



2014 Regional Working Group Priorities

September 23, 2014

Natural Bridge State Park

FINAL REPORT TO THE EXECUTIVE BOARD

Presented to Governor Steve Beshear and Congressman Hal Rogers

September 23, 2014

by the

Rural Policy Research Institute

TABLE OF CONTENTS

- I. Transmittal Letter
- II. Executive Summary
- III. SOAR Working Groups' Year One Priorities
- IV. SOAR Working Group Reports
 - A. Agriculture, Community and Regional Foods, Natural Resources
 - B. Broadband
 - C. Business Incubation
 - D. Business Recruitment
 - E. Education and Retraining
 - F. Health
 - G. Infrastructure
 - H. Leadership Development and Youth Engagement
 - I. Regional Collaboration and Identity
 - J. Tourism, Arts, and Heritage
- V. Appendix
 - SOAR Mission, Vision
 - SOAR Working Group Charge / Final Report Charge
 - SOAR Leadership Roster



September 23, 2014

The Honorable Steve Beshear
Governor, State of Kentucky
Frankfort, Kentucky 40601

The Honorable Hal Rogers
Congressman, 5th District, Kentucky
Somerset, KY 42503

Dear Governor Beshear and Congressman Rogers:

Enclosed is the final report to the SOAR Executive Board from the Working Group Chairs, which RUPRI was honored to assist in compiling, on behalf of the regional leaders who have gathered these teams, designed and executed listening sessions across the region, and coordinated the very challenging task of framing priorities from these for SOAR action in the future, based upon that regional input.

We are now only nine months removed from the Pikeville SOAR Summit last December, and SOAR progress since then has been simply amazing. This stands as a moving testament to your leadership, the confidence and commitment of regional leaders in your vision, and the growing engagement of the region's citizens in this mission.

In these past months, a permanent organizational structure has been created, enhanced funding secured, and a founding executive director search nearly completed. This has been an ever-expanding enterprise, and with this report, the most important work is now moving forward. As the SOAR Summit Report stated:

“As the work of SOAR advances, one of the region's most critical tasks is to take the enclosed suggestions to the people in an even more engaging manner. What is so valuable here must be leveraged. More dialogue must be generated, more ideas sought, and more commitments obtained. The hard work of building consensus on specific action steps must be done, of course; but “going slower to eventually go faster” is also wise counsel, at this juncture.

Broadening regional buy-in must continue, community by community, county by county, even as other exciting dynamics and projects unfold. We would argue that SOAR's greatest asset, at this moment, is the unparalleled regional good that was generated by the willingness of political leadership to honestly

September 23, 2014

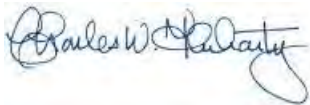
engage new ideas and possibilities, by listening carefully to the region's people. This should be enhanced, and leveraged, as SOAR Working Groups are eventually formed, to continue specific initiatives.”

During this past summer, the SOAR Working Groups held over 100 meetings and listening sessions across the region, and over 2,500 citizens participated. This report documents the successful achievement of this mandate, and serves as a road map for future action as the leaders, Working Groups members, and citizens responsible stand ready to advance this agenda. Congratulations!

The RUPRI family again offers our heartfelt appreciation for this opportunity to have been of service. We are especially grateful to Eastern Kentucky University, Professor Melissa Newman, and the wonderful student interns who provided invaluable assistance to the Working Group Chairs. Finally, as with all SOAR activities, the staff of our Co-Chairs have been gracious, extremely helpful, and very patient with us all.

On a personal level, I would like to express appreciation to my outstanding colleagues, particularly Teresa Kittridge, David Terrell, and Kathy Miller. We were honored and privileged to play a small role in the continuing development of this landscape-changing movement in eastern Kentucky.

With deep gratitude for your leadership,

A handwritten signature in blue ink that reads "Charles W. Fluharty". The signature is written in a cursive style with a large, looping initial "C".

Charles W. Fluharty
President and CEO

EXECUTIVE SUMMARY

SOAR Summit

The SOAR Summit last December in Pikeville was a landscape changing event. The political courage and collaborative leadership of Governor Beshear and Congressman Rogers set the tone for a regional gathering which was, in and of itself, inspiring. Hundreds of regional leaders worked hand in hand to execute a major undertaking, which most in the region felt would be impossible, and / or irrelevant. But the most profound outcome was the attendance and engagement by the 1,700 regional citizens that came and stayed all day! By the end of that event, everyone there knew the region was ready to respond to the urgency of the moment with a renewed commitment to working in greater unison, toward a preferred future.

However, it is important to again acknowledge what the Summit was, and what it was not. The Summit was designed to foster dialogue about new ideas, new approaches to build innovation in regional collaboration, and new frameworks for action and investment. It was about re-thinking assets, strategies, and direction. More than all these, however, it was about standing up together to reclaim hope, based on what has always been Appalachia's greatest asset- the people and places represented in that auditorium. Everything flowed from that understanding. It was an Idea and Commitment Summit.

It was not a planning or strategic priority setting process. It was intended to surface new thinking and approaches, not to finalize any "next steps." Rather, its purpose was to offer a glimmer of hope that new ways of regional thinking, talking, and acting were possible. Summit participants expressed their willingness to risk this possibility, and all that has occurred since then in SOAR, has reflected this reality.

SOAR Working Group Framework / Charge

SOAR's major program focus following the Summit became creation of regional Working Groups, charged by the Chairs to take the ideas, innovations, and commitments offered in the thematic Summit Breakout Groups, and frame regional listening sessions, to deepen discussion of these, and surface others, while broadening citizen engagement and commitment to action (See appendix for background material regarding the Working Group charge and process).

The SOAR Co-Chairs designed this process to assure inclusive regional dialogue and decision making. The Working Group Chairs were asked to assemble their teams, design a process for regional engagement, and create the final report; and they were given complete autonomy following that direction. Outside of a general reporting framework, the nature and content of these reports remain autonomous to the Working Groups, who were solely responsible for them.

These teams were only asked to specifically frame their final recommendations within the following structure:

Final Report Structure

- I. Next Year Opportunities
These are low-hanging fruit strategies, which can be achieved with minimal costs, within the next year. Hopefully, these surfaced during asset mapping, or emerged from Working Group discussions, as strategies were prioritized.
- II. One – Three Year Opportunities
These innovations will definitely require regional investment, but can be expected to be completed and achieving regional impact between 2015 and 2018.
- III. SOAR 2025 Outcomes
These innovations will demand significant resources and a multi-year commitment. Most of these investment recommendations will be the first considered by Chairman Patton and the SOAR 2025 Futures Forum Committee.

While each Working Group took a slightly different approach, all engaged broadly. These Chairs worked diligently to create an open, non-partisan, and objective decision process. Their meetings were well attended, very civil, and very well facilitated. SOAR owes a tremendous debt of gratitude to these leaders and the members of these Working Groups, for a difficult job extremely well done!

Report Framework

In the following pages, the priorities for SOAR Year One Action are listed. You will immediately identify some common elements across Working Group Recommendations. Originally, we had hoped to construct a final report which paid particular attention to the integrative nature of these recommendations. However, we realized this would probably be less beneficial than originally thought. This reflects the very specific, granular and sector or theme unique nature of most recommendations. Far from 30,000 foot generalities, most are responding to the request that these be quite specific, doable, and resource-aligned.

In the section following those One Year Priorities, each Working Group report is presented, in the exact manner submitted. While we originally intended to reformat for uniformity, we have also chosen to not do this, therefore not separating content which might otherwise be appendix materials, as we assume these reports will be stand-alone resource material for future decision making by the SOAR Executive Board and Futures Forum Committee.

Context / Consideration

The Working Group reports below have achieved each goal requested by the SOAR Co-Chairs.

- I. Take the content from the Summit Resource Teams, and innovation, idea, and commitment cards received there and build upon them.
- II. Create a diverse Working Group, to broaden the discussion begun at the Summit, while specifically focusing on short, medium, and longer term actions, moving forward.
- III. Prioritize the most critical actions necessary and the most immediately achievable, in year one.

This outstanding content now becomes the basis for initial action on the part of the SOAR Executive Board. Furthermore, it serves as a foundation for considerations by the Futures Forum Committee as they begin work later this year on the SOAR 2025 vision.

The Working Group Chairs and the Executive Board are planning an early November retreat, to begin to take decisions and to operationalize Action Team identification. Between now and the SOAR Summit, now planned for early 2015, the Founding SOAR Executive Director, the Executive Board, and the Working Groups' members will begin to "work the plan!" It is hoped that the major program focus at that event will be commitments of human, networking, and financial resources to very specific actions, on behalf of SOAR, through Action Teams already committed to work on these priorities. These accomplishments complete the 2014 SOAR Program of Work, in its entirety, as approved by the Executive Board.

Shaping Our Appalachian Region

YEAR ONE WORKING GROUP PRIORITIES FOR REGIONAL ACTION AND COLLABORATION

Agriculture, Community and Regional Foods, Natural Resources

- Local Food Systems Development
 1. Implement process to initiate regional and local education, dialogue, and planning for food systems development.
 2. Foster Bon Appetit Appalachia (national tourism program to promote local food, farms, and flavor) participation in eastern Kentucky.
 3. Increase WIC and Senior voucher redemption rates by allowing use at farm stands.
- Asset Mapping
 1. At least 0.10 full-time equivalent staff person (volunteer or paid) should be tasked with compiling information from agriculture, food, and natural resource asset mapping efforts, including parameters of included data.
- Support Exiting Agencies / Encourage Partnerships
 1. At least 0.25 full-time equivalent staff person (volunteer or paid) should be tasked with acting as liaison for SOAR to agencies, organizations, and individuals active in agriculture, food systems, and natural resource management in SOAR counties to support efforts, facilitate synergistic partnerships, and limit duplicative efforts.
- Capital Access
 1. \$2,000.00 to \$5,000.00 loans for small and beginning farmers with low interest rates to be established for the Appalachian region to help start and / or expand current operations.
- Land Access
 1. Tax incentives need to be considered and provided, if feasible to reclaim mine land owners to encourage them to lease the property for agricultural purposes.

Broadband

- The Center's fiber infrastructure should be an open access system that will support government services, education, healthcare, and business development.
- The Center's fiber infrastructure deployment should be a priority project for the SOAR region with additional deployments throughout Kentucky. This additional deployment, by the Commonwealth, should integrate seamlessly with the Center's deployment to create a comprehensive, open statewide fiber infrastructure.

Business Incubation

- Focus: Identify Traded Sectors and Industry Clusters
 1. Identify the Regional Economic Watersheds that have emerged around growth communities within the region, based upon statistical metrics (transfer of goods / services, workforce flow, leakage analysis, etcetera).
 2. Identify emerging economic clusters throughout the region for focused development.
 3. Identify existing traded sector companies in the growth-stage, and focus programs of the eastern Kentucky TA Providers Network on this group, via the development of regional business service teams.
- Resources: Increase Awareness and Improve Access
 1. Development and promotion of a web portal clearinghouse to better market resources currently available to potential entrepreneurs and existing small business owners.
 2. Facilitate collaborations among existing Technical Assistance providers with chambers of commerce throughout the region and state.
- Culture: Promote and Celebrate Innovation
 1. Support the Establishment Social Networks for Entrepreneurs to connect and share ideas.
 2. Begin to craft a multi-faceted campaign to tell the story of innovative entrepreneurship within the region, especially to our youth.

Business Recruitment, Retention, and Expansion

- Third Party Analysis
 1. Issue a Request for Proposal for the following studies and execute a contract with a professional consultant:
 - Site Map of existing resources and alignment of resources
 - Properties inventory and recommended improvements (fatal flaws)
 - Workforce inventory and Needs Assessment for training (skills gap)
 - Target industries analysis
- Creation of New / Existing Regional Capacity for Economic Development
 1. Create a sub-committee of the Business Recruitment, Retention, and Expansion Committee to develop and coordinate the initiative to fund, locate, and staff regional economic development organizations.
 2. Bring together KCED, KYADD, economic development related organizations, elected officials, workforce, and financial resources that operate in eastern Kentucky with the common goal to identify and support the best locations of regional economic development organizations.
 3. State and Federal Executive Branch and Legislative Branch support to secure sufficient funding for 2 year budget cycle that will sufficiently fund operation of the Regional Economic Development Organizations.
- Competitive Advantage Unique to Eastern Kentucky
 1. Tailor a specific state incentive to eastern Kentucky.
 2. Create a cash program to close deals in eastern Kentucky that works in conjunction and above the current Economic Development Bond Program.

3. Work with eastern Kentucky communities and Industrial Development Authorities (IDA) to develop their own incentive programs to reduce costs for new company location.
- Infrastructure Improvements
 1. Transportation
 2. Communications: Dark Fiber
 3. Rail / Water
 4. Air
 5. Water / Wastewater and Landfills
 6. Business and Industrial Park properties
 - Establish Permanent Economic Development Funding
 1. Create and establish an immediate pool of money to be overseen and administered by the SOAR organization.
 2. Introduce legislation to dedicate 3%-5% of Coal Severance funds toward dedicated funding for economic development, and a percentage of this for marketing the regional industrial sites in the SOAR region.
 3. Create a permanent funding mechanism for the regional industrial parks with minimum funding levels of \$75,000.00 to \$100,000.00 per property per year.
 4. Introduce legislation to dedicate at least 1% of Coal Severance Funds to a regional endowment fund to be overseen and administered by the SOAR organization.
 5. Organize a “meeting of the minds” to be hosted by the Chairs of SOAR, Congressman Rogers, and Governor Beshear, with the heads all of potential funding agencies.

Education and Retraining

- Equipping Our Workforce with the Skills to Support a Revitalized Region
 1. Establish an employment and training / retraining mechanism in the SOAR counties of eastern Kentucky that focuses on low-wage workers and unemployed individuals in need of and receiving Supplemental Nutrition Assistance Program (SNAP) benefits.
 2. Develop a model entrepreneurial training program at the community college level that uniquely supports the region’s rich artisan culture, while supporting both current and prospective small business owners.
 3. Build upon existing industry partnerships and / or establish new partnerships within the sectors of Healthcare, Energy Transmission, Telecommunications, and Digital Technology to guide in the creation of both short-term training programs that can be accomplished in weeks to months, and long-term training programs (2 to 4 years) that establish direct pathways to retraining and re-employment in those sectors.
 4. The creation of Computer Coding Communities in the region that deliver training necessary to secure jobs in the emerging portion of the Digital Technology sector driven by computer science skills.
 5. The linking of social enterprise and private business to assist in the retraining and skill development of the workforce.
 6. Establish a scholarship program to help fund training toward ISO 9000 certification for small businesses in the region.

7. Support summer institutes at post-secondary institutions or other private-provider operations for residents of the region – specifically youth – focused on specific careers and certifications.
 8. Embed entrepreneurship and innovative thinking into the secondary and post-secondary curriculum.
- Connecting Education and Training to the Workplace and Increasing Access to Education
 1. Establish a uniform career portfolio tool that will be adopted by educational providers at all levels and used by students consistently from middle school to high school and thru post-secondary training.
 2. Place career and college readiness (CCR) counselors within each middle and high school in the region.
 3. Place career counselors within each post-secondary institution (two and four year) within the region to assist students and trainees in aligning their academic courses with their career plan, ensuring that students have opportunities for hands-on explorations of careers, and assisting students in transitioning from post-secondary into employment.
 4. Establish a consistent training and certification program for these counselors to ensure they are providing consistent and relevant information.
 5. Create a “Super Fund” that counselors can access to cover costs for career exploration, job shadowing, college and career visits, and hands on experiences.
 6. Develop a database of employers that are willing to host students as interns, employees, or as apprentices.
 - Ensuring Effective Educational and Regional Leadership
 1. Implement the Vanguard Project in all SOAR counties.
 2. Create an eastern Kentucky Local Elected Leaders Academy that will help ensure elected officials at all levels in each county are better prepared to think and act strategically, collaboratively, and with the best interests of the greater region and its combined residents in mind.
 3. Expand opportunities for National Board Certification.

Health

- Endorse and promote the passage of a state-wide smoke-free legislation
- Invite the CDC to form a task force to accurately map the current state of health in eastern Kentucky and to create a strategic health plan for the region
- Start the “Healthy 5 for the 5th” campaign for individual health in an effort to promote wellness in the region
- Explore Coordinated School Health programs for our entire region
- Ramp up oral health efforts to encourage school-based oral health services are underway in every school district in the region

Infrastructure

- Complete a SOAR Transportation Planning Study for the Region
- In order to identify the most important and cost efficient solutions or projects, require participation in a regional planning process as a condition for funding
- Promote utilization of MACED's How\$mart Program / Existing Programs
- Reform the financing, permitting, and policing of water and sewer systems within the SOAR region to improve service
- Create a SOAR economic development organization

Leadership Development and Youth Engagement

- Create County Coalitions focused on the Empowerment of EKY Young Workers – building on the work of Young Professionals of East Kentucky, the Kentucky Innovation Network, MACED, the Center for Rural Development, and many others; support training and professional development group in each county that empowers young workers across the region while simultaneously creating regional networking and social opportunities.
- Utilize the working group and partnerships with other programs to promote entrepreneurship, SOAR, and specific change strategies including: angel investment and coding effort, engagement with schools, promote early entrepreneurial education, promote broadband / dark fiber adaptation among youth.
- Proposed Campaign Overseen by Working Group and guided by SOAR that would lead to the following:
 1. Creation of SOAR student voucher program for area cultural events for low income children and a parent / guardian to attend one event / attraction each semester.
 2. Create a positive awareness campaign for youth using area magazines, newspapers, radio, and television opportunities to help share positive eastern Kentucky stories. These will be aimed at motivating our youth to develop positive sense of community.
 3. Sponsorship of Local College and Career Fairs through area high schools with the inclusion of seminars and workshops for those in need of career training / advice.

Regional Collaboration and Identity

- SOAR Executive Director and Board will support use of Area Development Districts as supporting entity for development and administration of projects in ARC counties
- SOAR ED will establish platform to insure that communication continues among work groups, local governments, private business, and interested citizens
- SOAR ED will encourage all existing economic development professionals and organizations to maximize their strength by collaborating on marketing and recruitment of relevant industry
- Utilize existing resources to create the framework for regional foundations that mirror regions as defined by area development districts

Tourism, Arts, and Heritage

- Additional funding for advertising; more aggressive media outreach; strategic marketing; marketing and PR training; enhance regional image; PR and social media training; compete with other states for marketing dollars; cross-county marketing; rebrand Kentucky / Appalachia; market internationally
- Promote heritage and the arts of the region – visual, performing, and literary; more artisan centers; redevelop public and private organizations to take the lead; restore “dying” traditions in heritage and the arts; offer only artisan quality products for sale in certain environments; business training for artists; more heritage tourism
- Promote entrepreneurship; incubator support; developing business skills / mentoring program / train the trainer or teach the teacher
- Smartphone app / online promotion / social media promotion
- Blur county and organizational lines
- Chart existing festivals and cross-promote; provide festival training on how to maximize ROI; roster of events
- *Embrace who we are as Appalachia*



Working Group Final Report

AGRICULTURE, COMMUNITY AND REGIONAL FOODS, NATURAL RESOURCES

Chair:

Daniel Wilson
Wolfe County Extension Agent for Agriculture and Natural Resources

Charge:

To address emerging opportunities in Eastern Kentucky for regional and community foods development, agri-tourism, entrepreneurial agriculture, and mountain agriculture; their possible alignments with a more regionally-focused hospitality industry; and the potential to better align regional cooperatives with institutional food purchasers, distribution chains and natural resources.

September 15, 2014



SOAR Agricultural, Community and Regional Foods, and Natural Resources Committee

Recommendations to the Region

Introduction

The Agricultural, Local and Regional Foods, and Natural Resources Committee was formed in the late spring of 2014 to address issues for 53 counties in Appalachia as part of the Shaping our Appalachian Region (SOAR) Initiative.

Agriculture touches all our lives, whether we are aware or not. Eastern Kentucky has small farms everywhere, is blessed with abundant water, timber and other natural resources, and has a skilled workforce that is unemployed or underemployed due to the declining fortunes of the coal industry. For these and more reasons, the committee considers its work some of the most important within the SOAR initiative; following is information on committee composition and methods of work.

