.1	13.4	11.4
FEB	9.8	15.2	15.7	10.6	13.8	13.0	11.2
MAR	9.3	11.8	14.0	9.7	12.5	11.5	10.2
APR	8.6	11.3	12.6	8.9	11.6	10.6	9.7
MAY	9.1	12.1	12.5	9.5	11.0	10.8	9.5
JUN	9.8	11.8	13.4	9.9	11.5	11.3	9.7
Annual Average	9.2	12.5	13.1	9.8	12.2	11.4	10.1

CHART 2: UNEMPLOYMENT RATES FOR 2009-2010

<u>MONTH</u>	<u>BOYD</u>	<u>CARTER</u>	<u>ELLIOTT</u>	<u>GREENUP</u>	<u>LAWRENCE</u>	<u>FIVCO MONTHLY AVG.</u>	<u>KY MONTHLY AVG.</u>
JUL	9.1	14.0	14.6	9.9	13.0	12.1	11.1
AUG	8.8	13.7	13.8	10.0	12.7	11.8	10.8
SEP	8.6	13.3	13.7	9.9	12.3	11.5	10.5
OCT	8.3	12.1	12.2	9.3	12.0	10.8	10.4
NOV	8.3	10.7	12.5	8.7	11.6	10.4	10.2
DEC	8.2	11.7	14.0	9.0	12.3	11.0	10.6
JAN	9.0	13.9	15.4	10.4	14.6	12.7	11.9
FEB	9.3	14.6	15.3	10.8	14.9	13.0	12.1
MAR	8.9	13.3	13.7	10.1	14.3	12.1	11.3
APR	8.6	11.5	11.8	9.2	12.4	10.7	10.4
MAY	8.7	11.8	12.5	9.7	12.5	11.0	10.2
JUN	9.1	12.7	13.8	10.4	13.0	11.8	10.3
Annual Average	8.7	12.8	13.6	9.8	13.0	11.6	10.8

2. PER-CAPITA INCOME:

Whereas unemployment rates have continued to increase in the FIVCO Area, per-capita income levels tells a different story. Boyd County's Per Capita Income levels increased significantly. Between **2005 and 2006** Boyd County experienced a \$2,242 increase in its PCPI levels. This conclusion is based on figures from Boyd's 2005's \$27,848 and 2006's \$30,090 average. Each of the other counties continued to experience growth. As a matter of fact, the largest growth by one county in the FIVCO area occurred during the **2005-2006 FY** and it was Boyd County, followed closely by Greenup County's \$1,430. Lawrence experienced an \$1,285; Carter, a \$985 increase and Elliott County a \$255 decrease.

As with the **2007-2008 FY** Carter's PCPI increased (\$1,587) was the largest, Greenup PCPI continued to increase by \$1,267; Lawrence increased by \$1,265, Boyd increased by \$1,219 and Elliott increased by \$332. Boyd County's has continuously stayed around the state's PCPI average. While the other county's PCPI levels are increasing, we must wonder what sudden change in the economy has caused this to occur. FIVCO's PCPI increased over the course of the four year period. The largest employers in the FIVCO region are still units of government followed by health care and manufacturing/industry jobs.

Below are the Per Capita Income charts via www.workforcekentucky.ky.gov for **2005-2006** and **2007-2008**. State and National figures are also tabulated to give a reflection of state and national trends, new figures for 2009 – 2010 are not available yet.

FIVCO PER CAPITA PERSONAL INCOME 2005-2006

<u>County</u>	<u>County PCPI 2005</u>	<u>County PCPI 2006</u>	<u>County Growth Rate PCPI 2005-2006</u>	<u>KY Annual Growth Rate PCPI 2005 & 2006</u>	<u>National Annual Growth Rate PCPI 2005 & 2006</u>
Boyd	\$27,848	\$30,090	\$2,242	2005	2005
Carter	\$19,944	\$20,929	\$ 985	\$28,446	\$35,424
Elliott	\$15,039	\$14,784	\$ (255)		
Greenup	\$26,066	\$27,496	\$1,430	2006	2006
Lawrence	\$18,723	\$20,008	\$1,285	\$29,987	\$37,698
Totals	\$107,620	\$113,307	\$5,687		
Avg. PCI increase	\$21,524	\$22,661	\$1,137		
KY Growth				\$1,541	
US Growth					\$2,274

FIVCO PER CAPITA PERSONAL INCOME 2007-2008

<u>County</u>	<u>County PCPI 2007</u>	<u>County PCPI 2008</u>	<u>County Growth Rate PCPI 2007-2008</u>	<u>KY Annual Growth Rate PCPI 2007 & 2008</u>	<u>National Annual Growth Rate PCPI 2007 & 2008</u>
Boyd	\$30,848	\$32,067	\$1,219	2007	2007
Carter	\$21,928	\$23,515	\$1,587	\$31,060	\$39,392
Elliott	\$15,076	\$15,408	\$ 332		
Greenup	\$29,439	\$30,706	\$1,267	2008	2008
Lawrence	\$21,110	\$22,375	\$1,265	\$31,936	\$40,166
Totals	\$118,401	\$124,071	\$5,670		
Avg. PCI increase	\$23,680	\$24,814	\$1,134		
KY Growth				\$ 876	
US Growth					\$ 774

As companies located to the region to take advantage of both the working environment and the river port assets, the Per Capita Personal Income levels are expected to increase and but did not from 2005-2006 / 2007-2008 FY. Rather a (0.1%) overall reduction for the FIVCO area was the result of Elliott County's per Capita loss. It was predicted that the overall FIVCO region's PCPI is projected to increase by the 0.5%. The significant decrease in PCPI does coincide with the higher unemployment rates which indicate slow growth in an area. The PCPI is not a very valid measure of income inasmuch as it is extremely sensitive to unique (one time) events (such as loss of a number of executive or managerial jobs in one event (sale of refinery, etc.); There does not appear to be a trend—as such, this could be viewed as an anomaly; And lastly, it might be significant to correlate the loss in population with this concomitant drop in the PCPI. A more in-depth study is

in order to see what shifts are occurring in the economy locally and how to address these issues quickly. Without trying to stop the progression, the other remaining counties' economies may be in jeopardy.