Committee Members:

Daniel Wilson, Chair. Extension Agent, Agriculture and Natural Resources, University of Kentucky Extension Service, Wolfe County
Biff Baker, Project Manager, Governor's Office of Agricultural Policy
Aleta Botts, Executive Director, Kentucky Center for Agriculture and Regional Development (KCARD)
Dean Craft, President, Mountain Cattleman's Association and Farmer
Sarah Fannin, Board Member, Kentucky Vegetable Growers Association and Fannin Vegetable Owner
Frank Hicks, Committee Member, Kentucky Woodland Owners Association
David Cooke, Grow Appalachia Coordinator, Berea College
Valerie Horn, Project Director, Appalachians Together Restoring the Eating Environment (APPAL-TREE)
Ryan Jones, Eastern Kentucky Project Coordinator, Alltech
Wayne Kirby, Extension Agent, Agriculture and Natural Resources, University of Kentucky Extension Service, Knox County
Kevin McCormick, Farmer, Lawrence County
Charles Miller, Beef Producer, Kentucky Cattleman's Association
Dennis Perry, Adult Regional Instructor, Kentucky Community and Technical College System
Becky Thompson, Director, Kentucky Beef Network



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Committee Process and Listening Sessions

The agriculture, community and regional foods, natural resources working group held a committee meeting to discuss plans for upcoming listening sessions held throughout the region over the course of the summer. Listening sessions were a chance for the working group to poll the public, engage the community and prioritize recommendations for the executive committee. The committee met for the first time on May 1st, 2014 in West Liberty, KY. All members were present and it was determined that with the responsibility of covering 53 Appalachian Regional Commission (ARC) Counties in Kentucky the committee needed to conduct at least 10 listening sessions, in order to garner the best representation for the region. Those counties were then grouped together with locations of meetings in mind. All meetings were consistent and had the same format.

Four questions were asked at the listening sessions:

- 1) What are our Strengths in Agriculture, Foods and Natural Resources?
- 2) What are our Weaknesses in Agriculture, Foods and Natural Resources?
- 3) What are our Opportunities in Agriculture, Foods and Natural Resources?
- 4) What are our Challenges in Agriculture, Foods and Natural Resources?

The meeting dates and locations are listed here:

- **Morehead** – June 12th, 2014 6:00 PM at the Morehead State University Farm
- **Whitesburg** – June 19, 2014 6:00 PM at Letcher County Extension Service
- **Louisa** – June 19, 2014 7:00 PM at Lawrence County Extension Office
- **Mount Sterling** – June 24, 2014 6:00 PM at Montgomery County Extension Service
- **Tyner** – July 1, 2014 6:00 PM at Jackson County Regional Food Processing Center
- **Pikeville** – July 15, 2014 6:00 PM at Pike County Extension Service
- **Slade** – July 17, 2014 6:00 PM at Natural Bridge State Park Lodge
- **Berea** – July 24, 2014 6:30 PM at Russel Acton Folk Center
- **Greensburg** – July 28, 2014 6:00 PM at Green County Extension Office
- **Monticello** – July 31, 2014 6:00 PM at Wayne County Extension Service

A slide presentation was also prepared for the listening sessions that outlined the purpose of the session and the goals of SOAR. The slides for this presentation are listed below:

Slide #1 – About SOAR

- The SOAR initiative was launched by Gov. Beshear and Congressman Rogers in late 2013, after a stunning downturn in the coal market exacerbated historic challenges in eastern Kentucky related to unemployment and poverty. More than 1,700 Kentuckians attended a one-day SOAR summit in Pikeville in December. SOAR is intended to help the region develop and put into action new locally-oriented strategies to attack persistent challenges.

Slide #2 – SOAR Working Groups

- Agriculture, Community and Regional Foods, Natural Resources
- Broadband
- Business Incubation
- Business Recruitment
- Education and Retraining
- Health

- Infrastructure
- Leadership Development and Youth Engagement
- Regional Collaboration and Identity
- Tourism, Arts, and Heritage

Slide #3 – Our Charge

- Identify 5 recommendations for the region
- Things we can do now, 3-5 years, and future
- Each recommendation will come from collective notes gathered at all 10 listening sessions
- Presented Fall 2014 to SOAR Executive Committee

Slide #4 – SOAR Success

- Plan for High Speed Broadband
 - \$60 Million State bonds, \$40 million federal bonds
- Plan for widening Mountain Parkway by 2020
- Federal Promise Zone
 - Eight counties designated
- State SOAR funding from 2014 and 2015 fiscal years totaling \$4 million for working group recommendations

Slide #5 - Our Mission

- What are our:
 - Strengths
 - Weaknesses
 - Opportunities
 - Challenges
 - Core Recommendations

Listening session attendance averaged 25-30 people per meeting, with the largest crowd coming out in Morehead and the smallest attended session in Natural Bridge. Recruitment flyers were distributed to proper organizations for advertisement purposes, and press release statements were sent to local newspapers. The SOAR website at www.soar-ky.org was also used as a recruitment tool. All meeting notes from all sessions were posted to the SOAR website as well to provide the most up-to-date information to the public about our committee's work.

At the conclusion of all listening sessions the committee reviewed all documents then met on September 12th, 2014 at the Wolfe County Extension Service to discuss specific recommendations for the region in Agriculture, Foods and Natural Resources.

The next section of this document presents those recommendations spanning three different time periods: 1-3 years, 3-5 years and long term.

1-3 Year Recommendations

1. Local Food Systems Development:

Investing in local/regional food systems development in East Kentucky offers several benefits including:

- 1) Increased income opportunities for local farmers and agricultural entrepreneurs,
- 2) Stimulus for community development and infrastructure,
- 3) Improved access to healthier food choices,
- 4) Greater food security,
- 5) Retention of younger individuals (“localvores”) who are engaged in their community, and
- 6) Potential to capture emerging culinary tourism and agritourism trends.

Recommendation:

Implement process to initiate regional and local education, dialogue and planning for food systems development. Employ “mini” grant program to assist community planning and implementation efforts. Foster Bon Appetit Appalachia (national tourism program to promote local food, farms and flavor) participation in East Ky. Enhance operational support of and increase communications of existing regional centers of marketing and processing, plus commodity groups, i.e. Bath County Marketing Pavilion, Jackson County Food Processing, The Chop Shop, East Kentucky Sweet Potato Growers Association, Cattlemen’s, etc. Provide agriculture entrepreneurial coaching for new and existing farmers. Enable current food and fiber producers to obtain “quality, quantity and consistency” needed to achieve the next level of production. Assist “agritourism” venues in becoming destination sites of highest quality and appeal through consulting and marketing services. Increase numbers of agricultural economic and marketing development staff dedicated to serving East Kentucky, i.e. KCARD, UK Food Systems Innovation Center Maintain and expand promotion of local Farmer’s Markets (Appalachia Proud), Home Based Microprocessing, and other food product development opportunities. Increase WIC and Senior voucher redemption rates by allowing use at farm stands. Promote greater access to local and regional foods at Farmer’s Markets for SNAP, WIC and Senior Farmer’s Market Nutrition programs using such incentives as “Double Dollars” for adults and “Veggie Bucks” for youth. Educate farmers on growing their markets, especially using social marketing tools and platforms.

2. Asset Mapping

In order for SOAR to effectively monitor and assist agriculture, food, and natural resources assets in the Appalachian region, knowledge of the valuable people, organizations, and infrastructure is essential. Asset mapping is a valuable tool to inventory these items; however, an “inventory of inventories” may be required to identify parameters of existing efforts, identify gaps, and share knowledge. Area Development Districts in Kentucky are currently participating in the Kentucky Agricultural Development information System (KADIS), partially funded by the Kentucky Agricultural Development Fund (a). KADIS will be the first interactive agriculture asset map in the state. Additionally, food and agriculture sector assets may qualify as critical infrastructure/key resources (CIKR) as defined by the Department of Homeland Security (b). State classification of these assets if unclassified or for official use only (FOUO) would be another useful addition to such an inventory. Efforts to establish the agriculture, food, and

natural resources assets mapped by these and other efforts and the parameters included in each map would be tremendously useful for future investment considerations.

Recommendation:

At least 0.10 full-time equivalent (FTE) staff person (volunteer or paid) should be tasked with compiling information from agriculture, food, and natural resource asset mapping efforts, including parameters of included data.

(A.) [http://www.kipda.org/files/PDF/Public Administration/KADIS Press Release Kickoff 2013.pdf](http://www.kipda.org/files/PDF/Public_Administration/KADIS_Press_Release_Kickoff_2013.pdf)

(B.) <http://www.hsuniversityprograms.org/default/assets/File/Factsheet-FASCAT-FINAL%20as%20of%20Sept2013.pdf>

Accessed: 9/13/2014

3. Support Existing Agencies/Encourage Partnerships

Don't reinvent the wheel! Committee members insisted this idiom be included as part of this recommendation. Myriad agencies, organizations and individuals are doing great work in agriculture, food systems, and natural resources management in the Appalachian region. As with all human enterprise, however, stovepipe organizations result in information silos. Up-down communication limits or precludes cross-organizational communication and synergies. Examples of groups active in community/economic development activity in eastern and southern Kentucky that involves agriculture, food, and/or natural resources include, but are by no means limited to:

- **Mountain Association for Community Economic Development (MACED)** – Center for Forest and Wood Certification, Enterprise Development (loans, technical assistance) (a)
- **Community and Economic Development Initiative of Kentucky (CEDIK)**, University of Kentucky (UK) Agricultural Economics Department – Facilitation training, data analysis for SOAR Agriculture, Community and Regional Foods, Natural Resources working group, assistance with federal Promise Zone and United States Department of Agriculture (USDA) Strike Zone activities in Eastern Kentucky (b)
- **Mountain Cattlemen's Association** – Serving the interests of beef producers in Breathitt, Knott, Lee, Leslie, Letcher, Morgan, Owsley, Perry and Wolfe Counties (c)
- Some recommendations for, especially, agriculture initiatives in the SOAR purview may resemble or be duplicative of successful projects supported by the **Kentucky Agricultural Development Fund (KADF)**. However, most county accounts in Appalachia are too small to afford access to these programs for many, due to the formula for dissemination of Master Tobacco Settlement funds (Biff Baker, personal communication) (d)
- **Grow Appalachia**- Grow Appalachia emphasizes food production in order to introduce as much no-cost, fresh, healthy food as possible to the region. The basic goal is to help as many families grow as much of their own food as possible (e)
- **Community Farm Alliance**- Thirty years ago, family farms across the country faced complete extinction. While others misplaced blame, faulting the local farmers themselves, the Community Farm Alliance looked to the public policy that fated the farmers to extinction in the first place. (f) They are still helping farmers today.

- **Kentucky Center for Agriculture and Rural Development (KCARD)**- The Kentucky Center for Agriculture and Rural Development (KCARD) is a 501 (c)-3 non-profit organization established to facilitate agricultural and rural business development in Kentucky. KCARD is supported through grants from the USDA Rural Cooperative Development Grant program and the Kentucky Agricultural Development Fund.

Recommendation:

At least 0.25 FTE staff person (volunteer or paid) should be tasked with acting as liaison for SOAR to agencies, organizations and individuals active in agriculture, food systems and natural resource management in SOAR counties to support efforts, facilitate synergistic partnerships and limit duplicative efforts. This person should also communicate with other SOAR working groups (e.g. broadband, health, infrastructure) to communicate needs/concerns.

- (A.) <http://www.maced.org/overview.htm>
- (B.) <http://cedik.ca.uky.edu/aboutus>
- (C.) <http://www.kycattle.org/joinnow.html>
- (D.) <http://agpolicy.ky.gov/funds/Pages/default.aspx>
- (E.) <http://www.berea.edu/grow-appalachia/what-we-do/>
- (F.) <http://cfaky.org/aboutcfa>
- (G.) <http://www.kcard.info/>

Accessed: 9/13/2014

4. Capital Access

Access to capital is something that all farmers face at some point and time in their lives. This is especially true for small and beginning farmers because their returns are just not where they might be in a few years. In order for SOAR to really impact the agriculture, foods and natural resources field we must look at providing support for these individuals seeking financial support. The Kentucky Governor's Office of Agricultural Policy has done a masterful job with administering Kentucky Agricultural Development Funds in the form of C.A.I.P. (County Agricultural Investment Programs), Beginning Farmers Program, Kentucky Agricultural Finance Corporation (KFAC) and various other programs that are listed on their website (A). However, the problem lies within in eastern Kentucky that some of those counties were not as tobacco independent and thus the money allotment is not as substantial as other counties. Efforts need to be made that ensure local and small farmers are receiving the same access to capital in other areas of the state.

Recommendation:

\$2,000.00 to \$5,000.00 loans for small and beginning farmers with low interest rates needs to be established for the Appalachian region to help start and or expand current operations. These grants/loans need to be consistent throughout the region and be easily accessible. The FSA Rural Youth Loan Program is an example of how this could be conducted in the region (B). A committee needs to be formed that investigates this issue and works with the GOAP, FSA, and local farmers on how best to implement this new loan program for Eastern Kentucky.

(A.) <http://agpolicy.ky.gov/funds/Pages/program-portal.aspx>

(B.) <http://www.fsa.usda.gov/FSA/webapp?area=home&subject=fmlp&topic=ryl>

5. Land Access

It takes land to farm. Eastern Kentucky is blessed with plenty of land that is uninhabitable due to our steep terrain. The arable land that we do have is bottom land and is predominantly positioned in random areas of topography. There is however a substantial amount of land available due to coal mining and reclaimed mine work. This land has been researched and proven to be of use for various agricultural production practices by the University of Kentucky College of Agriculture and Cooperative Extension Service (A, B). With this available land also come challenges as there is no incentive for land owners to lease the land for agricultural purposes. This is a major problem for farmers trying to gain access to this land as it is owned by public entities and private corporations including existing coal companies. The issue of insurance and liability also becomes sticky once the property has been leased for agricultural purposes.

Recommendation:

Tax incentives need to be considered and provided, if feasible to reclaim mine land owners to encourage them to lease the property for agricultural purposes. It is within this realm that the liability and insurance can be worked out between the landowner and the land leaser. With the strong local food push, opening up this land to Eastern Kentucky farmers will allow more food to be grown, processed and supplied to local food economies.

(A.) <http://www2.ca.uky.edu/agc/pubs/id/id157/id157.pdf>

(B.) <http://www2.ca.uky.edu/forestry/UKReclamation/Hydrology/default.htm>

3-5 Year Recommendations:

1. Local Food Systems Development:

Investing in local/regional food systems development in East Kentucky offers several benefits including:

- 1) Increased income opportunities for local farmers and agricultural entrepreneurs,
- 2) Stimulus for community development and infrastructure,
- 3) Improved access to healthier food choices,
- 4) Greater food security,
- 5) Retention of younger individuals “localvores” who are engaged in their community, and
- 6) Potential to capture emerging culinary tourism and agritourism trends.

Recommendation:

- Fund and showcase model efforts of product development, regional cooperation and marketing endeavors.

- Enable production at all levels to provide direct to retail/food service beyond seasonality of farm to school, i.e. farmer to restaurant, schools, hospitals, prisons, and other organizations open all year round.
- Develop regional food hubs to promote distribution
- Create box store incentives to purchase local products similar to “Restaurant Rewards” program, address barriers to farmer participation, i.e. liability insurance costs

2. Infrastructure

Current SOAR investments in infrastructure – improvement of the Mountain Parkway and regional broadband access – will prove invaluable to agriculture, food systems and natural resources management in Appalachia (a). The establishment of food hubs in the region could provide assistance to growers in production, aggregation, marketing and distribution to established as well as new and emerging markets (e.g. Farm-to-School) (b). Examples of existing infrastructure that deserves SOAR support include the Jackson County Regional Food Center and Farmers Market (c); the Bath County Kentucky Market Pavilion, recently leased by the Center for Appalachian Philanthropy (d); and the Chop Shop in Wolfe County (e). Development of other infrastructure including transportation (e.g. refrigerated truck capacity), canneries and packing/processing facilities for meat, grain, poultry, fruits and vegetables will amplify and retain value-added profits in eastern and southern Kentucky.

Recommendation:

Promote and support existing facilities in Appalachia. Work with USDA Agricultural Marketing Service and private sector to establish food hubs and other infrastructure beneficial to agriculture, food, and natural resources. Ensure communication between Agriculture and Infrastructure working groups or future staff representatives of both areas of concern.

(A.) <http://www.soar-ky.org/wp-content/uploads/2014-3-24-90-day-report2.pdf>

(B.) <http://www.ams.usda.gov/AMSV1.0/foodhubs>

(C.) <http://www.icfoodcenter.com/>

(D.) <http://www.appalachianphilanthropy.org/team.html>

(E.) <http://news.ca.uky.edu/article/chop-shop-fills-void-eastern-kentucky>

Accessed: 9/13/2014

3. Forest Resources

Kentucky forest and wood industries generated a total economic impact of nearly \$13 billion and 59,000 jobs in 2013. SOAR counties are above average in timber density, master loggers and wood industries (a). Timber value per acre lags, however, due to inferior soils (Dr. Jeffrey Stringer, personal communication). Proper management and species selection are crucial to maximize profit from this seldom-harvested resource. The Kentucky Division of Forestry provides many helpful services to landowners who would like to manage woodlots for maximum benefit (b). A special timber resource that may provide annual income in addition to terminal harvest is nut trees (c). Additional information on nut trees and woody biomass for energy is available from UK’s Center for Crop Diversification (d). The Kentucky Woodland Owners Association is a good source of information on forestry issues, and is

actively involved in public policy formation and implementation (e; Ricky Yeargan, personal experience; Frank Hicks, personal communication).

Recommendation:

Communicate with Kentucky Division of Forestry and KWOA regarding public policy and budget needs and support as appropriate. Consult with UK Department of Horticulture for best practices to promote nut trees and woody biomass for energy to SOAR landowners.

(A.) <http://www2.ca.uky.edu/forestryextension/Economic%20Impact/Economic%20report%202013-2014.pdf>

(B.) <http://forestry.ky.gov/Pages/default.aspx#>

(C.) <http://www2.ca.uky.edu/agc/pubs/id/id77/id77.pdf>

(D.) <http://www.uky.edu/Ag/NewCrops/intro.html>

(E.) <http://www.kwoa.net/>

Accessed: 9/13/2014

4. Support and Expand Livestock Enterprises

After the tobacco buyout in the early 2000's one of the main enterprises that those producers compensated for with their lack of income was with livestock. This holds true today as beef cattle, goat and sheep, and swine producers are making money growing livestock animals for market. This market is something that is not going anywhere and Kentucky will see expansion numbers due to higher prices. The work of the Kentucky Cattlemen's Association, Pork Producers, and the Goat and Sheep Development Office has put Kentucky in prime position to expand our livestock production into the future in Eastern Kentucky. Yet more work with these organizations is needed.

Recommendation:

In addition to provision of capital, land, and infrastructure as recommended elsewhere, SOAR should consult with livestock associations to identify and address other livestock producer needs. As well as work with educational institutions such as the University of Kentucky Cooperative Extension Service in addressing issues related to the livestock industry for maximization of potential.

5. Education with Youth Leadership in Agriculture for Schools and Communities

Utilize Community Colleges and Universities for agriculture development. Expand and further push the agricultural movement beyond college and into the future by using our colleges. Teaching students who can then go out and teach others and produce good quality food. One of the most common comments in the listening sessions was that our kids didn't know where their food is coming from or how it gets there. The following programs are the only degrees and classes offered at colleges and universities within the SOAR region:

- Agribusiness

- Morehead State University
- Agricultural Production
 - Eastern Kentucky University
 - Morehead State University
- Agriculture (General)
 - Berea College
 - Eastern Kentucky University
 - Morehead State University
- Animal Science/Equine Studies
 - Eastern Kentucky University
 - Morehead State University
- Horticulture
 - Eastern Kentucky University
 - Morehead State University
- Forestry and Related Sciences
 - Eastern Kentucky University
 - Morehead State University
- Natural Resources Conservation
 - Berea College
- Wildlife and Wildlands Management
 - Eastern Kentucky University
- Surveying, Geographic Information Services
 - Big Sandy Community and Technical College
 - Hazard Community and Technical College
 - Morehead State University
- Adult Agriculture program
 - Maysville Community and Technical College.
- Kentucky Young Farmers Association with KTCES which is affiliated with the National Young Farmers Education Association

Recommendation:

Create more agricultural programs and classes in colleges and universities that might not have any agricultural courses and expand the ones that already exist. Utilize the community college system that remains so vital for our future. By providing emphasis on agriculture everyone benefits, especially the communities in which these kids serve once they graduate.

Long Term Recommendations:

1. Local Food Systems Development:

Investing in local/regional food systems development in East Kentucky offers several benefits including:

- 1) Increased income opportunities for local farmers and agricultural entrepreneurs,
- 2) Stimulus for community development and infrastructure,

- 3) Improved access to healthier food choices,
- 4) Greater food security,
- 5) Retention of younger individuals “localvores” who are engaged in their community, and
- 6) Potential to capture emerging culinary tourism and agritourism trends.

Recommendation:

Continue agriculture entrepreneurial coaching for new and existing farmers. Continue programs to market Appalachian products. Sustain infrastructure efforts to move producers to next “level” i.e. development of curing/holding facilities for sweet potatoes to command higher prices in spring, facilities for Pasture to Plate for protein producers, etc.

2. Food Deserts

Food deserts – areas where nutritious and affordable food availability is limited, often due to transportation barriers – are often associated with urban areas. Kentucky State University (KSU) was recently recognized by the Kentucky House of Representatives in a resolution commending their development of the mobile Thoroughbred Nutrition Kitchen to market fresh Kentucky produce and meats to residents of the west end of Louisville, many of whom are low income and struggling with hunger (a, b). Food deserts are not exclusive to urban areas; indeed, many food deserts are found in rural areas of SOAR counties (c). Local mobile food units may provide a solution, in addition to other approaches (d).

Recommendation:

Consult with KSU to monitor progress of Louisville project and determine applicability to rural Appalachia. Work with private sector to implement other solutions (e.g. rural transportation service(s), more grocers). Develop and implement public policy solutions (mass transit, safety net enhancements).

(A.) www.lrc.ky.gov/record/14RS/HR77/bill.doc

(B.) <http://kysu.edu/2013/12/23/ksu-and-louisville-partner-on-healthy-food-and-nutrition-initiative/>

(C.) <http://www.ers.usda.gov/data-products/food-access-research-atlas/go-to-the-atlas.aspx>

(D.) http://www.iatp.org/files/258_2_98043.pdf

Accessed: 9/13/2014

3. Appalachian Planning and Development Fund

Permanent, positive change begins with community dialogue, is built on successful models, and secured with good public policy. For long-term, systematic development of a local food system we must intentionally build across the entire value chain by:

- Increasing production through supporting new and beginning farmers, and providing existing farmers the resources to “scale up.”
- Creating reliable, scalable markets, accessible to every farmer (regardless of the size) and to all economic classes.

- Support entrepreneurs to build and bridge gaps in the food system value-chain.
- Educating about the economic, health and social impacts of local food systems to build demand, support public policy, and the career viability of farming and food entrepreneurship.

Opportunities for agricultural development in Eastern Kentucky:

- Support and expand Eastern KY's thriving cattle enterprise.
- Timber and non-timber forest products.
- Agri-Tourism
- Local Food System Development

Recommendation:

Create an Appalachian Planning and Development Fund for a structure planning, funding and governance process (similar to the Kentucky Agriculture Development Fund.) As well as seeking access to the Abandoned Mine Land Reclamation Fund to reclaim communities that are affected by extracting resources.

4. Education and Youth Involvement

In order to combat lots of issues dealing with Agriculture and the future of our region it must be noted that our youth are our future. The work SOAR does is for their future. It is with great concern that the education of our youth is directly tied to the sustainability of our future. For this very reason our youth need to be taught so much about production agriculture and how to produce food for generations to come.

Recommendation:

Look at youth involved programs at secondary education levels and expand upon the availability of agricultural programs. Also, tie those programs in with the 3-5 year recommendation of Education with Youth Leadership in Agriculture for Schools and Communities as well to further encourage the education of our youth.



Working Group Final Report

BROADBAND

Chair:

Lonnie Lawson
President and CEO, The Center for Rural Development, Somerset

Charge:

To address emerging opportunities in Eastern Kentucky for deploying improved and expanded broadband and Internet services, so-called ‘middle-mile’ core fiber optic cable, and public ‘last-mile’ networks to provide eastern Kentucky homes, businesses, schools, hospitals, and governments world-class access, for a globally competitive future.

SOAR Broadband Working Group Report

Chair: Lonnie Lawson, President & CEO - The Center for Rural Development

Members:

Larry Combs, Director of Technology & Business Services - The Center for Rural Development

Shannon Carter, Systems Architect - The Center for Rural Development

Hilda Legg, President - Legg Strategies

Keith Gabbard, CEO - Peoples Rural Telephone Company

Steve Rucker, Deputy Secretary - Finance and Administration Cabinet

Kenny Burdine, Network Solutions Architect/Certified - University of Kentucky

Rick Chlopan, CIO Emeritus - KCTCS

Erik Mills, Attorney - Connected Nation

Darrell Maynard, President - Eastern Telephone and Technologies

Brian Kiser, Executive Director - Commonwealth Office of Broadband

Carol Wright, President - Jackson Energy

Jamie Mullins, Corporate Account - Windstream

Amy Scarborough, Regional Director External & Legislative Affairs - AT&T

Dedra Brandenburg, Director - Beattyville/Lee County Tourism & Economic Development

Ray Tucker, Solar Place Farm

George Gallien, Program Director Multicultural Student Affairs - Eastern Kentucky University

Tom Higgins, President - Teleworks USA

Terry Gray, Director- Manchester Regional Campus - Eastern Kentucky University

Bill Braden, Kentucky Counseling Association

Shayne Ison, General Manager - Mountain Telephone

Jean Hale, President & CEO – Community Trust Bancorp, Inc.

Brenda Brown, Project Manager – Commonwealth Office of Technology

Elizabeth Burton, Director of Business Development & Public Relations

Jim Draughn, Vice President of Operations – Community Trust Bancorp, Inc.

Charles Chuck, Mayor, City of Ashland

The Broadband Working Group has leveraged the extensive knowledge, capabilities and decades of experience of its participating members. We have met with state and community leaders, business owners, utilities, non-profits and a multitude of interested residents over many months and locations. (Attachment- A)

The Broadband working group has heard, repeatedly, the same overwhelming concern: The lack of access to high speed broadband services.

The SOAR broadband working group therefore focused our attention and efforts on seeking out opportunities to unite our rural, urban, and suburban communities into one contiguous high-speed broadband network. It is believed that the benefits of this interconnection would be numerous and substantial, especially as they relate to sharing resources and knowledge among public schools, libraries, and public safety entities, enhancing prospects for the business community and having an overall positive impact to the quality of life for Eastern Kentucky residents.

In conducting our research, we found that fiber optics offer the most proven and reliable transport mechanism available, capable of supporting nearly error-free data over long distances with minimal signal loss and immunity to electromagnetic interference. Additionally, fiber optics offer the only truly future-proof physical communications media, supporting levels of capacity exponentially higher than wireless or copper-based cable, ensuring the network will provide long term benefits to the communities.

As promising as this technology is, the Commonwealth of Kentucky and especially Eastern Kentucky has experienced little to no investment in a fiber optic infrastructure. Because of this lack of technological progress, we are quickly falling behind the rest of the nation.

The Akamai Q-1 2014 ranking results, as reported by the Lexington Herald Leader on August 17, 2014 stated:

“...Akamai Technologies' quarterly State of the Internet report last week highlighted Kentucky — and not in a good way. It said that Alaska has the nation's worst average Internet connection speed, at 7.0 megabits per second, but that Kentucky, Montana and Arkansas are almost as bad, at 7.3 Mbps.”

“By comparison, 26 states have average connection speeds of 10 Mbps or higher, which is now considered a minimum by tech-savvy homeowners. The fastest average speeds are above 13 Mbps in Virginia, Delaware and Massachusetts.”

“Kentucky also was near the bottom of the list when it came to improvement of average speeds over the past year. And when Akamai measured states' "readiness" for ultra-high definition (4k) video streaming, Kentucky was dead last.”

In sharp contrast to Kentucky, a great many states and economic regions have been making significant investment in facilitating access to high-speed fiber-optic broadband infrastructure for its residents.

The Pennsylvania Research and Education Network (PennREN) is a broadband network that provides 1,600 miles of fiber through 39 Pennsylvania counties, PennREN will be one of the largest networks ever funded by the National Telecommunications and Information Agency (NTIA). Penn State is collaborating with other leading Pennsylvania institutions in designing and shaping the scope of the new, statewide broadband superhighway.

MCNC (Making Connections in North Carolina) is completing a \$144 million expansion of the North Carolina Research and Education Network (NCREN) to further boost the capabilities and bandwidth of the system. This initiative has been labeled the Golden LEAF Rural Broadband Initiative. MCNC is an independent, non-profit organization that employs advanced internet networking technologies and systems to continuously improve learning and collaboration throughout North Carolina's K-20 education community. For more than a quarter of a century MCNC has operated a robust, secure, exclusive communications network that has connected the institutions of the University of North Carolina system, Duke University and Wake Forest University to each other and through advanced research networks such as Internet2 and National Lambda Rail, to the world.

Five College Net offers western Massachusetts businesses and organizations fast, secure broadband connectivity by leasing dark fiber. The Five College Fiber Optic Network is a 53-mile loop created for some of the country's top higher education institutions—Amherst, Hampshire, Mount Holyoke and Smith Colleges, and the University of Massachusetts Amherst.

Kansas Fiber Network provides fiber networks to rural Kansas. As a carrier's carrier, they are committed to the establishment and maintenance of "state-of-the-art", high-capacity network technologies. KFN customers enjoy the security of our fiber optic backbone, fully survivable, rings architecture network.

Ohio's recent upgrade to 100gbs of OARNET has set an even higher standard for high-speed broadband networks.

While some telecommunications companies, like Windstream and AT&T, do provide data services to the SOAR area's population centers, at substantially limited and low broadband speeds, we have found the availability of "dark" fiber to be virtually non-existent. The fiber infrastructure that exists in the SOAR area is dated and is being used, for the most part, at capacity. Furthermore, it has been expressed to the committee, by our telco business community, that a viable business case for an extensive fiber build-out does not exist and that none is anticipated to be undertaken in the foreseeable future.

Even for our existing providers to thrive and grow, they must have a stable and sustainable fiber network infrastructure that will enable these private operators to develop innovative last-mile networks throughout the state. This working group expects to identify new opportunities for competitive commercial service providers, while bridging the gaps between areas with significant resources and those in need of access to those resources.

The Commonwealth of Kentucky has also identified the need for state government to operate its own high-speed network. Providing internet enabled services, through its many locations in Kentucky, simply demands it. The amount of data being transmitted has surpassed the current infrastructure's ability to transport it in a cost effective manner.

Additionally, many county and local government offices are finding it necessary to be connected at high speed, both internally and externally, to provide basic services to their communities. The city of Lexington recently announced public meetings to begin addressing the issue. According to a Lexington Herald-Leader article from September 9, 2014, "Mayor Jim Gray said that within the next six months, the city will release a request for information to determine whether there is interest in a private-public partnership or commercial-only solution to build a fiber-optic network."

With this evidence in hand, our committee has determined that our number one priority is the creation of a high-speed broadband fiber optic infrastructure that will enhance the communications capabilities of government entities, education, public safety and healthcare while providing the foundation for ubiquitous and robust communications services for providers, businesses and residents.

A high-speed fiber network will serve as a conduit for learning, bringing rural schools a range of innovative content from colleges and universities in Kentucky and beyond. The broadband network will connect schools and tens of thousands of children to previously unavailable educational resources, bringing the world into the classroom in an interactive way through partnerships with Kentucky Educational Television and other educational content providers.

The network will enhance emergency communications, interconnect operations centers and enable critical videoconferencing for regional emergency communications including training, and day-to-day operations. These services are critical for federal and regional homeland security.

We see a tremendous benefit in connecting hospitals, health care professionals and medical parks in the proposed service area. In addition to addressing a critical need, such connections will also help the jurisdictions meet the requirements of the ARRA's Health Information Technology for Economic and Clinical Health (HITECH) Act. A high-speed network can interconnect hospitals and medical parks for purposes of enabling doctors and hospitals to share medical files, x-rays, images and other documentation in furtherance of the mandate in the Hi Tech Health Act. This project would enable health departments, hospitals and other health care providers to access a valuable shared regional health network. For purposes of medical efficiency, health providers will be able to move towards improved electronic billing systems, physician web-conferencing, and the storage and retrieval of medical records. All of this will help serve patients by creating a more efficient health care system for treatment, reduce hospital emergency room waiting times and increase the quality of care.

The need for this high-speed broadband network is immediate and preliminary planning has begun. Network planning and design is currently being undertaken by The Center for Rural Development (The Center) and The Commonwealth of Kentucky (COT). With funding assistance from the Appalachia Regional Commission, The Center for Rural Development engaged a consulting firm to develop a feasibility study. That study, which recently concluded, is a comprehensive report, with supporting documentation, related to the feasibility and cost of building a regional fiber infrastructure in the SOAR region. Using these documents as a planning tool for funding and engineering. The Center's project can be considered to be "Shovel Ready". The expectation of The Center, in partnership with the Commonwealth, would be to fully secure their needed funding by the end of 2014.

The Commonwealth's current networks that support state government, higher education, K-12 education and local governments have independently evolved over the last 15-20 years. (COT) is currently responsible for the Kentucky Information Highway (KIH) through a contract with AT&T for a managed services multi-protocol label switching (MPLS) network.

The University of Kentucky, on behalf of the postsecondary education community, has a contract with Windstream for the Kentucky Postsecondary Education Network (KPEN), also a managed services MPLS network. The University of Kentucky also has a contract for the Kentucky Regional Optical Network (KyRON) which is lighting indefeasible right of use (IRU) fiber in a loop connecting Louisville, Cincinnati, Lexington, and Frankfort.

The Commonwealth's next generation of its private network (KY Super I-way) is expected to be a collaboration of multiple stakeholders and customers. Through this network, Kentucky will connect to state, national and international resources and communities.

The KY Super I-way goals:

- Promote economic development by sharing the backbone with the private sector. Use the backbone to recruit companies to locate in Kentucky.
- Support collaborative opportunities across and among public and private entities.
- Enhance research, education and public service opportunities.
- Increase economies of scale which will:
- Eliminate duplicate networking infrastructure projects and associated costs across the public sector.
- Combine public sector buying power to increase statewide access to affordable broadband services for government, organizations, businesses, communities and citizens.
- Reduce technology cost through aggregate purchasing.
- Make dark fiber available to the public sector and to private sector technology service providers in un-served or underserved rural areas.
- Maximize shared services opportunities (clinical systems, advanced engineering systems, shared eLearning environments, etc.)

The architecture of the network be modeled to ensure reliability, redundancy, and resiliency. The network will be comprised of multiple sites and will be structured to ensure high availability and high speeds. Support sites will be strategically located throughout the Commonwealth and serve as points for last mile connections which will serve local communities.

Investing in a border-to-border fiber communication backbone expands the Commonwealth's opportunities, with benefits that go "beyond the balance sheet". These benefits, such as economic development and tourism growth, higher education advances, interconnected public safety, and enhanced health care, serve to improve all Kentuckians' lives and lifestyle.

When fully deployed, Kentucky's geographic boundaries will be flattened; our economy will grow through increased economic opportunity; our students, citizens, public safety officers, medical professionals, and first-responders will see what is happening around the corner.... or around the

world....via high-quality, life-like experiences; and our public safety and healthcare will be more responsive.

Since March 2014, CTC Technology & Energy, an independent communications and engineering consulting firm, has been working to assess and validate the Commonwealth's vision for the KY Super I-Way. Bringing their experience and expertise of working on cutting-edge communications networks projects, CTC engineers will perform a technical assessment of the state's current network plans, develop a strategy for fiber construction, and provide detailed guidance on network operations. Their business analysts will assess the state's current network financial models, refine projections, and aid in the creation of a sustainable governance and business model. Headquartered in the Washington, D.C. metropolitan area, CTC has satellite offices in California, Colorado, Illinois, Kentucky, Minnesota, New Mexico, North Carolina, Washington, D.C., Wisconsin, and Columbia, MD. One of the more critical components of the KY Super I-Way will be the working relationships between government and service providers. These relationships are key to reaching the Commonwealth's most underserved areas.

KY Super I-Way Timeline

- March 2014 – RFP 079 14000000126 awarded for CTC Consulting & Planning Services
 - Interviewed stakeholders
 - Technical Model
 - Business Model
 - Other deliverables – review CTC Final Report
- March 2014 – Connect America Expression of Interest Submitted
- April 2014 – Digital Summit Presentation
- May 2014 - RFI 750 1400000009 Released
 - Purpose was to obtain information to determine the profit & nonprofit companies' interest and potential participation in a middle mile fiber backbone infrastructure.
 - Used to document the business case and funding requirements for fiber ownership.
 - Envisioned that the Commonwealth partners would also provide last mile services.
- May 2014 – Meeting with FCC Commissioners
- June 2014 – 2nd Meeting with FCC Commissioners
- July 2014 – RFP 758 1500000003 – Concessionaire - Released
- July 2014 – RFP 758 1500000027 – Investment Partner - Released
- July 2014 – RFP for Last Mile Service Provider – In Progress
- September 2014 – Broadband Adoption Pilot for Eastern Kentucky
 - Utilize Regional Strategic Development Fund
 - 13 pilot counties consist of Magoffin, Knott, Lawrence, Breathitt, Powell, Leslie, Wolfe, Lee, Letcher, Elliott, Morgan, Johnson, and Harlan
 - Potential tax Incentives
 - Increase broadband adoption rates

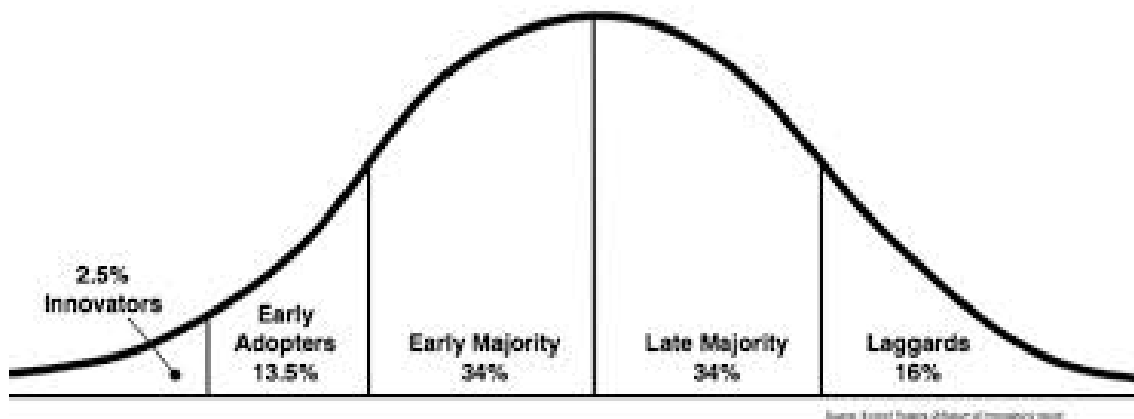
- October 2104 – Awards for the Concessionaire and/or Investment Partner RFPs
- P3 Partnerships

For the full realization of benefits from a grand scale broadband deployment to be met, it must be used. This usage is generated both from within and from outside of the SOAR region. There does exist within our region a modest level of awareness that this project is being undertaken. There should be, however, no expectation that anyone outside of the region, or especially outside the Commonwealth has ever heard of this initiative. So the question of how we might expect economic development growth and outside investment to occur, without an active marketing program, is a very valid concern. This issue must be addressed early on in the process, while deployment is occurring if we are to “hit the ground running” with investment successes.

The SOAR broadband initiatives should have strong educational component that can address the “why” of broadband adoption. With counties like Harlan and Letcher having 25% and 16% levels of internet access adoption and with Leslie and Magoffin at 10.5% and 9.11% respectively, the work to get all households connected is daunting.

The full benefits of broadband are hard to appreciate until they have been experienced. Service providers and manufacturers are very aware of this. The power of exposure to their products is critical and they have invested heavily in education and demonstration centers, hoping a brief experience will result in a new client. In order for us to have a successful project, we must follow suit.

According to Everett Rogers’ theory on the diffusion of innovations, which argues that innovation is adopted in a predictable manner, these adoption rates can be mostly attributed to the “innovator and early adopter” cohorts. These users will, for the most part, drive for and adopt early, technical innovations like the internet. They are not driven by the “why” as much as the “why not” and these are the users that will subscribe to the fastest internet speeds they can afford. This group, however, accounts for only a very small portion of potential users. For our efforts to be successful and sustainable, we must educate our way to getting the early and late majority online as soon as they have service availability.