3. DISTRESSED COUNTIES ISSUES: FIVCO counties of Carter, Elliott and Lawrence remain on the Appalachian Regional Commission's distressed counties list. A major factor that creates this barrier is the level of education/skills. FIVCO ADD has contacted TENCO and EKCEP to discuss workforce development issues as a way to develop more programs to address young workforce. The Governor's WINN/WORK program has been one giant step that addresses the deficit in the workforce of high school diplomas. Kentucky stands with WINN/WORK, providing graduates certification that proves they are trainable, a good direction to take and been well accepted by employers. Other measures last year helped to keep teens in school began with the Carter County School Board and Kentucky Christian University collaborating effort of encouraging students to achieve college credit hours, up to 18 by the time they graduate from high school. Ashland Community and Technical College has been exploring the establishing a new STEM (Science, Technical, Education and Mathematics) school to serve high school students in the five county area.

FIVCO should request funding to support additional development of more training programs to help the workforce prove its superior work ethics/skills that already exist in the area. Elliott County's Sarah's Place Entrepreneurial Center would bring training to the residents of Elliott County. The result will be the recruitment of higher paying, skilled jobs. Not only has the governor's program increased the "value" of the workforce, overall interest in obtaining higher education degrees has sharply risen within the last decade; but so have educational costs. More scholarships/grants should be made available to individuals who need to attain an education and who do not have the financial means to do so.

It is felt that if some part of the Action Plans mentioned in this update and previous CEDS documents are applied, some of these projections could be realized. We predict that at least one of the three remaining distressed counties could attain Transitional status within the next five years. With unemployment rates rising, according to our latest statistics, but with such a drop in per Capita income levels in Boyd County, we must look immediately to obtaining an ARC grant to study the economy.

VIII. APPENDICES

This section has the FIVCO ADD Resolution; list of CEDS Committee members; maps illustrating economic clusters; the Ashland CEDS, Preparedness Study of the FIVCO Region; FIVCO Hazard Mitigation Plan and links to Connect Kentucky's studies for the FIVCO Counties.

APPENDICES (Documents In Original Plan Submitted)

- **FIVCO RESOLUTION**
- **CEDS COMMITTEE**
- **CLUSTER MAPS**
- **HEALTH**
- **MAJOR INDUSTRY**
- **TRANSPORTATION**
- **INFRASTRUCTURE**
- **NATURAL RESOURCES**
- **RIVER TRANSPORTATION**
- **ASHLAND COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (on CD in back envelope)**
- **FIVCO PREPAREDNESS STUDY (on CD in back envelope)**
- **FIVCO HAZARD MITIGATION PLAN (on CD in back envelope)**
- **CONNECT KENTUCKY LINKS**
- **BOYD** www.connectkentucky.org/localinfo/countyprofiles/boyd.htm
- **CARTER** www.connectkentucky.org/localinfo/countyprofiles/carter.htm
- **ELLIOTT** www.connectkentucky.org/localinfo/countyprofiles/elliott.htm
- **GREENUP** www.connectkentucky.org/localinfo/countyprofiles/greenup.htm
- **LAWRENCE** www.connectkentucky.org/localinfo/countyprofiles/lawrence.htm
- **COMMENTS**

PROGRESS KENTUCKY
2011
FIVCO ADD Comprehensive Economic Development Strategy

RESOLUTION

WHEREAS, the FIVCO Area Development District is one of fifteen Area Development Districts with in the Commonwealth of Kentucky; and

WHEREAS, the Kentucky Area Development Districts, in coordination with the Department for Local Government (DLG) and the Economic Development Administration (EDA) engaged in a Commonwealth-wide, community-based, strategic planning process known as Progress Kentucky; and

WHEREAS, our committees are organized to ensure efficiency and effectiveness and observe ethical guidelines using responsible government resources; and

WHEREAS, the FIVCO Area Development District Board of Directors has completed a Comprehensive Economic Development Strategy (CEDS) of which Governor Steve Beshear’s Goals for Kentucky are a part of the CEDS document; and

WHEREAS, the CEDS is a process enabling Kentuckians to strategically plan for themselves through consensus management of all resources; and

WHEREAS, the FIVCO Board of Directors recognizes this plan as the FIVCO Area Development District’s consensus for future growth and revitalization in the region.

NOW, THEREFORE, BE IT RESOLVED, that the FIVCO Area Development District Board of Directors approve and adopt the FIVCO Comprehensive Economic Development Strategy document to the Economic Development Administration and Governor’s Office for Local Government.

Adopted this ____ day of _____, 2011

William Stevens,
Chairman

Sherry McDavid,
Executive Director

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