Through this discussion and numerous one on one conversations the Broadband Working Group will put forth the following for consideration by the executive committee:

1. **(Year 1 and onward)** The working group recommends that SOAR fully supports the current effort of The Center for Rural Development to deploy a fiber infrastructure in Southeast Kentucky.
 - a. The Center’s fiber infrastructure should be an open access system that will support government services, education, healthcare and business development.
 - b. The Center’s fiber infrastructure deployment should be a priority project for the SOAR region with additional deployments scheduled throughout Kentucky. This additional deployment, by the Commonwealth, should integrate seamlessly with The Center’s deployment to create a comprehensive, open statewide fiber infrastructure.

2. **(Year 2 and onward)** The fiber infrastructure deployment and its capabilities should be actively marketed outside of the region.
 - a. A program should be staffed and funded to increase the awareness of our region and its potential for business activities to companies outside of the Commonwealth.
 - b. A website and dedicated single point of contact, should be established early on to promote the benefits of a SOAR high-speed broadband network, the area’s dependable workforce and the region’s quality of life.
 - c. The broadband network should be promoted with a national media campaign and at appropriate conferences, trade shows and conventions world-wide.

3. **(Year 2 and onward)** Communities and civic leaders should be educated on grant programs and opportunities to build-out “final mile” fiber-optic systems to connect the KY Super I-way to their downtown areas, community anchor points, industrial parks and eventually homes.
 - a. An assistance program should be initiated to help communities write and submit grant requests for state and federal assistance.
 - b. An endowment fund and program managed by SOAR should be established for supporting otherwise un-fundable “final mile” projects. Major corporations, institutions and individuals could be solicited for the funding needed to reach every small community in the mountains.

4. **(Year 3 and onward)** The working group recommends an educational outreach program “SOAR to the Net” be created to inform the public on the benefits and uses of the high-speed broadband access.
 - a. This will specifically seek to address the low “take-rate” currently being experienced by local telecommunication companies.
 - b. It should be staffed and funded to be able to achieve the desired outcomes.
 - c. The education program must be fun, creative and varied; utilizing social media, direct mailings, and broadcast media campaigns.
 - d. Existing outreach programs and strategic partnerships with the private sector should be leveraged to reach the greatest number of SOAR residents.
 - e. The education program must extend into our school’s curriculum, from the earliest grades possible through to high school.
 - f. The education program should also seek to educate individuals and businesses on the employment opportunities that broadband access and use might stimulate.

Attachment – A

Meetings:

On April 22, 2014 a panel discussion on the benefits of a Fiber infrastructure deployment was held at the Kentucky Digital Government Summit 2014. The panelists consisted of:

Larry Combs, Director of Technology & Business Services, The Center for Rural Development
Mike Hayden, Director, Finance & Administration Cabinet, Commonwealth of Kentucky
Brian Kiser, Executive Director, Commonwealth Office of Broadband Outreach and Development, Commonwealth of Kentucky
Mike Leadingham, Director, Department of Education, Commonwealth of Kentucky
Al Lind, Vice President, Counsel on Postsecondary Education, Commonwealth of Kentucky
Derek Nesselrode, Chief Engineer, Kentucky State Police

The Kentucky Digital Government Summit was designed to present and discuss technology trends relevant and actionable to the state and local government organizations attending the summit. Participants use the inspirational keynotes, leadership discussions, networking breaks, and the timely topics discussed in the numerous breakout sessions to help advance the goals of their organizations. The broadband discussion was a general session agenda item with approximately three hundred attendees. The need for greater access to high speed internet connectivity was the dominate discussion theme during the question and answer session, with the general lack of such in Eastern Kentucky being expressed again and again by the state and local government bureaucracy.

Meetings on April 24th and 25th at the East Kentucky Leadership Summit. East Kentucky Leadership Sessions: The Center for Rural Development, Somerset, KY

Two sessions on the Super I-Way were offered at the East Kentucky Leadership Conference held at The Center for Rural Development in Somerset, Kentucky on April 25, 2014. Larry Combs of The Center moderated these sessions. Steve Rucker, Deputy Secretary of the Finance and Administration Cabinet; Keith Gabbard, CEO of People's Rural Telephone Company; Kenny Burdine, Network Solutions Architect for the University of Kentucky; and Lonnie Lawson, President and CEO of The Center served as panelists to answer questions and engage participants in discussions. More than 50 people were in attendance at the two sessions consisted of regional providers, healthcare providers, educators and other interested citizens.

Discussions during the two sessions centered on the technology challenges in Eastern Kentucky, building a fiber network and next generation needs. Technology touches the lives of every citizen in Kentucky in a variety of ways such as healthcare, e-commerce, education and entertainment.

The Broadband Working Group met on Monday, June 23, 2014 at The Center for Rural Development

A short presentation was made by Fred Burchett and Ben Brandsetter of Kimley-Horn and Associates. Burchett and Brandsetter had worked on the MCNC BTOP project in North Carolina where 2300 miles of fiber optic cable has been built so far. Additionally, these gentlemen were instrumental in producing the feasibility study that was just completed by their company for The Center.

The North Carolina project was started in 2010 and completed by 2012. At least one major manufacturing company has located in a rural part of North Carolina solely because of the fiber project. MCNC has also stated that they are 4 years ahead of the 25 year financial sustainability model. Burchett indicated that their biggest obstacle was the coordination of required permits prior to the build.

The working group spent time discussing the outcomes and benefits to the community as a result of the MCNC project.

Some of the discussion involved the following:

- Getting affordable internet into very rural communities, which means the homes
- Broadband was a huge priority when it comes to the 8 Promise Zone designated communities
- Money might be needed to subsidize the last mile to get fiber to the homes, maybe medicare or medicaid could pay some of the bills for the people that medically need it.
- The Broadband office is working on a feasibility study for the Western part of the state, it should be completed July 7th. The state is also setting up computers in the Community Action Kentucky offices, there are 27 locations around the state. COT has designated 250 additional computers to help with the awareness campaign.
- Several entities such as educational institutions and libraries qualify for e-rate
- The Prichard Committee addressed using the internet for days of school missed if it was available in more counties
- K-12 does a tech readiness survey that is specific to each county that might be helpful.
- Owsley County did use broadband technology at home to help with missed days of school
- ARC has agreed to go out and have educational sessions
- ARC has agreed it is essential to have educational sessions
- Partner with existing carriers to maximize all resources
- Make an app to educate people on the internet
- Train technicians in local community colleges for careers in the field
- Commercial accounts are a must
- Teleworks program in Tennessee that allows people with broadband in their home to work from home
- Market the fiber
- Economic Development and Broadband working groups should work together

Listening Session: Inez, July 24, 2014 (Joint Session with the Broadband Working Group)

This listening session was held in Inez at the Roy F. Collier Community Center in conjunction with the Broadband Working Group. Eric Mills of the Broadband working group and Johnathan Gay of the Leadership Development & Youth Engagement working group jointly led that meeting. In attendance were teachers from the Martin County Board of Education, a representative from the Kentucky Innovation Network, a representative from Connected Nation, Pike County Magistrate and State Representative-Elect Chris Harris, Martin County Judge Executive Kelly Callaham, interns from Mike Duncan's program at Inez Deposit Bank, and several others.

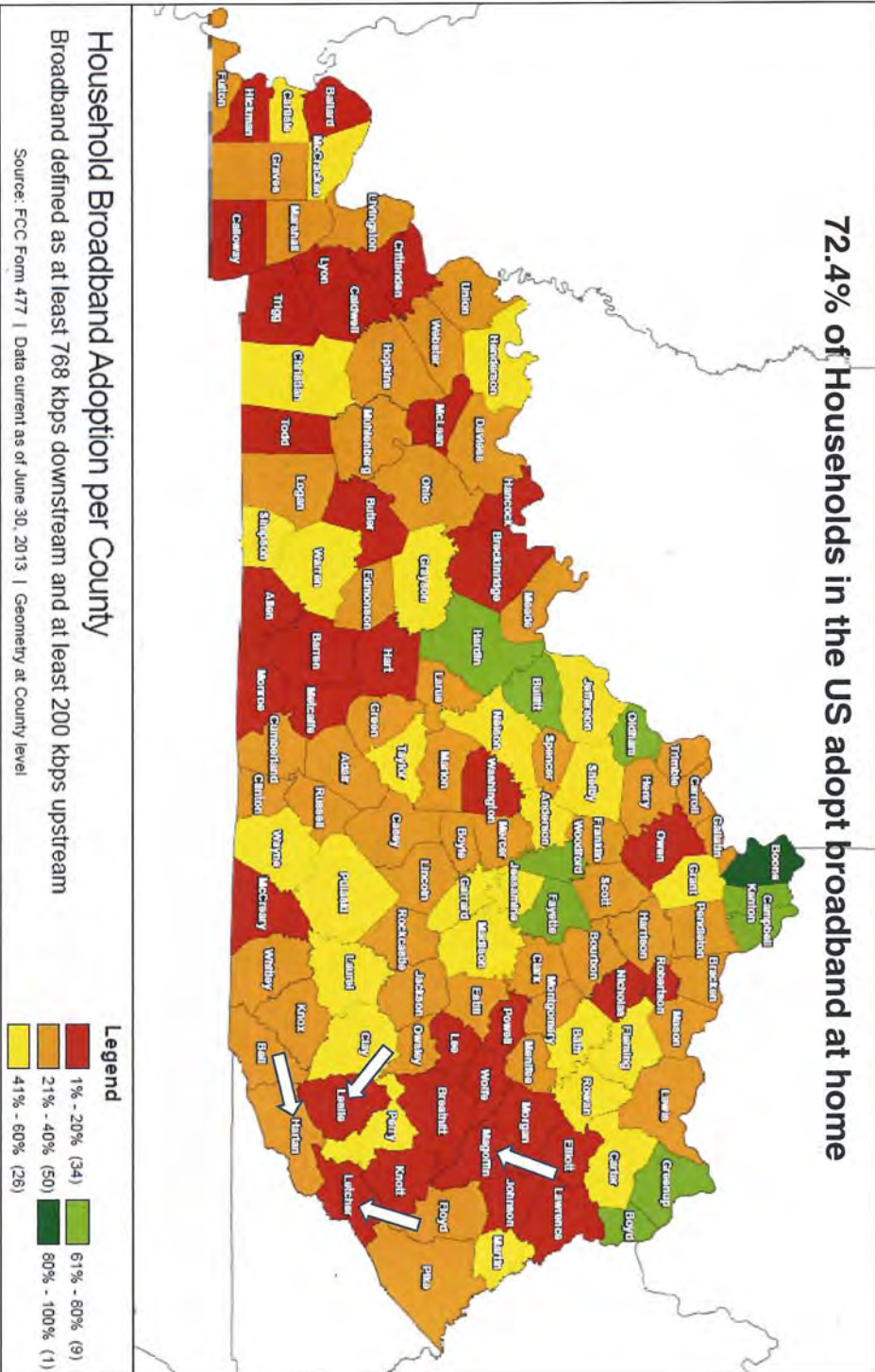
Themes hit on that evening included STEM education, entrepreneurship, coding, broadband, agriculture for youth, and a sense of disengagement from many of the more innovative programming going on around the state. Eric Mills discussed the need for broadband at length as well as the need to ensure the capacity to use broadband be present once it's built. There was discussion about entrepreneurship and ways the Kentucky Innovation Network can help support that, both from a youth education role as well as from the standpoint of supporting local entrepreneurs. The intern program created and maintained by Mike Duncan and Inez Deposit Bank received much attention. Several of these interns were present and talked about their desire to be more engaged in the community. New outlets for agriculture were discussed. Project Lead the Way and its role in promoting STEM received special focus as did a conversation about the new Joe Craft Academy at Morehead State University. There was also talk of creating an aerospace program at the local high school and a coding academy, items Gay and Mills agreed to pursue as possible "low hanging fruit opportunities."

NGKIH

Kentucky Broadband Adoption Rates

Kentucky.gov

72.4% of Households in the US adopt broadband at home



Attachment – C

Attached is a power point used to bring various groups on the entire broadband initiative.

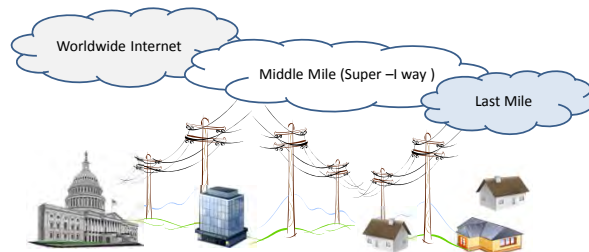
What is Dark Fiber?

Dark fiber is a term used to describe fiber optic cable that is not being used



Active fiber optic cable, often referred to as lit fiber, is actively used to transmit data between two or more locations

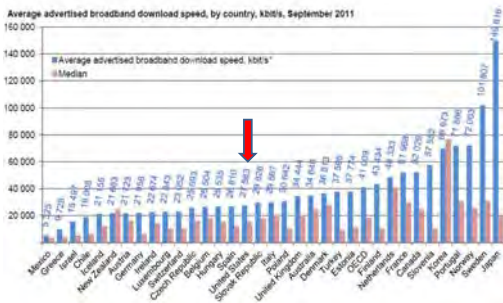
Middle Mile vs. Last Mile



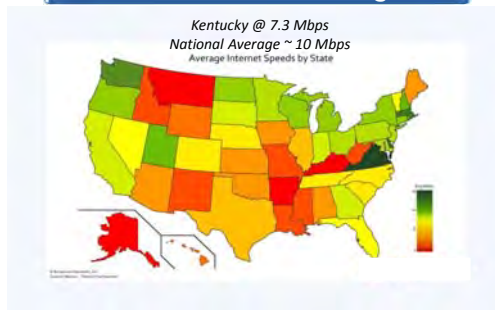
Middle mile is a term most often referring to the network connection between the worldwide internet and the last mile. For instance, in a rural area, the middle mile would likely connect the town's network to a larger metropolitan area where it interconnects with major carriers.*

*<http://www.muninetworks.org/glossary/#middle>

World Ranking



Current State Rankings



- 46th in broadband availability
- 23% rural areas with no access
- 58% adoption rate
- Limited high capacity fiber

History

- Twenty plus year history of independent carrier services networks
 - *Kentucky Information Highway (KIH 1-2-3)*
 - ✓ KIH 1 provided services for state government, K-12 schools, universities, community colleges and independent colleges
 - ✓ KIH 2 provided services for state government, K-12 schools, some community colleges and some independent colleges
 - ✓ KIH 3 currently provides services for state government and K-12 schools
 - *Kentucky Postsecondary Education Network (KPEN)*
 - ✓ KPEN was initiated 12+ years ago to meet the high bandwidth needs of the higher education community
 - ✓ KPEN provides services to higher education, community colleges, and some independent colleges
 - *Kentucky Regional Optical Network (KyRON)*
 - ✓ KyRON initially provided wave-length service between UofL and UK
 - ✓ KyRON enhanced to provide leased dark fiber to Northern KY, UofL and UK, i.e., the Golden Triangle

Current State

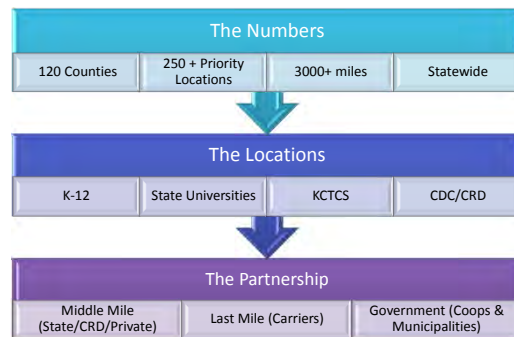
The carrier services networks have served their purpose well, however;

- For government agencies affordability limits the use of high capacity applications
 - *Use only what can be afforded*
 - *Exponential cost to increase bandwidth*
- Restricted accessibility & availability for Commonwealth citizens
 - *Kentucky ranks 46th in broadband availability*
 - *Limited high capacity fiber*
 - *Growth has followed population*
 - *Rural areas are underserved*
 - *23% of rural areas do not have access to broadband*

Future

- KY Super I-Way will be built and managed as a public private partnership (P3)
 - *Provides a high capacity, high speed fiber optic backbone*
 - ✓ As important to today's citizens and businesses as roads, electricity, water and sanitation
 - *Creates a network for today's pent-up application demands*
 - *Lays the foundation for future growth*
 - Incremental cost to increase bandwidth
 - *Will stimulate local affordability and access for citizens*
 - *Allows multi-state collaborations*

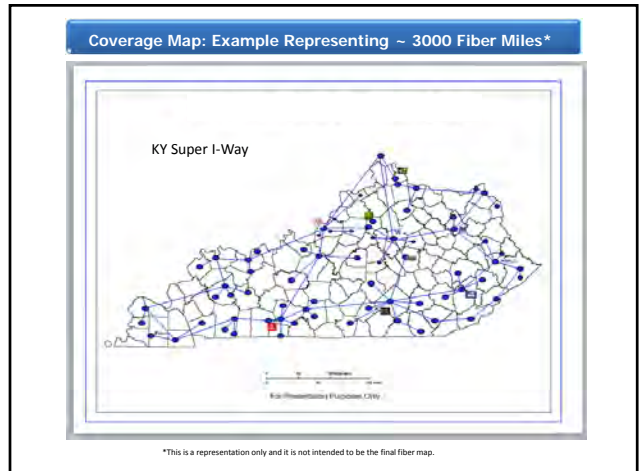
What is KY Super I-Way?

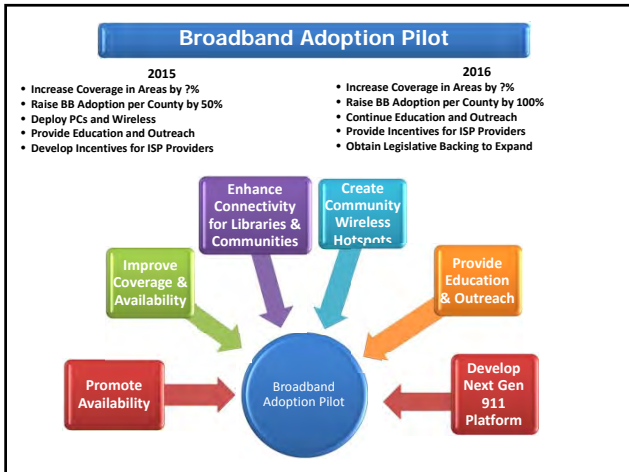




- ### Vision & Goals
- ❑ Promote economic development by sharing the backbone with the private sector and promoting the backbone in the recruitment of companies to locate in Kentucky
 - Provide affordable access
 - Grow Department of Defense private sector jobs
 - Position the Commonwealth for Information Age development
 - ❑ Enhance education & research capabilities
 - Expand online learning opportunities
 - Support electronic testing
 - **Allow K-12 schools to meet or exceed national policy recommendations for bandwidth of 1 Gbps per 1000 students**
 - ❑ Establish the foundation for a public safety and emergency response network (i.e., FirstNet & Next Gen 911)
 - ❑ Support improving KY's health care capabilities
 - Advanced Telemedicine
 - Health Information Exchange

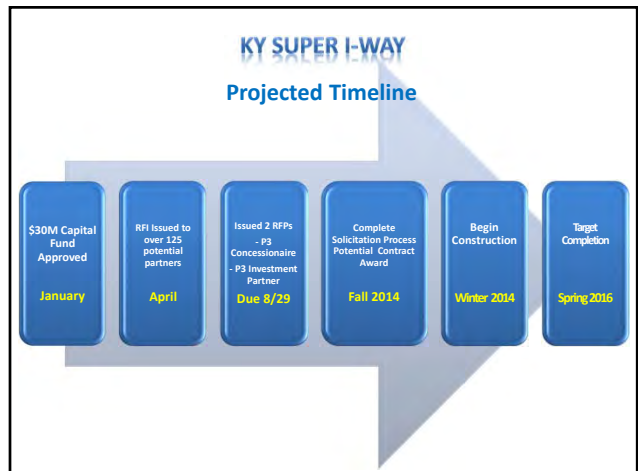
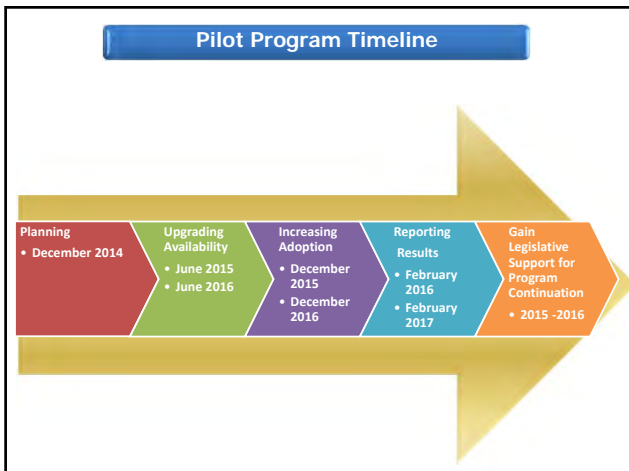
- ### Vision & Goals
- ❑ Reduction in the future expenses of increasing network bandwidth to stakeholders & citizens
 - ❑ Enhanced connectivity for libraries and communities
 - ❑ Increase economies of scale which allow:
 - Elimination of duplicate networking infrastructure projects and associated costs across the public sector
 - Combine the buying power of the public sector to increase statewide access to affordable broadband services for government, organizations, businesses, communities and citizens





Adoption Goals by County

County	Total Number of Households	Adoption Rate Mean %	2015 Increase by 50%	2016 Increase by 100%
Magoffin	5,950	9.11%	13.67%	18.23%
Knott	7,461	10.50%	15.75%	21.00%
Lawrence	7,286	10.50%	15.75%	21.00%
Breathitt	6,231	10.50%	15.75%	21.00%
Powell	5,598	10.50%	15.75%	21.00%
Leslie	5,278	10.50%	15.75%	21.00%
Wolfe	3,660	10.50%	15.75%	21.00%
Lee	3,436	10.50%	15.75%	21.00%
Letcher	11,601	16.40%	24.60%	32.80%
Elliott	3,371	16.59%	24.89%	33.19%
Morgan	5,830	18.14%	27.20%	36.27%
Johnson	10,624	18.88%	28.32%	37.77%
Harlan	13,513	25.00%	37.50%	50.00%
State Total	1,927,164	46.56%		





Working Group Final Report

BUSINESS INCUBATION

Chair:

Jared Arnett
President and CEO, Southeast Kentucky Chamber of Commerce, Pikeville

Charge:

To address emerging opportunities in Eastern Kentucky which enhance the regions' entrepreneurial ecosystem; to drive innovation at all levels; and to secure investments and program funding necessary for its expression.

SOAR Business Incubation

September 15

2014

"Business incubation is a unique and highly flexible combination of business development processes, infrastructure and people designed to nurture new and small businesses by helping them to survive and grow through the difficult and vulnerable early stages of development." *Diogenes Business Incubator*

**Committee
Recommendations**

Table of Contents

1.	Introduction	Page 2
2.	Committee Roster	Page 3
3.	Next Year Recommendations	Page 4
4.	1-10 Year Recommendations	Page 8
5.	Listening Session Notes	Page 11

Introduction

The Business Incubation Working Group has worked diligently over the last 5 months to intensively review existing literature and conduct several listening sessions throughout the SOAR region in order to identify current barriers to business incubation. After several meetings to synthesize the material into actionable recommendations it became apparent the from a systematic approach to improving Business Incubation within the SOAR region fell into three distinct areas of emphasis; Focus, Resources, and Culture.



From a timeline perspective, the next year recommendations will be focused on growing existing small businesses, while affecting the culture of entrepreneurship and increasing the number of quality start-ups within the region will require a much lengthier effort to obtain quality results. A spreadsheet of our detailed recommendations over the next 10 years is attached as **Attachment 1**.

Committee Roster

- Jared Arnett, Southeast KY Chamber (Chair)
- Paul Wright, MACED
- J. Marshall, Morehead State University
- David Snow, University of Pikeville, KIN
- Luke Ramsay, KHIC
- Pat Bradley, SKED
- Tracy Syck, Shred-All Documents
- Craig Preece, Booth Energy
- Harold Parsons, Enterprise Business Owner
- Denise Thomas, Big Sandy Area Development District
- Mike Morley, East KY Small Business Development Center
- Becky Naugle, Kentucky Small Business Development Center
- Marty Myers, Orange Leaf
- Kyle Robinson, Print My Threads
- Tendai Charisika, SuperFanU

Next Year Recommendations

This is not simply about creating new entrepreneurs, because the lowest hanging fruit with regard to job creation, is providing support to small business owners in order to expand their already functioning businesses. In essence, this is a recommendation of a very aggressive, focused, Business Retention and Expansion program of work based upon standard best practices. Many of our recommendations revolve around an existing network of East Kentucky Technical Assistance Providers (EKYTAP) that is comprised of CDFIs (Southeast Kentucky Economic Development (SKED), Kentucky Highlands (KHIC), Mountain Association for Community and Economic Development (MACED)), all the Small Business Development Centers (SBDC), the KY Innovation Network centers (KIN), CEDET, Advantage KY Alliance, KCARD, some Area Development Districts (ADD) and other various agencies providing direct support to entrepreneurs. They've identified pilot projects to improve the awareness, assessment, matching and tracking of TA services to help entrepreneurs use existing resources. In **Attachment 2** you will find their shared vision and commitment pledge. This framework is the basis of these recommendations.

FOCUS: Identify Traded Sectors and Industry Clusters

Recommendation #1: Identify the Regional Economic Watersheds that have emerged around growth communities within the region; based upon statistical metrics (Transfer of goods/services, workforce flow, leakage analysis, etc.)

This data likely already exists and simply needs to be translated into usable, actionable items that can be used by communities and investors to make appropriate investment decisions. The identification of Regional Economic Watersheds will enable the local communities to have a framework from which to begin developing regional cooperation and cross-functional coalitions that focus solely on economic development and job creation. This could also provide a better understanding of the economy and economic development to local elected officials.

Potential Leaders: SOAR

Potential Partners: RUPRI, Regional Universities, Area Development Districts, Ronald Crouch, Director, Research and Statistics at Kentucky Education and Workforce Development Cabinet

Budget Request: \$0 – we believe there are existing organizations that this type of research would fall under an existing funded program of work

Recommendation #2: Identify Emerging Economic Clusters throughout the Region for Focused Development

There is an opportunity in the short-term to review emerging synergies from other working groups and develop strategies focused on programs that support the growth of enterprises built around Healthcare, Broadband, Programming/Coding, Web-Based Businesses, Tourism, Agriculture, etc. In the short to mid-term, we are recommending an investment in a targeted industry analysis for each of the identified Regional Economic Watersheds that enable the ability to focus limited resources into Economic Clusters that currently exist.

Potential Leaders: SOAR

Potential Partners: Cabinet for Economic Development, Economic Development Consultants, Area Development Districts, Utility Companies who have budgeted programs of work for economic development, Chambers of Commerce

Budget Request: \$0 – To identify emerging synergies among Working Group recommendations; \$20,000 to 40,000/Regional Economic Cluster/Target Industry Analysis (This will likely align with a recommendation from the Business Recruitment Working Group and the data could be shared among the efforts)

Recommendation #3: Identify existing traded sector companies in the growth-stage, and focus programs of the East KY TA Providers Network on this group via the development of regional Business Service Teams

One of the major gaps in a large part of the SOAR region is the absence of a developed program of work for Business Retention and Expansion. This gap exists primarily, because of the lack of a developed network of standard economic development practices and the lack of developed capacity with local communities. As an immediate solution to this issue, we are recommending the development of Business Services Teams to assist in identifying these traded sector companies in the growth-stage and advocating a dynamic shift in focus from the network of existing providers to focus their programs on growing existing companies that are traded sector companies. This Business Services Team will shift the current efforts of technical assistance providers from to reactive to proactive. This team will seek out existing companies and visit them at their place of business to identify needed services and potential expansions. This could include the development of collateral material such as “SOAR’s Guide to Expanding your Business”. Our recommendation is a broad effort not limited to one group. The KYBDC has a new program with relation to Economic Gardening and Government Procurement. These are efforts that need to be broadly aligned with all partners.

Potential Leaders: SOAR, Local Chambers of Commerce, KYBDC

Potential Partners: EKCEP, Cabinet for Economic Development, Workforce Development Cabinet, EKTAP

Budget Request: \$0 – we believe there are existing organizations that this type of effort would fall under an existing funded program of work

RESOURCES: Increase Awareness and Improve Access

It was evident throughout our listening sessions that entrepreneurs were not aware of the resources available to them through existing regional providers including technical consulting, business planning, and non-bank financing (access to capital). There was extensive repetition of a theme with regard to lack of access to capital in many of the listening sessions. We believe this lack of access, to more closely aligned with lack of awareness as there are several non-bank financing options available through the SOAR region. Our emphasis is on making access simpler and raising the level of awareness of the currently available programs including SBA Lending.

Recommendation #4: Development and promotion of a web portal clearinghouse to better market resources currently available to potential entrepreneurs and existing small business owners

This process is already under way with the KY Small Business Development Center (KYSBDC) to re-design kybizinfo.com for small businesses owners and entrepreneurs. It is our recommendation that this re-design continue while using East Kentucky TA Providers Network as an advisory group. Based on many of our conversations in listening sessions, it will be important to provide the opportunity to create locally branded versions of the site for local chambers of commerce/communities. There needs to be focus on fair promotion of all technical assistance providers within the site, and a collective commitment with a strategically planned external promotion of the site. The site needs to be accepted by and marketed by KEDC/SBDC/Innovation Network/SBA, all EKYTAP, Chambers of Commerce, etc.

Potential Leaders: KYSBDC, CED

Potential Partners: EKYTAP, Chambers of Commerce,

Budget Request: \$0 – we believe there are existing organizations that this type of research would fall under an existing funded program of work

Recommendation #5: Facilitate collaborations among existing Technical Assistance providers with chambers of commerce throughout the region and state.

There needs to be a strategic partnership between the EKYTAP and the chambers of commerce within the region. This partnership could be developed through the Kentucky Chamber of Commerce Executives (State association for local chambers) that would better equip local chambers to connect their members with existing available resources. As we work to focus on existing small business owners, local chambers can provide direct access to this group. It is in the chambers' interest to support these small business owners by being a conduit to direct them to service providers. This relationship needs to be strengthened and reinforced.

Potential Leaders: SOAR and Kentucky Chamber of Commerce Executives (KCCE),

Potential Partners: Cabinet for Economic Development, Workforce Development Cabinet, EKTAP, Local Chambers of Commerce

Budget Request: \$0 – we believe there are existing organizations that this type of research would fall under an existing funded program of work

CULTURE: Promote and Celebrate Innovation

There were many who explained how there is not a culture of risk-taking in Eastern Kentucky and the fear of failure holds people back. Existing business said they wished they had more public support as a business owner (not only with customer purchases). It seems that the existing civic institutions in local communities could play a key role in cultivating/celebrating innovation. The literature review group looked at examples of e-ready communities in Kansas and North Carolina. These designations could piggy back on KY's Work Ready community process and eligibility.

Recommendation #6: Support the Establishment Social Networks for Entrepreneurs to Connect and Share Ideas

Many participants in the listening shared that they when starting their business, they approached other small business owners for advice. Many successful communities have established non-formal social networks that allow small business owners/entrepreneurs to gather, share best practices, and develop strengthened relationships.

Potential Leaders: SOAR, Chambers of Commerce, SKED, KIN

Potential Partners: EKCEP, Kentucky Innovation Network Offices, Cabinet for Economic Development, Workforce Development Cabinet, EKTAP

Budget Request: \$0 – we believe this recommendation would fall under an existing funded program of work

Recommendation #7: Begin to craft a multi-faceted campaign to tell the story of innovative entrepreneurship within the region, especially to our youth.

The creation of a targeted and structured effort that paints entrepreneurship/free enterprise as the future for the region will be critical to a long-term future of business incubation within the SOAR region. We MUST focus on helping individuals within the region understand the risks, the opportunities, and the processes of entrepreneurship.

This campaign could simply be a series of testimonials that showcases innovative entrepreneurs. This campaign should be a direct contrast with the common misconceptions about eastern Kentucky. It should tell a totally different story; a story of innovation and perseverance.

Potential Leaders: CED, Local Chambers of Commerce, SKED,

Potential Partners: EKCEP, Cabinet for Economic Development, Workforce Development Cabinet, EKTAP

Budget Request: \$0 – we believe there are existing organizations that this type of research would fall under an existing funded program of work

1-10 Year Recommendations

Recommendation #1: Advocate for the Implementation of Entrepreneurship Programs into middle and secondary education programs (CULTURE)

A great example of this is the Young Entrepreneur's Academy that has been introduced in Somerset by the Somerset-Pulaski County Chamber of Commerce. This program is developed through local chambers and is funded by private industry.

Potential Leaders: SOAR, Local Chambers of Commerce, SKED,

Potential Partners: EKCEP, Cabinet for Economic Development, Workforce Development Cabinet, EKTAP

Budget Request:

- 1-3 Years: \$0
 - the Young Entrepreneur Academy is designed to be self-funded and other existing programs are being lead by regional Universities
- 3-10 Years: Further Research would have to be done on this budget issue
 - Continue the development of entrepreneurial based curriculums for middle and secondary education

Recommendation #2: Support the development of Business Incubators based on the development of innovation and technology that mirror successful models found across the state (FOCUS and CULTURE)

It is our recommendation is that these incubators be tied directly to developed Angel Investor groups and partnered with Kentucky Innovation Network offices. Local governments cannot support this activity in a standalone fashion. Some examples of successful incubators include Awesome, Inc. in Lexington. These incubators can vary in their mission and scope. The Ignite Project in Lexington, KY is an example of what can be accomplished creatively with unused, community owned space.

Potential Leaders: SOAR, Local Chambers of Commerce, SKED,

Potential Partners: EKCEP, Cabinet for Economic Development, Workforce Development Cabinet, EKTAP

Budget Request:

- 1-3 Years: \$0
 - The earliest incubators should developed in the communities that can support them with the highest likelihood of success; more than likely the identified Regional Economic Watershed hubs. These projects can be very creative.
- 3-10 Years: \$100,000
 - Support the development of Angel Investment funds for each of the Regional Economic Watersheds

Recommendation #3: Support the development of Regional Economic Development Organizations led by local private industry to serve the identified Regional Economic Watersheds (RESOURCES)

This is a massive gap in much of the SOAR Region. There is a solid presence in the Ashland area with Ashland Alliance, a solid presence in Somerset with Southeast Kentucky Economic Development Corporation (SKED), but the rest of the region is dynamically underserved and private industry is not engaged in the economic development process at the level you find in successful regions. There is promising progress being made within the Pikeville area being led by a coalition of 5 chambers of commerce, Floyd County, Johnson County, Perry County, Letcher County, and the Southeast Kentucky Chamber (located in Pike County) by developing a Regional Partnership for Economic Growth called One East Kentucky. *We believe this to be the single most critical factor in the long term sustainability for economic growth in eastern Kentucky.*

These organizations would serve to meet three specific unmet needs in a majority of the SOAR territory:

1. Support Entrepreneurial Development
 - a. With a more focused geographic area, these groups would be more capable of coordinating and disseminating information to start-ups and high growth companies regarding available resources.
2. Professional new industry recruitment
 - a. They would market their respective Regional Economic Watersheds to site consultants.
 - b. They would assist in project management including responding to requests for information (RFI's), coordinating site visits, and assist communities in strategic infrastructure planning for job creation.
3. Implementing a Business Retention and Expansion Program
 - a. This would include a professional visitation program with local traded sectors within their respective Regional Economic Watersheds in order to develop relationships to improve the retention of existing companies and to quickly identify and facilitate expansions within their region.

Potential Leaders: SOAR, Local Chambers of Commerce, SKED,

Potential Partners: EKCEP, Cabinet for Economic Development, Workforce Development Cabinet, EKTAP

Budget Request:

- 1-3 Years: \$200,000
 - Assist in the development of programs already underway.
- 3-10 Years: \$600,000
 - This would be used as matching funds to what could be raised at a local level from local governments and private industry. We would recommend a dollar for dollar match on what is raised locally divided up evenly among developed Regional Economic Watersheds.

Recommendation #4: Remove Barriers to starting and growing a business by improving state government services. Improve the state One Stop site to address entrepreneurs registration problems and continue to streamline transaction with state government to make it more business friendly.

One of the major gaps in a large part of the SOAR region is the absence of a developed program of work for Business Retention and Expansion. This gap exists primarily, because of the lack of a developed network of standard economic development practices and the lack of developed capacity with local communities. As an immediate solution to this issue, we are recommending the development of Business Services Teams to assist in identifying these traded sector companies in the growth-stage and advocating a dynamic shift in focus from the network of existing providers to focus their programs on growing existing companies that are traded sector companies. This Business Services Team will shift the current efforts of technical assistance providers from to reactive to proactive. This team will seek out existing companies and visit them at their place of business to identify needed services and potential expansions. This could include the development of collateral material such as “SOAR’s Guide to Expanding your Business”. Our recommendation is a broad effort not limited to one group. The KYBDC has a new program with relation to Economic Gardening and Government Procurement. These are efforts that need to be broadly aligned with all partners.

Potential Leaders: SOAR, KY SOS, KY CED

Potential Partners: EKYTAP

Budget Request: N/A

Notes from Listening Sessions

Pikeville Listening Session 6/3/14

~21 total in attendance~

- Go around the room and see who owns businesses and see what businesses they own.
- 1st speaker. competition is tough and labor is down. Had to cut back on workers. (natural gas) -jigsaw enterprise. (engineering) one stop shop for projects: energy, transportation, commercial.
- Entrepreneur. Great believer in small business. We have resources but I think we have just overlooked them. We need to go back and re-evaluate our workforce.
- what problems did you encounter when you first started your business?
 - lucky at first employed up to 200 people and now down to 20. (1st speaker)
 - First business 3rd speaker had failed. He was under capitalized. People that have an idea, they have to find the capital to get things going. when you first start your business you need to feel like you can share your ideas without the fear of someone else stealing your idea. Get a good business plan, understand what you want to do.
- Who instilled the fire within you to be an entrepreneur?
 - (speaker) He got it from his family. Father was a business man.
 - Providing for my family makes me get out of bed every morning and work.
- What can we do to get the youth involved?
 - High school and middle school programs
 - Start competitions with incentives
 - Exposure to entrepreneurship
- There's a ton of acreage where mines have been, what can we do with the land now that things are slowing down?
 - possibly agriculture
- How do we get people to go from saying someone should do this, to actually wanting to do it themselves?
- Technology and broadband
 - 4x slower and twice as expensive as lexington -How do we find the people who want to start a business and how can we help them put it in motion?
- How do we encourage people in the community with money to put money up to help fund incentive programs?
 - possibly donate and it be tax deductible
 - possibly getting a group of about 10 people with 50k each to put their money together to maybe invest in something that they could eventually see a profit.
- Somehow we need to identify hot spots that need the least amount of investments to get going first.

Jared's points

- Where's the burn come from?
- How do we get people to come out?
- Removing barriers from entry

Somerset Listening Session 7/14/14

Meeting Date/Time/Location:

July 14, 2014

Pulaski County Public Library, Somerset KY

5:30-7:30p.m.

Brief summary:

Pat Bradley was the facilitator for the Somerset listening session. There were approximately 50 people in attendance. The listening session began with an introduction of what SOAR is and the goal of the listening session which is to leave with 3 to 5 good ideas to take to the executive committee. Eddie Girdler, the mayor of Somerset, was introduced and said a few encouraging words. The attendees then broke up into three groups; 1) Small Business Owners 2) Entrepreneur 3) General Public Interest. These groups were given specific questions to discuss and then share with the entire group at the end.

Notes: Breakout Questions and Answers. Answers are listener's input.

Small Business Owner Group:

1) When you decided to start your business, did you reach out for help support or assistance? If yes, who/where did you get this help?

- I didn't know where to go.
- Connect with close friends who are entrepreneurs.
- Accumulated knowledge myself because I didn't know of any resources.
- Contacted Kentucky Highlands. I told them what I wanted and they went out and looked for me.
- Somewhere to go to discuss my business plan and help with my decision making process.
Market research

2) What proved to be the most beneficial resources to you in getting started? Are there resources that you're now aware of that you didn't know about when you started?

- You can go online and look up books, there is a wealth of knowledge online. Self taught reading.
- Your local chamber of commerce should be one of your first stops. It provides a competitive advantage. They have resources they only provide their members with.
- Resources, newsletters, etc. Take advantage of the local resources.
- Previous experience.

3) What issues are keeping you from being more successful or growing your business, and what type of help do you need to overcome these issues, problems?

- Marketing, it is difficult for a small business to get discovered because they don't have the large dollars to use for marketing.
- Product development to drive sales.
- Logistics
- Banking
- Communication with others can be a barrier. Surround yourself with like-minded and experienced people.

4) If you have the opportunity to receive training or assistance, what are the deciding factors- how much time will it take, what's the cost who is providing the service, travel time involved, etc.?

- If you don't take business management training you have a 20% of succeeding.
- Transition from working in your business to on your business.
- Training has to go beyond the owner. Entry-level people need to be trained as well.
- We have to have outside dollars coming in.

5) What advice would you give to a potential new business owner?

- Commitment to see the plan through.
- Know your target audience. "Market Research"
- Flexibility.
- What is the problem and what can I do to fix it?
- Streamlined information for help. One stop shop.
- A marketing campaign to show where to get help.

Entrepreneur Group

1) Have you ever owned a business?

- Yes

2) What resources are you aware of to get assistance.

- Financially related
- Training, Skills training.
- Network as entrepreneurs not as business owners.

3) How do you want to receive assistance?

- Face to face and small groups. More honest in a group setting.

4) How would you finish this statement?

- I need assistance with _____
 - Honest looks at the business plan and point out flaws.

5) Biggest obstacle?

- Time
- Money
- Tax incentives

General Public Interest Group:

1) What are barriers for starting a business?

- Culture of entrepreneurship
- Need for education at a middle school and high school level.
- Link to market data and market trends.
- Eliminate county boundaries and work as a region and as a state.
- School programs that are incentive based.
- Link workforce with business. Example of the natural gas industry and the technical school linkage.

- One stop shop for information. Data clearing house.

2) What are incentives to start businesses?

- Marketing campaigns.
- Improve quality of life aspects.

Morehead Listening Session 6/10/14

SOAR Listening Session Morehead State University

Business Incubation

June 10, 2014

Mr. Jay Marshall

Facilitator Mr. Jonathan Gay

18 total in attendance

F=Facilitator L=Listener

- 6pm Icebreaker. Going around the room and introducing everyone and what or whom they represent.
- F-Explains SOAR and what SOAR is. Also discusses that each working group is ultimately looking for 3-5 good ideas.
- F- Lets start. What are some of the barriers we face in the region
 - L-We need help with marketing and advertising for entrepreneurs.
 - L- Understanding and compiling a good business plan.
 - L-Youth plays a large role. The youth have no idea about these things.
- F-How do we change peoples minds to get the right message?
 - L-We are losing our youth, they are leaving to work. We have to keep them here?
 - L-We need a one stop shop for people who want to start a business where they can go get educated on everything that they need to start a business, from business plans to understanding loans etc.
 - L- We need to educate people that different is okay. Diversity. We need to continue to make things more available to people.
 - L- At the end of the day we need a list of demonstrated opportunities to show to that there is a need for X business and how it can succeed. We need to show people that if it's done right, they can succeed. The government is putting all this money in and nobody knows what anybody needs. (what businesses are needed where)
 - L- We are producing a workforce that leaves the area because there is no opportunity for them.
 - L- Aerospace programs, that would put us on the national map.
 - L- We have pieces of what we need. We haven't put all the pieces together.
 - L- Our people are smart, a great workforce, cheap electricity. What brings a company to an area? –cheap electricity, strong workforce, etc. we have that. I haven't seen a package put together to recruit businesses. You have to give up some to pull some in, in the sense maybe a tax break, a break on water usage, etc. We have to make it an attractive environment for businesses to come in. We have to strategic and creative

about creating an incentive package to attract businesses. Once we convince one to come, others will notice and wonder why they came here and then they will look into the community and see what the community has to offer. One of the biggest failings is in marketing; it's really hard to do.

- L-It has to be a regional effort; no one community can do it on their own.
 - L- When the resources are divided it's hard to get to get everyone on the same page.
 - L- people drive two hours a day to work here and leave because our quality of life or something else that they are looking for is missing. If we kept all the six figure salaries that work here but don't live here, things would be better.
 - L-The government could help with some municipal things that would help the city that might attract people.
 - L- local governments don't analyze why we are losing businesses.
 - L- when I moved here, I didn't know what there was to do here. I stayed and it took a few years to find out what I could do here as far as activities go. Most people just leave they don't stay to dig and find out.
- F- set up a community calendar where everyone knows what everyone is doing and not dragging business/tourism away from another community.
 - F- what is a business Incubator?
 - L- a place where people who are starting a business can come and pay a small renters fee where you get a small office space where there are other people who are starting to a business and can get resources from one another that you wouldn't be able to obtain on your own. Such as maybe some free legal council, copiers, advice, business plans etc.

In Attendance

Hans Chapman (606) 783-9339 h.chapman@moreheadstate.edu

Adam Rice (606) 886-0844 adamrice@mail.house.gov

Ellie Roberson (502) 214-0509 ellieroberson8@gmail.com

Ahmend Zoujari (606) 783-2429

David Barber (606) 207-7877 dbarber.sked@gmail.com

Jim & Lisa Gazay (606) 359-2649 jim.gazay@gmail.com

Mark Walter (606) 791-0142 mayor.mwalter@yahoo.com

Dan Markwell (606) 784-7474

Ben Malphrus (606) 783-2381

Tracy Williams (606) 784-6221

Jeff Kruth (606) 783-9599 kmec@aol.com

**I apologize if anything is misspelled as I was reading handwriting.

London Listening Session 7/15/14

Meeting Date/Time/Location:

July 15, 2014

6:00-8:00p.m.

Kentucky Highlands Innovation Center, London KY

Brief summary: 21 in total attendance. Luke Ramsay facilitated the listening session in London, KY and started the session off by introducing SOAR. He also introduced the ultimate goal of the session, which was to come up with 3 to 5 main ideas to take back and present to the executive committee. Five tables were spread across the room and each table had a list of the same questions to answer and bring back to the whole group at the end of the breakout session.

Notes: Q & A. Answers are bulleted and are attendees' responses to the questions.

- 1) What do you think technical assistance is?
 - Computer tech.
 - Engineering Assistance
 - Specific Expertise for your business.
 - Help solves problems / helps identify problems.
 - Assistance of what is available to you; what it can and can't do.
 - High tech assistance is needed in Kentucky in terms of computers. We need hands on training.

- 2) Where did you go for help when starting a business?
 - SBDC
 - KHICenter
 - SCORE
 - Experts in the industry we needed help with.
 - MACED
 - Local Chamber of Commerce
 - Local banks.
 - Courthouse/Frankfort (come with questions you need answers to)
 - Internet
 - Speakers Bureau –cross communication
 - Colleges/University
 - Networking Luncheon to discuss business questions

- 3) If you had to start a business again, where would you start? What worked?
 - Experts in the industry
 - People in similar businesses
 - One-on-one with technical assistance providers
 - Trade shows
 - Ongoing group class
 - Hands on training. Biweekly training session
 - On-site training
 - Personal interaction with people you know. Established relationships.
 - Places that will fix your problem. "Bring us your problem"

- 4) What didn't work?
 - Lack of available training
 - Communication barriers

- Training isn't tailored
- The willingness to be repetitive in a training session. Speed/Follow-up. Too conceptual.
- 5) Priorities when looking at training?
 - Return on investment
 - Who's providing the training?
 - If the price is expensive and you learn nothing, it is a waste of money. If you come away from training with a new skill or problem solved the investment was worth it.
 - Voluntary vs. Company sponsored
- 6) Are you willing to pay more for local services versus traveling for a cheaper service?
 - Time is a priority.
 - Local businesses try to save face and will provide you with the best service that they can. Local takes care of customers.
 - Customer service is a top priority.
 - Business awareness is needed.
- 7a) What keeps small businesses from coming here? 7b) What incentives would bring them in?
 - 7a)
 - Fear of failure.
 - Dependency on a paycheck
 - Don't see potential
 - No demand for anything
 - Money & Collateral
 - Lack of Community Support
 - "Pie isn't big enough"
 - 7b)
 - Entrepreneurial support group
 - Finding like situational people
 - Online community
 - You have to reach out.
 - Networking
 - Be a sponge and soak up any information that you can. You will learn what to do and also what not to do.
- **Priority Ideas**
 - Marketing Co-op
 - Resource List
 - Matchmaking/Networking businesses to one another.
 - Education/Entrepreneurial endorsement

Middleboro Listening Session 8/14/14

Meeting Date/Time/Location:

Tuesday, August 14, 2014 6:00 PM Southeast Community and Technical College, Middleboro

Luke Ramsey, facilitated the meeting and Isac Kremer, restoring downtown Middleboro

Participants: 11

Brief summary:

The Business Incubation working group held a listening session asked attendees to participate in introducing them self's growth and generates jobs.

1. Are you or are you planning on starting a business? 3 ½ 1

- Define technical assistance
- Educations
- Place to get answers
- Counselor/Coach/Connector
- TA
- Guiding/Give you options

3. Who did you reach out to start a business?

- State office
- Chamber
- Someone who has done it before
- Atty
- Accountant
- Bank
- University
- SBAassociation
- City regulations
- Health organizations
- What has worked/most beneficial
- Master, Student with experience

4. Price does matter

- Lack of funding
- Inferior product
- Lack of customer service
- Attitude
- Lack of funding
- People don't want to work
- Lack of foot traffic
- Not knowing where to start
- Prison record
- Literacy
- Prison record
- Location

- Not asking for help
- Trying to do it all yourself
- Good old boy network
- Corruption
- Politics and policy
- Taxations
- Competitors fighting businesses coming in

5. If you could have an opportunity for TA:

- Cost
- Distance
- Who
- Time – ok to take longer for good
- Other
- Trust- that they know what they are doing
- If the producer has experience and is trustworthy
- Qualified, motivated and a good fit

How important is cost:

- Will pay more for good service and experience

How far will you travel?

- 4 hours, east coast training

Time

- Worth if its good service/product

7. Support local businesses – will you pay more? When does trendy begat value

- Buy locally – no to massive chains
- Convenience
- Wal-Mart – 50% hate Wal-Mart – will but from target
- Can't buy some things locally – need entrepreneurial culture
- Sea change for big box massive – look at local foods movement

8. Start a small business Resources

- SBDC
- Banker
- Friends and Family and Fools
- Mentor
- Chamber
- County Judge Executive

- SBA – on line
- Economic Dev
- Secretary of State on line
- SCORE
- Other Businesses
- Concentration effect

9. Why aren't there more businesses?

- Cost of space
- Start up money
- Lack of planning
- Prepared to do the due diligence
- Lack of civic capital
- Create a small business eco system
- Fear/risk
- Attitude is contagious
- Informal economy
- Lack of motivation
- Culture of inactivity
- Cultural element of not taking risks
- Need to create a culture to support
- Entrepreneurial – learning disorders – creating non traditional

10 – what suggestions for incentives for new business start-ups?

1. Build on native talents - Traditional education paths? College/vocational
2. Create a positive and supportive environment – could be physical/network- Need peer support
3. 1099 network contractor- referral and support network
4. Customer
5. Funding Source/grants
6. Hold a competition – idea StateU for startups
7. Help find and connect local businesses with regional, state, national and international markets -
Regional focused markets
8. Broadband – passing by downtown
9. Need to return downtown back to the civic center of the communities
10. Employers need to pay a living wage

**SOAR Business Incubation & Entrepreneurship
Recommendations for Executive Committee**

Strategy	Project/Activity Name	0-12 months (no cost)	1-3 years	3 plus years	Notes
Increase awareness and access to resources available to small businesses and entrepreneurs					
	Web-portal clearinghouse (general access site)	Re-design kybizinfo.com for small businesses and entrepreneurs and test with East Kentucky TA Providers Network as advisory group (KYSBDC)	Maintain & fund state-wide kybizinfo (KYSBDC) and fund enhanced features feasibility study and collaborative approach with Chambers.	Implement recommendations for an enhanced, integrated web-portal that engages as many support organizations, B2B functionality and advisory oversight for quality.	Every listening sessions had this topic and with strong support.
	KY One-Stop portal enhancements	Review recommendations from One-Stop portal for improvements, prioritize and recommend for implementation (KYSBC, CED)	Implement Phase 1 of recommendations presented to KY Small Business Commission to include: enterprise registration system (CED?)		The One-Stop portal is something that was mentioned in Ashland only. However, the 2013 One-Stop portal recommendations were presented to the KY Small Business Commission which addressed some of the concerns we heard in Ashland about easy of use for new business start-ups.
	Better and more consistent matching of needs with resources available by TA providers	Support and promote the East Kentucky Technical Assistance Providers (EKyTAP) Network and their commitment to avoid duplicative efforts and coordinate to support entrepreneurs at all SOAR events, website and future programming design.	Fund EKyTAP capacity building projects. For example: support the development and use of shared technologies and standardized platforms that help improve the assessment, matching and tracking of entrepreneurs with resources in the network of service providers (EKyTAP).	Reward and recognize the agencies and joint projects that show evidence of better matching of business needs with resources and favorable outcomes over time. Requires use of standardized metrics and platforms (SOAR, EKyTAP)	The EKyTAP network is comprised of CDFIs (SKED, KHIC, MACED), all the SBDCs, the KY Innovation Network centers, CEDET, Advantage KY Alliance, KCARD, some ADDS and other various agencies providing direct support to entrepreneurs. They've identified pilot projects to improve the awareness, assessment, matching and tracking of TA services to help entrepreneurs use existing resources.

Promote a culture of entrepreneurship that is more inclusive and celebrates innovation and risks-taking.

Youth Education	Host FDIC/SBA Money Smart train the trainers with goal of starting new programs in middle/high schools across East KY (FDIC)	Recognize and increase support for youth entrepreneurship and education (EIEA, Governors School)	Establish public/private partnerships to create intern-to-ownership succession plans for targeted professions that include school loan forgiveness (e.g. veterinarians, pharmacist, doctors, attorneys).
Celebrate innovation	Oversee implementation of some of projects recommended in KWIB/CED report Supporting a Culture of Entrepreneurship (CED/KWIB Steering Committee). Especially low/no additional cost items.	Establish a E-Fellows program as recommended by the KWIB/CED report Supporting a Culture of Entrepreneurship; place fellows with ADDs and/or EKyTAP agencies who are coordinating sub-regional efforts/events (CED/KWIB, ADD, EKyTAP)	Support local business, civic and non-governmental organizations that incorporate a culture of entrepreneurship in tangible ways with grants and recognition.

Every listening sessions had this topic and with strong support.

There should be more coordination with the Leadership and Youth Engagement as well as Education Working Groups as it relates to this recommendations.

There were many who explained how there is not a culture of risks-taking in Eastern Kentucky and the fear of failure holds people back. Existing business said they wish they had more public support as a business owner (not only with customer purchases). It seems that the existing civic institutions in local communities could play a key role in cultivating/celebrating innovation. The literature review group looked at examples of e-ready communities in Kansas and North Carolina. These designations could piggy back on KY's Work Ready community process and eligibility.

Create new sector specific programs and capital funds to accelerate innovation and growth.

Increase access to actionable market intelligence for small businesses	Capture lessons learned from KYSBDC's Grow Kentucky pilot program in the Promise Zone; specific to market data/SEO. Share best practices and how to scale up across region (KSBDC)	Leverage the market research and data analysis capacity from UK and other colleges by making them more accessible through new programs and partnerships. (e.g. UK's CEDIK). Integrate new resources/programs into EKyTAP network and KyBizInfo	Fund evidenced-based programs that are spurring growth in sectors using market intelligence (SOAR)
Sector Research & Pilots	Coordinate best ideas from SOAR working groups in tourism, food/ag, energy, health care to support sector development/projects that will work within our east Kentucky communities. (SOAR).	Tourism: Convene Trail-Town an By-way communities for a business development conference with EKyTAP and other support agencies (Office Adventure Tourism/EKyTAP).	Aerospace: Create incentives for public/private investments based on lessons learned from SpaceTango projects.
	Commission a research-feasibility project to identify the best practices to engage laid off coal miners in training for entrepreneurship or apprentice-to-ownership tracks for aging out business owners (EKCEP and/or UK).	Local Foods: Support pilot projects for food hubs, value-added production/exports and new technologies with credit enhancements and direct TA (CED/UK)	Healthcare: Design sector accelerator programs in health care based on evidence-based community health data research across EKY (UK)
Access to Capital & Credit Enhancements or Special Financing	Convene and discuss the experiences, best practices and ideas among lenders, philanthropic investors, public agencies that currently invest in East KY and commission inventory/landscape analysis of existing resources, gaps and recommendations (ADA, CED).	Support pilot projects and documenting best practices for new forms of social impact investing and other non-traditional investing that fits the unique challenges in east Kentucky's economy (MACED, KPI, ADA)	Promote a new investment class through KY Angel Network and other traditional venture capital for "impact investing" in East KY. Leverage credit enhancements and philanthropic investment (KAN, ADA)

Market research and actionable intelligence for businesses to use to reach new markets was a common theme across all listening sessions.

We reached out to some of the other Working Groups and found that further in-depth feasibility studies and pilot projects may be a good first-step.

I'm aware of some pilot projects already occurring within the local foods, energy, forestry sectors (some at MACED). However, it seems a more research and evidenced based approach to these pilots would help us in the long run (something we can scale up). I'm sure there may be other sectors that should be included.

This would include community development financial institutions like SKED, KHIC, MACED and community foundations, ADDs with revolving loan funds, all the state and federal loan funds/programs (SBA, USDA, CED).



Working Group Final Report

BUSINESS RECRUITMENT

Co-Chairs:

Brad Hall
External Affairs Manager, AEP Kentucky Power Company, Pikeville

Rodney Hitch
Economic Development Manager, East Kentucky Power Cooperative, Winchester

Charge:

To address emerging opportunities in Eastern Kentucky for regional business attraction and retention, in an effort to expand workforce demand, as coal industry re-structuring continues.

Final report, as presented by the Working Group

Business Recruitment Retention, & Expansion

SOAR Committee Report & Recommendations

Co-Chairs:

Brad Hall, AEP Kentucky Power

Rodney Hitch, East Kentucky Power

September 15, 2014

Business Recruitment, Retention, & Expansion

Table of Contents

1. Introduction.....	Page 3
2. Committee Roster.....	Page 4
3. Meetings and Minutes.....	Page 5
4. Recommendation #1, Third Party Analysis.....	Page 13
5. Recommendation #2, Regional ED Capacity.....	Page 16
6. Recommendation #3, Competitive Advantage.....	Page 19
7. Recommendation #4, Infrastructure Improvements.....	Page 22
8. Recommendation #5, Permanent ED Funding.....	Page 28
9. Appendix A, InSite Consulting S.W.O.T. Analysis.....	Attachment 1
10. Appendix B, InSite Consulting Phase II Property Analysis.....	Attachment 2
11. Appendix C, InSite Consulting Corporate Profile.....	Attachment 3

Introduction

The SOAR Business Recruitment, Retention, and Expansion Committee is made up of 18 economic and community development professionals across eastern Kentucky. The committee conducted 6 listening sessions and interacted with 100 individuals in order to gather the information for this report. This report, with its recommendations, is both a road map and a call to action for setting the stage for a new and vibrant economy for the SOAR Region.

The focus of this committee is on the creation and retention of primary jobs in the region. In order to achieve this overarching goal, we must focus on identifying and resolving major gaps in our ability to practice the science of economic development. The committee's recommendations are focused on setting the stage for creating and enhancing this economic development capacity.

Many of the ideas and suggestions mentioned in this report are not new or completely innovative, but collectively offer a path forward using the attributes of the region for holistic strength to build a better economy. The workgroup strived to strike the balance between not being limited to ideas and funding methods of the past, and understanding the reality of the stress that the local, state, and national levels of government are facing in funding initiatives and government supported programs. However, our session participants and committee members believe that the funding we have available must be strategically invested in order to create success in business recruitment, retention and expansion efforts. We also believe that we must create ways to form strategic public / private partnerships in order to achieve the necessary results.

The recommendations you see here represent a call to arms. The theme is to use what we have in order to build competitive advantages in the region that can compete and win in our present economy and the economy of the future. You will see that we attempt to engage existing organizations, road map and evaluate what we currently have, and do a better job aligning resources from local, state, regional and national service providers. Simply put, we have to be better, smarter, and more nimble and build a new economy based on our proud past.

Our group throughout this process heard time after time the call to action for this region to feel better about itself. Perception of a place dictates its ability to set the stage for growth. If we don't embrace who we are and present a proud image to the outside world, how can we ask and think we can compete in it? One comment that was made in a listening session was, "Imagine if we could have the same passion for our region as we have for basketball."

The cornerstone of the committee's recommendations is growth and development through collaboration. Partnership with strategic incentives can position the SOAR region for significant growth. By developing a holistic road map aligned with the other SOAR workgroups, we could fundamentally set the stage for a new day in the SOAR Region. It has been a pleasure and a calling for the members of this

work group to meet, collaborate, and chart a path forward for the SOAR Region. Our committee is honored to have the trust in leading this important path forward.

We know this is not the beginning nor is this the end of this process. We have presented this document for your review and consideration. We take ownership not in the words, but in the call to action it represents. Please consider us a resource and team to help move this region forward. We know with the help, guidance and leadership of the other workgroups, we can make the SOAR Region a more prosperous place. This is our call to action.

Committee Roster

The SOAR Business Recruitment Committee is made up of the following committee members:

First Name	Last Name	Organization	Title
Jennifer	Bergman	East Kentucky Concentrated Employment Program	JobSite Services Director
Bruce	Carpenter	Corbin Economic Development Agency	Executive Director
David	Estep	Big Sandy Rural Electric Cooperative	President/CEO
Tim	Gibbs	Ashland Alliance	President/CEO
Hal	Goode	Kentucky Association of Economic Development	Executive Director
Brad	Hall	AEP Kentucky Power Company	External Affairs Manager
Bart	Hardin	Senate President Stivers Office	Staff Representative
Bob	Helton	RJ Corman Railroad Group	Economic Development Manager
Rodney	Hitch	East Kentucky Power Cooperative	Manager, Economic Development
Judy	Keltner	Lake Cumberland Area Development District	Community and Economic Dev.
Dan	Mosley	Bank of Harlan	Loan Officer
Hollie	Phillips	Appalachian Regional Healthcare	VP, Corporate Strategy
Glenn	Ross	MSE	President
Nickie	Smith	Boyd County Economic Development / East Park	Economic Development Manager
Brett	Traver	Southeast Kentucky Economic Development	CEO
Joan	Ward	Kentucky Cabinet for Economic Development	Economic Development Specialist
Rich	Prewitt	Cumberland Valley RECC	Director Member Services
Norma	Taylor	CMI Consulting	VP Business Development

Meetings & Minutes

Somerset Listening Session – Center for Rural Development, April 24, 2014

Co-Facilitators: Brad Hall and Rodney Hitch

Attendance Roster: 17

Bart Hardin, Nathan Hall, Haley McCoy, Ken Russell, Paul Dole, Christa White, Tonita Goodwin, Joan Ward, Glen Ross, Dwendolyn Chester, April Combs, Bruce Carpenter, Jennifer Bergman, Judy Keltner, Rodney Kull, Brad Hall, and Rodney Hitch

Brief summary:

The group met during the East Kentucky Leadership event. There was much discussion and the group was open to discussion, debating ideas, and voicing their opinions. Many ideas were generated and much discussion took place. The Co-Chairs discussed the charge of the working group to provide 3-5 main ideas or action items that could be executed by the SOAR effort for Business Attraction/Recruitment. Below are the top ten ideas that were discussed. As the working group progress through the effort, they will refine these ideas and narrow down the recommended action items.

Top ten ideas collected during the session:

1. Regional Economic Development Organizations
 - a. The organizations must be run like a business
 - b. Marketing our communities and properties
2. Asset Mapping / Inventory of Properties
3. Implement a Regional Database of Properties
4. Educating Local Elected Officials on Economic Development
5. Industrial Property Improvements (Industrial Parks)
6. Exporting Opportunities for Growth
7. Supply Chain Prospecting
8. Government Contracts to Increase Business Opportunities
9. Establish a Link between Education and Economic Development
10. State Economic Development Incentives should be tied to Regional Economic Development Organizations

City of Pikeville Listening Session -- Fire Station Training Center, June 24, 2014

Co-Facilitators: Brad Hall and Rodney Hitch

Attendance Roster: 8

Bennie Garland, Denise Thomas, Elizabeth Coley, Nancy Carolyn Taylor, Chris Anderson, Anthony Wright, Brad Hall, and Rodney Hitch

Brief summary:

This was the second meeting with the Business Recruitment working group. The main focus of this first meeting was to get acquainted with what Business Recruitment is and what the working group hopes to achieve. The meeting ended with a list of ideas to take forward to the next meeting.

Meeting Notes:

- We discussed that there needs to be a one-stop shop for people to get information about what all starting a business entails. –Data Clearinghouse
- This initiative can't focus on county lines; it has to be a regional effort. Every working group needs the other to succeed for this to be a success.
- The region is on the radar as an automotive corridor.
- We have to focus on the region's assets and pinpoint our resources and market it.
- Transportation to most of the Eastern Kentucky region needs additional access and funding to do so.
- Discussion of micro and revolving loans.
- Create an incentive package to attract businesses.

Big Ideas to recommend to the SOAR Executive Committee:

1. Modernization of government/county consolidation
2. Regional Economic Development Organizations
3. Infrastructure Needs Assessment
 - a. Focused on economic development
 - b. Bond issue for infrastructure
4. Data Clearinghouse

Paintsville Listening Session -- Ramada Inn, June 26, 2014

Attendance Roster: 14

Nancy Taylor, Eddie McGuire, Justin Prater, Michelle Spriggs, Regina Becknell, Denise Preece, Lori Ulrich, Laurie Morgan, Joyce Wilcox, Lonnie Campbell, Willie Owens, Fran Jarrell, Brad Hall and Rodney Hitch

Brief summary:

This was the third Business Recruitment listening session. The goal of this meeting, like the previous, was to ultimately come up with 3 to 6 main ideas to take into consideration for proposal to the executive committee chairs.

Meeting Notes:

- Create enhanced incentive package for Eastern KY and market it to national and global companies.

- For example: Enhanced tax incentives, possibly free water/sewer, free natural gas, etc.
- Market these incentives by contacting desirable companies and showing what the Eastern Kentucky region has to offer
- Kellogg's located in Eastern Kentucky was used as an example of a large company that has located in part because of a free natural gas incentive
- Business clusters that are focused on one industry
 - For example: Eastern Kentucky may not be able to attract a large factories or companies right away. What Eastern Kentucky can do is attract business clusters focused on making certain parts or producing smaller products that would then be sent to the larger factory and/or company (supplier plants)
- Creation of business services team
 - A regional and local team that routinely checks in on businesses and companies to evaluate or respond to issues of retention and possible expansion needs. Essentially, a team that can accommodate regional business's wants and needs. A team they can go to when they have questions, wants, or needs.
- Connect resources for local businesses
 - A resource database where all businesses can easily access a wide range of financial support information.
 - Serve as a resource to answer general questions businesses may have
 - Create a blog within the database where dialogue can take place to discuss issues and help get them resolved As soon as possible
- Create regional economic development organizations
- Create a market from within
 - Utilize the resources we already have
- Agriculture- utilize old mining land
 - Use the former mine land to grow hemp, ginseng, etc.

Big Ideas to recommend to the SOAR Executive Committee:

1. Regional Economic Development Organizations
2. Formal Incentive package
3. Business retention and expansion program
4. Natural resource opportunity
5. Regional database of properties and information

Harlan Listening Session – Harlan Center, August 14, 2014

Attendance Roster: 23

Kevin Halpin, Greg Drury, Ryan Watts, Teresa Kittridge, Jonathan Pope, Jeremy Williams, Donna Pace, Chris Thompson, Anne Hensley, Sarah Hobbs, Rich Prewitt, Kateena Haynes, Aimee Blanton, Dan Mosley, April Leisge, Paul Dole, Henry Hughes, Leo Miller, Joan Ward, Ken Cirda, Donell Busroe

Brad Hall, and Rodney Hitch

Brief summary:

This listening session had a good mix of participants and held a discussion of a variety of approaches and questions of how to best address business recruitment and retention for the SOAR region. The top opportunities identified were: a regional Economic Development Consultant, Looking at tax incentives that are unique to Appalachia Kentucky, developing programs for business retention and expansion and Infrastructure analysis.

Meeting Notes:

- We need to work with what we have, our land, our people, the mountains and tourism.
- We are humble people, but we have to change our mindset that we are beautiful and that this part of Kentucky has not prospered.
- Miners are a strong workers and workforce is a top priority for prospective employers.
- Tax breaks, credits and incentives to recruit and grow companies.
- Need to improve wireless and broadband infrastructure to attract and support businesses in the region.
- Combat brain drain – discussed what youth need to stay here and how to improve education and get youth more involved in community organizations.
- Regionalism - how do we best work together in Partnerships, Economic development efforts and having a good analysis of our assets. Talked about KY United as a good model, ADD districts, formation of a region wide collaborative effort and the natural geographic challenges to overcome.
- Rail- retain/expand/infrastructure - How can we better utilize freight services with rail?
- Discussed the need to have better infrastructure in roads for transport and have better analysis and information about the infrastructure and capacity in communities and our region.
- Workforce training, the opportunity to expand On-Job-Training, and to look at (KCTS Trains) Kentucky Trains for Incumbent worker training.
- Discussed the process of how to become a Work Ready Community.
- Local Business support/retention/expansion. Gave an example of Alltech – investing because of SOAR.
- Economic Development Site Consultant for region as an idea for SOAR.
- Strategic Mining as economic development potential – would need support with permit process and bonding costs. Can result in getting the coal out and open roads – but discussed EPA being an obstacle.

The group wrapped up the discussion in how SOAR can be a resource, but local people need to do the work. The working groups are meeting to make recommendations to the Executive Board on September 23rd. The group closed with identifying the top four opportunities.

Big Ideas to recommend to the SOAR Executive Committee:

1. Regional Economic Development Site Consultant
2. Tax Incentives unique to Appalachia Kentucky
3. Business retention and expansion program
4. Infrastructure analysis

Hazard Listening Session – KY Career Center, August 14, 2014

Co-Facilitators: Brad Hall and Rodney Hitch

Attendee Roster: 10

Peter Hille, Louise Vasher, Justin Prater, Bob Helton, Trish Adams, Liz Jones, Jack Duff, Brian Fields, Brad Hall, and Rodney Hitch

Brief summary:

This fifth meeting focused on business recruitment, specifically looking at how to bring investment to Eastern KY communities. There were four big ideas that stemmed from this meeting.

Meeting Notes:

- The group discussed that there needs to be Industrial Park Targeted Marketing. Targeting marketing is something that other regions do that eastern Kentucky currently does not do well.
- In order to do this targeted marketing, county lines need to be blurred. Counties must recognize that development in one county benefits neighboring counties. In order to be successful, eastern Kentucky must work together as a region.
- There is a need for space for entrepreneurs. A space for both mentorship opportunities, and to help grow new businesses.
- Communities need to have a thought process for what is going to be attractive to business. Currently, nothing is in place to resolve issues that prevent our industrial parks from being attractive to new businesses, (removing Fatal Flaws).
- Education is a must. We need to invest in schools. We are behind other parts of the country in these efforts.
- Continued Care for Retirement Communities, (CCRC), as a business idea. These do not currently exist for the elderly of eastern Kentucky. This is a profitable industry, and there is room for growth in this area.
- High need for a central location for business recruitment. If an entrepreneur or new business wants to find a retail space, who do they call? Who does business prospects call in eastern Kentucky?

Big Ideas to recommend to the SOAR Executive Committee:

1. Needs to be infrastructure improvements to Industrial Parks in order to make it easier for businesses to access and transport goods and services.
2. Needs to be investment in the workforce. Eastern Kentucky needs to advertise its existing workforce as well as invest in its schools to in order to stay competitive and support the next generation of workers.
3. Needs to be target marketing to specific industries in an effort keep eastern Kentucky on business prospect lists as a place for business investment.
4. Need for an inventory of available buildings/locations for new businesses to utilize.
5. Needs to be more support for business retention and expansion.

Ashland Listening Session – Ashland Fire Station, August 15, 2014

Co-Facilitators: Brad Hall and Rodney Hitch

Attendance Roster: 17

Tim Gibbs, Glenda R. Woods, Jerri Williams, Tiffany Jobe, Del Borden, Everett Phillips, Tim Hughes, Howard Elam, Bob Helton, Julie Ball Hambrick, Andrew Jones, Natalie Heighton, Kevin Bourne, Michael Walker, Laura Ford Hall, Brad Hall, and Rodney Hitch

Brief Summary:

The purpose of the meeting was to identify 4 suggestions that the subcommittee on Business Recruitment could take to SOAR's Executive Committee.

Meeting Notes:

Meeting began with a brief overview of the SOAR Business Recruitment subcommittee and its goals: bringing in, expanding, and retaining businesses that can help SOAR improve quality of life in Appalachia.

Brad Hall noted that, with regards to business retention, it was "cheaper to keep the customers you have than to get new ones," emphasizing the need to keep businesses up to date and interested.

Attention was turned to one of the largest challenges facing Appalachia: how to diversify the economy in order to bring in jobs lost by the recession and the flight of coal jobs. Tim Gibbs noted that eastern Kentucky counties are in competition for jobs with others domestically and internationally, and must be able to compete with over 14,000 municipalities.

Tim stated that in order to compete, the state and counties must have a competitive advantage of some form. As they are now, many counties will need to have infrastructure and workforce improvements just to be on a level playing field with other areas. Economic, human capital, tax, and other incentives must

be put forth to make Appalachia stand out. An expansion of existing programs, such as the Promise Zone, could be useful in developing incentives.

Brad pointed out that state level incentive packages are good, but that many counties lack their own formalized incentive packages, preferring to create them as a situation arises. It would be better for them to make packages transparent and readily available for companies to see. Tim noted that not every county has personnel devoted to creating and accurately explaining packages on demand, and that SOAR could assist in that role and represent several counties.

Counties also must be more willing to put themselves forward, and seek out opportunities to attract businesses, grants, and any other assistance that state and federal programs can provide. SOAR, for example, can only help the people and places that reach out to them, and give them an avenue to invest. If there are no officials devoted to economic development, a county may not receive the help it needs.

One challenge many SOAR groups face is making counties and local politicians see that benefits cross borders. Workers will often travel several hours for a good opportunity, and the money earned in one area may very likely be spent in another, in stores, diners, fairs, events, and other businesses.

Coordinated efforts are only possible if leaders understand that, as the saying goes, what is good for the goose is good for the gander. Businesses often look beyond borders to see how many people live within a number of miles from a site. Furthermore, adopted policies must be able to survive a change in leadership, or be rendered ineffective by politicians operating on a shorter, election-cycle time scale.

Brad and Rodney Hitch spoke briefly on incentive packages that exist elsewhere. New York State very openly advertised that it would waive taxes for incoming businesses, and the state of Texas cut an \$8 million check for Toyota. It is also not unheard of for cities to simply give away buildings to businesses. Competition is aggressive, and requires an effective response.

Site selectors that help decide where a company will expand or relocate often move very quickly and consider a large number of potential locations. There is a critical need in every county to have information on infrastructure, environmental impact, biological surveys, and other information and certifications important to site selectors ready to go. Certification programs exist that can collect information and present it quickly. Failure to respond to selectors quickly with result in eastern Kentucky sites being overlooked.

Officials also must be willing to talk about diversifying the economy, and moving away from coal. Many in attendance felt that, while important, coal profits often left the region, to benefit people miles away, while the environmental and health damage remained.

Brad stated that these efforts can't rely entirely on the government. There are plenty of opportunities for public and private partnerships, such as the ones that exist at Morehead State's Space Science Center. Regional colleges can apply their research to fuel private growth, and students can develop the skills to grow the resulting businesses.

Several attendees stated that Kentucky has a great resource in hard-working, ethical employees, but that they are often rough around the edges, or are too humble to effectively list their skills and accomplishments for a potential employer. A little resume and interview training may go a long way. Expanding training and internship programs can also help build skill bases. Another critical need is to keep the best and brightest students and employees in the region, highlighting their opportunities here instead of watching them take their skills and knowledge elsewhere.

Many also said that eastern Kentucky has great potential for tourism, but that it has to be seen as one part of a solution, not a savior in and of itself. Picturesque mountains and lakes, traditional music and art, and friendly people are points of emphasis that may bring new eyes into Appalachia. While many residents have immense pride in their homes, there is a need to address the negative vibes and lack of hope that plague many citizens of Appalachia.

SOAR needs to tap into the pride and beauty of the region, and advertise the highlights, both here and abroad. Even if SOAR is mentioned in the New York Times, people in Pike County may not know about it. Locals must be aware of projects and the benefits they may provide. It is important to engage local news sources to ensure that stories hit home. It is also important to specifically engage students, and encourage them to develop SOAR programs and clubs

Big Ideas to recommend to the SOAR Executive Committee:

1. Begin branding and rebranding Eastern Kentucky to highlight the region's advantages, dispel negative view people may have of the region, and tap into the pride locals have for their home
2. Expand regional asset and infrastructure analysis to identify areas that meet the needs of companies and have that information on hand to deliver to fast-moving site selectors
3. Create public/private partnerships in order to bring the potential developed by local programs and university research into the business world
4. Formalize incentive packages to help counties create a competitive advantage that will make them competitive with other areas here and abroad

Working Group Recommendations

Recommendation #1

Third Party Analysis

The Business Recruitment Committee feels it is vitally important to have a complete understanding of the region's assets and gaps for business recruitment, retention, and expansion. The practice of Economic Development is a science and an art. As with all things, science and methods evolve. Therefore, we must have a complete understanding of the methods, tools, and assets that are needed today to be successful in business recruitment, retention, and expansion for eastern Kentucky. Many people in the region and throughout the United States have a negative view of eastern Kentucky. A third party analysis can provide us with the non-biased data that will illustrate why and how the opportunity exists for the success of business recruitment and expansion in eastern Kentucky.

It was discussed in many of our sessions how in January 2013, AEP Kentucky Power commissioned a reputable economic development site consultant to complete an S.W.O.T. analysis (Strengths, Weaknesses, Opportunities, and Threats) for an 8 county region of eastern Kentucky. The analysis included: Floyd, Knott, Johnson, Lawrence, Letcher, Magoffin, Martin, and Pike counties. In addition, a focus was put on evaluating all of the multi-county industrial parks within that footprint and including Perry and Boyd counties. The properties included: East Park, Honey Branch, Coalfields, Marion Branch, Gateway, and several other potential properties for industrial development. The results of the S.W.O.T. analysis explained the vast potential for industrial development in the region. The consultants sited ample potential properties, excellent support services in and around the population centers, and a good potential labor pool. However, in order to capitalize on these opportunities, two overall recommendations were made. The first recommendation is a vital need for fully funded and dedicated regional economic development organizations. The organization must include a professionally trained staff and the necessary resources to practice business recruitment, retention, and expansion. The second recommendation is to create and provide "shovel ready" properties that have excess capacities of utilities (water, sewer, data, and electricity), proper road access, and free of any other "fatal flaws" to business prospects. We have attached the S.W.O.T. analysis (*Appendix A*) for your review. We have also provided a Corporate Profile (*Appendix B*) of the consultants that were commissioned for the analysis. The consultant is InSite Consulting, LLC of Greer, South Carolina.

Participants and committee members also discussed the second initiative that began in September of 2013, as AEP Kentucky Power commissioned the same economic development site consultant, InSite Consulting, for a Phase II study. This study provided full evaluation of the properties viewed in the S.W.O.T. analysis. From these evaluations, they were asked to prioritize the properties based on their opportunity to win projects and to identify all of the "fatal flaws" that would need to be overcome in order to position these properties for success in business recruitment. The Phase II study (*Appendix C*) has been included to illustrate the strategic investments that will need to be made in these properties in

order to position them for success. It was recognized during many sessions that the study acted as a catalyst for the City of Pikeville and the Marion Branch Industrial Property owned by the City of Pikeville. The City has made several key decisions based on the study that has now resulted in the investment of Alltech in the Marion Branch Industrial property.

Therefore, our committee believes it is of great importance to duplicate and expand the third party analysis for the entire SOAR territory. This data and the recommendations from the consultants will allow for the creation of strategies for success. Most of the investments required for successful business recruitment are capital intensive projects. Thus, we must make strategic decisions that will provide the best return on investment. We do not want vacant properties that are missed opportunities for the region. We believe our properties are vacant for a reason. That reason is that we have not fully invested in these properties and the properties are not currently “shovel ready”. The consultants are the decision makers in the process of business recruitment and expansion, and this process will provide us with the strategy the decision makers see as the steps for success.

Participants stated that many studies have been done on the region with mixed implementation and results. The committee feels it is important that the results of these studies be taken seriously and strongly enforced for implementation. Session participants and committee members agree SOAR should be the organization to hold the region and its stakeholders accountable for these results.

Year 1 Activity:

Issue a Request for Proposal for the following studies and execute a contract with a professional consultant:

- *Site Map of Existing Resources and Alignment of Resources*
This study would evaluate all of the existing agencies in the region that are practicing business recruitment and/or that provide a support service for business recruitment. The study would then provide recommendations on how to align those resources for success and provide recommendations on how to overcome any identified gap in those resources.
- *Properties Inventory and Recommended Improvements (Fatal Flaws)*
This study would evaluate all of the potential properties in the region. This study will identify all of the necessary data points for each site, identify any potential fatal flaws, provide a plan for correcting those fatal flaws, and prepare a marketing plan for each property. Finally, based on the information collected, the study would prioritize those necessary investments for the best return on investment.
- *Workforce Inventory and Needs Assessment for Training (Skills Gap)*
This study would create an inventory of the trained workforce in the region, identify potential skills gaps and opportunities for training, and provide some insight as to what industries can be recruited based on the skillsets that exist in the region.
- *Target Industries Analysis*

This study will provide the necessary data to allow the region's marketing efforts to be focused on industries in which we have the assets for success. The study will look at properties, natural resources, modes of transportation, workforce, infrastructure, and many other factors to determine the industries that we could most likely be successful in recruiting. This data saves time and money while increasing your likelihood of success by allowing a focused approach vs. a shotgun approach to business recruitment.

- *Branding / Marketing*

Our committee and session participants believe that a Regional Brand and Marketing Strategy will be another key to SOAR's success. We also identify that this concept will benefit the efforts of many other committees within SOAR. We recommend a consultant be used to create a regional brand that all of eastern Kentucky can support. This brand will raise the credibility of our region with outsiders and create pride from within. This brand will provide the opportunity for us to eliminate the stereotypes and set a new expectation for the region, while raising our profile so prospects will begin to identify the existence of eastern Kentucky as a player in business recruitment.

Budgetary Ask: \$500,000 -- this number based on the study covering the entire region of SOAR. The cost may be able to be mitigated by carving out strategic areas for success.

Year 2-3 Activity:

Based on the results of the Year 1 studies, there may be a need for more detailed consultant activity such as:

- A consultant led project focused on a specific property to walk it through the process of being "shovel ready".
- Property Site Certification – Once fatal flaws are identified and corrected, a strong marketing position is to certify the property with a reputable site consultant.

Budgetary Ask: \$100,000 per property to cover consulting fees and necessary engineering and geotechnical studies.

Year 5-10 Activity:

We recommend a reassessment of the region's position. A consultant may be needed to reevaluate processes, properties, and professionals to determine if a "tweaking" of the assets needs to be made. As explained at the beginning of this recommendation, processes and expectations of prospects change. We must reevaluate to insure that we are meeting their expectations. A reassessment of the region's position will insure that we are doing just that.

Budgetary Ask: \$250,000 based on the size of the SOAR region.

The committee feels it is important to issue a Request for Proposal (RFP) as soon as possible to identify the potential professionals needed to start the analysis process as soon as possible.

Recommendation #2

Creation of New/Existing Regional Capacity for Economic Development

The Business Recruitment, Retention and Expansion Committee clearly heard at all of our community listening sessions, the strong desire for SOAR to form, fund and provide long term support for Regional Economic Development Organizations.

History has proven that without leadership, sufficient resources and qualified professionals even the best laid plans will probably fail. Participants agreed in all session locations that most areas of eastern Kentucky do not have the resources to sufficiently fund a local economic development professional and supportive organization. With local, state and federal resources continuing to be stretched thin and many areas of past support being eliminated, it was recommended SOAR formulate regional organizations to build a strong and united foundation for eastern Kentucky's economic development success.

It was noted that while eastern Kentucky has made great strides to improve and overcome many past challenges which hindered growth and a diverse economy, much still remains to be done to compete in regional, national and global economic development arenas. Improvements are still very much needed with transportation access, infrastructure, properties, incentives, workforce, education and quality of life amenities. Eastern Kentucky offers a wide range of wonderful diversity and cultures with the terrain many times defining areas that can partner in beneficial cooperation and stable opportunities. Session participants and committee members agree that only a few office locations across the large SOAR region cannot successfully build the partnerships and important relationships needed across such a wide range of amenities, local cultures and differences.

Discussed was the recently commissioned economic development S.W.O.T. analysis (Strengths, Weaknesses, Opportunities, and Threats) performed by a site consulting firm hired by AEP Kentucky Power for an 8 county region of eastern Kentucky. The consultants sited ample potential properties, excellent support services and very good labor pool. The first recommendation made by the firm identified a vital need for fully funded and dedicated regional economic development organizations with professionally trained staff and necessary resources to practice business recruitment, retention, and expansion.

During our listening sessions, participants identified many organizations already working to support the region such as Kentucky Cabinet for Economic Development (KCED), Kentucky Area Development Districts (KYADD), Kentucky Highlands, Southeast Kentucky Economic Development (SKED), Mountain Association of Economic Development (MACED), Small Business Development Centers (SBC) and local economic and industrial development entities. While it was agreed they all appear to work very hard, the majority struggle with resources and staff to provide a focused and competitive economic development program for most areas of eastern Kentucky.

After many suggestions on the specifics of how regional organizations will be formed, the general consensus was that rather than create a new entity, we can explore how to enhance and better align existing organizations and institutions that strengthen their efforts.

It was recommended from participants and committee members that a regional economic development specialist could possibly be located in each of eastern Kentucky's Area Development District offices. With a stronger relationship between the KYADD and KCED, this economic professional could improve a collaborative regional network while managing the duties of regional marketing of amenities, business and industrial parks, financial resources, project needs with expansions and investments, leadership training and retention of existing regional businesses.

Listening session participants recommended these offices work closely with local and regional officials, legislators, chambers of commerce, economic development councils, industrial authorities, utilities, financial institutions and state organizations like Kentucky Association of Economic Development (KAED), Kentucky United, Kentucky Manufacturers Association (KMA), workforce, and education providers.

The session participants presented a desire for these offices to work closely to improve broader initiatives including an improved entrepreneurial ecosystem to better coordinate resources for eastern Kentucky business startups and expansions. To work with SKED, MACED, Kentucky Highlands and the Small Business Development Centers in the eastern Kentucky Technical Assistance Providers Network. Also there was a desire to enhance education and support for entrepreneurship in the Public School System, Workforce Development Cabinet, Colleges, Universities and Community and Technical College System.

Year 1 Activity:

- Create a sub-committee of the business recruitment, retention and expansion committee to develop and coordinate the initiative to fund, locate and staff regional economic development organizations.
- Bring together KCED, KYADD, economic development related organizations, elected officials, workforce and financial resources that operate in eastern Kentucky with the common goal to identify and support the best locations of regional economic development organizations.
- State and Federal Executive Branch and Legislative Branch support to secure sufficient funding for 2 year budget cycle that will sufficiently fund operation of the Regional Economic Development Organizations.

Budgetary Request: \$600,000 per year - While the exact amount is unknown, the projected amount is conservative at \$125,000 to open each of the 5 regional office locations per year. The amount funds the salary of 5 experienced economic development specialists, office expenses, travel, marketing, economic memberships, etc. that's minimally required to be an effective organization. The date to actually begin spending budgeted amount depends on the timeframe required to develop a supported structure, determine best locations and hire professional staff.

Year 2-3 Activity:

- Based on the successful implementation of the Year 1 recommendations, all regional office locations will be opened and operational with staff and initiatives underway.
- Evaluation of the effectiveness and regional support the office has for staff and operations. We recommend a 3rd year reassessment from the state and region's economic development leadership on progress being made to improve the region's economic development capabilities and success. We must continue to reevaluate and improve to insure the work performed is meeting the SOAR initiative and regional citizen's expectations.
- Work with SOAR Business Recruitment Committee and SOAR Executive Committee to determine 5 – 10 year work plan and potential budget implications.

Budgetary Request: \$675,000 per year - While the exact budgeted amount required will be clarified during year two, we project a conservative \$135,000 per year to operate each of the 5 regional office locations per year. The amount funds the salary and benefits of each of the 5 experienced economic development specialists, office expenses, increased travel, marketing, economic memberships, etc. that are minimally required to be an effective organization.

Year 5-10 Activity:

- Implement the approved 5-10 year work plan
- We recommend a full reassessment of the regional offices from the state and region's economic development leadership on the office and staff effectiveness and progress made to improve the region's economic development capabilities and success. We must continue to reevaluate and improve to insure the offices and work performed is meeting the SOAR initiative and regional citizen's expectations.

Budgetary Request: \$700,000 per year to slightly increase staff compensation and enhance programs that successfully implement regional initiatives improving eastern Kentucky's economic development success. We project a conservative \$140,000 per year to operate each of the 5 regional office locations per year. The amount funds the salary and benefits of each of the 5 experienced economic development specialists, office expenses, increased travel, marketing, economic memberships, etc. that are minimally required to be an effective organization.

Recommendation #3

Competitive Advantage Unique to Eastern Kentucky

When we look at the current ability of the SOAR region to be successful in the very competitive realm of Business Recruitment, it is clear that the majority, if not all, of the region is at a disadvantage. As one of our community members stated at our Ashland Listening Session, “We have a lot of work to do just to be even with the rest of the Nation. We need something that not only gets us even, but sets us apart and creates a unique competitive advantage for our target industries.” Our committee believes that we have several opportunities in which we can do just that, create a competitive advantage unique to eastern Kentucky.

The two forms of competitive advantage are lower cost and differentiation. The goal is to identify and/or create and market the competitive advantages of eastern Kentucky.

Lower Cost

There are areas where Kentucky and eastern Kentucky have an inherent advantage from a cost perspective. Utilities are a primary advantage. Kentucky currently has some of the lowest electrical cost east of the Mississippi River. Labor cost is another area where the region could provide a competitive advantage. However, it is important to realize the pitfalls of being seen as the location for low-wage job creation.

A way to provide a lower cost structure to new and expanding industry locating in the region is through enhanced incentives. These incentives could be realized from a Federal, State or local level. From a Federal level, many areas of eastern Kentucky have the advantage of being a designated Promise Zone, HUB Zone and others. From the State level, it could be additional tax relief through the Kentucky Business Investment (KBI) Program, job training grants, deal closing grants, etc. To be a true advantage, the advantage designed must be specific to eastern Kentucky. An example could be the creation of a deal closing fund using a set-aside of the Coal Severance Funds.

It will take local leadership to determine the local competitive cost advantage. Tools such as tax increment financing, CDBG Grants, and revolving loan funds are available in many areas. However, these do not necessarily provide a competitive advantage.

One area communities can provide a cost advantage is through their municipal utilities. These utilities could provide a reduced rate to major industries creating jobs. Another example is the Kellogg’s location in Pike County. The company was provided four gas wells to provide their own natural gas for operations. This creates a competitive advantage for the company to employ people throughout the region. Finding a way to replicate this type of opportunity can provide a true competitive advantage for business recruitment.

Differentiation

Eastern Kentucky is a unique region of the United States, and we can use this uniqueness to differentiate the region as a place to do business. These areas can be grouped around our natural resources and finding the right niche markets.

- **Natural Resources**
This can include natural gas, wood, water, human capital and, yes, coal.
- **Niche Markets**
This is an area where you can bring the natural resources and lower cost together to find the types of businesses that would benefit the most from lower cost and/or natural resources. For example, Kellogg's saw a competitive advantage by having access to their own natural gas wells. Bakeries, glass manufacturers and other large natural gas users would benefit from a similar opportunity. Similarly, a large water user could see a competitive advantage in having discounted access to water. Human capital can be a competitive advantage in two ways. Low-cost labor is one advantage. Another is to offer a workforce that has a particular skillset. The current dislocated miners with welding skills are finding work in other states. Being able to quantify a workforce with a particular skillset could create an opportunity to market towards some specific industries.

Year 1 Activity:

- Tailor a specific state incentive to eastern Kentucky. Perhaps designate eastern Kentucky as a specific area where Kentucky Business Investment (KBI) incentives can be sold by the approved company. This would allow the company to load the incentive on the front end.
- Create a cash program to close deals in eastern Kentucky that works in conjunction and above the current Economic Development Bond Program.
- Work with eastern Kentucky communities and Industrial Development Authorities (IDA) to develop their own incentive programs to reduce costs for new company location. For example, Economic Development Cabinet staff could work with utility experts and community utility companies to develop opportunities to offer discounted, water, sewer and natural gas. Possible free tap fees to connect services to those utilities as well.

Year 2-3 Activity:

- Develop a niche marketing campaign based on the strengths identified in the proposed third party analysis.
- Create a Federal incentive specific to eastern Kentucky that would allow for tax credits for a locating or expanding business.
- Economic Freedom Zones could create a very unique advantage. This has been suggested by Senator Rand Paul and it would create areas of reduced taxes for economic distressed areas.

These reduced taxes encourage businesses to invest in areas that otherwise may not have been considered.

- Acquire mineral rights at designated industrial parks in an effort to provide discounted and/or free resources such as natural gas in an effort to duplicate the success of the Kellogg's plant in Pike County.

Year 5-10 Activity:

- Reassess the incentive packages to insure that they continue to provide a competitive advantage. If not, tweak the programs to stay ahead of the competition.

Recommendation #4

Infrastructure Improvements

The Business Attraction Committee recognizes there are working committees devoted to Infrastructure and broadband under the SOAR initiative. However, this committee and session participants felt that infrastructure is a vital component of the business attraction/retention effort in the region and also needs to be identified in our findings.

While significant improvements have been made over many decades to the access and infrastructure in eastern Kentucky, much still remains to be done. Our committee and majority of session participants consider continuing large scale improvements to eastern Kentucky's infrastructure a high priority.

Improving the Infrastructure of the SOAR region has been a major undertaking for over 100 years, recognizing the successful work of many elected officials, ARC, and private sector who have made significant changes providing services to the region.

We also know that for this region to be competitive in economic development, a robust infrastructure must in place for today's economy and of tomorrow. We have identified several building blocks that must be addressed and in place for the region to have the ability to compete and win in the regional, national, and even international economy. Our recommendations are grounded with the premise that for too long we have been fighting to "get even" on our infrastructure with the rest of the nation. We are seeking to change this prospective and build a system that gives us a competitive advantage in the competition of the new economy.

To compete in the global arena of successful economic development with recruitment, retention and expansions, we must improve our capabilities in communications, access, transportation, energy, water, wastewater, solid waste disposal and available properties. Clearly there is a requirement by site selection professionals that you have high level infrastructure just to be considered. We believe SOAR must provide the highest levels of quality and abundant infrastructure to just get us up to the baseline so we can be competitive.

It was recommended during our sessions that the region's infrastructure be inventoried and analyzed to identify current gaps in capacity and identify areas where improvements are needed for current sustainability and future success. To tackle such a broad subject matter, a detailed study used to evaluate the current state of the infrastructure sectors of: communications, energy, transportation, water, and wastewater. In addition, our regional industrial parks should be reviewed and gaps or flaws should be identified and plans of action to improve their position developed.

Session participants want an infrastructure that includes high speed internet connectivity, capacity and quality for a wide range of companies, particularly industries that collect and analyze vast amounts of data. A key component to any modern economy is high speed broadband, and it is vital that we have, not just adequate, but substantial systems of communications.

We understand the complexity to balance public policy and private investment in the development of a system that doesn't just get us even with our competition, but gives us an advantage where speed in excess of 100mbps are now needed for today's global business community.

Fiber-optic technology is receiving increased attention at the local, state, and federal government levels and is considered the next frontier in global communications infrastructure. The majority of this region does not have access to fiber technology and current market forces make it very difficult to roll out high-speed internet access on a large scale. Our committee and participants are proud of the teamwork from Congressman Rogers and Governor Beshear to improve this crucial infrastructure with recommended funding proposals for a \$100 million investment in building a new fiber-optic network that will begin in eastern Kentucky and graduate across our entire commonwealth.

All listening sessions discussed the crucial need to improve our region's surface and air transportation systems to efficiently move people and products throughout eastern Kentucky and beyond. This includes roadway networks, bridges, public transit systems, and railroads. People and companies rely on this network for personal, public and shipping transportation to points in and outside of the region.

To provide efficient and effective freight movement throughout any region in the country, an integrated, multimodal transportation network is essential and must be made to strengthen connections between these modes of transportation in order to take advantage of the region's existing assets.

Our region has made substantial progress in opening the flow of goods and services to market, the job however is incomplete in perception with many key sections of highway. The perception of the highway system in our SOAR region is that of limited access and lack of Interstate Highway System level transportation. It's true we lack a robust Interstate connection, but it is not true that we lack four lane high-speed connectors that link our region to the commonly accepted interstate.

This committee commends efforts already underway to improve and expand the four lane Mountain Parkway and major connections. We must also create or brand the four lane highway system in the SOAR area as major industrial connectors and build awareness of the existing connectivity. We must work to expand existing three and four lanes to interstate level quality.

Our workforce predominantly uses personal automobiles for employment of the region. Conditions of roads and bridges vary across the region, it will be a challenge to find the right balance between maintaining the existing road network and providing additional capacity. Funding levels must be secured to keep up with an ever expanding and improved roadway network.

A strong public transportation network gives commuters an important alternative method of traveling to work and can take pressure off overburdened roadways in the region. Kentucky ranks last among its seven neighboring states in total and per capita investment in public transportation. This makes it very challenging for mass transit in the BEAM region to link employers and employees, especially with large job sites located in sparsely populated areas. More reliance on vanpools or mass transit could better serve low-density areas throughout the region.

We commend Congressman Rogers and Governor Beshear for efforts to secure funding for significant improvements of the Mountain Parkway and major connecting roadways.

The committee supports efforts to increase reliance on rail, water, and air freight movement through better intermodal connectivity that would reduce the burden on the region's roadways. Just as the economies of the 19th and 20th centuries were linked to the development of rail, our modern economy can be driven by this efficient method of transportation. With Kentucky's abundant list and networks of major rail carriers, we are seeking to integrate all major systems of transportation to build on Kentucky's position as a major transportation provider. Linking these together as an efficient seamless transportation network could be a major driver in our economic policy.

The freight rail system is extensive and well established, with a variety of rail companies providing local, regional, and national service. However, in order to meet the growing needs of existing and new manufacturing facilities, extensive infrastructure improvement such as new passing tracks and rail replacement will be necessary.

The preservation of right-of-ways is very important to current and future rail success. The efforts of SOAR must be considered by the railroad companies to not hastily remove current infrastructure that is irreplaceable for only short term financial benefit and can cause long term harm to eastern Kentucky's success.

Based on fuel efficiency and cargo capacity, movement by waterways is arguably the most efficient transportation mode. The Ohio River, a major waterway for freight movement, runs through the northern part of the region. The major ports of the region currently have adequate, if not excess, capacity for freight transport. The port facilities are positioned to grow in size and capability as demand increases in the future. The expansion of the Panama Canal has the potential to open up new markets for the region's ports and manufacturers.

In an increasingly global economy, it's very important people, executives and companies in the region have easy access and connections to major airports. General aviation serves as a building block for the new economy. The region is served by four commercial passenger airports – Bluegrass Airport in Lexington, Tri State Airport in Huntington, West Virginia, Louisville International Airport and Cincinnati/Northern Kentucky Airport. Several general aviation airports that principally serve corporate aircraft are also accessible. Together, the region's primary airports have service to eight of the nation's top ten international gateways, which allow quick connections to major global destinations. We do have service gaps domestically, including the lack of nonstop service in some locations. It is our committee's recommendation we support and encourage regional commercial air services where economy of scale is present and build on the aviation system as a private sector solution to business travel.

As economic development practitioners, we realized clean and abundant water are fundamental building blocks for development. As the country as a whole has grown and developed, access to water has become an issue in the western areas of the United States. We are now seeing trains of water being

shipped from Kansas to Texas for production in the oil and gas industry. Kentucky is blessed with a competitive advantage of both quantity and quality of water. We must build a stronger distribution system for residential and commercial use in eastern KY and use access to clean, plentiful water as a competitive advantage in economic development. It is necessary to have a minimum excess water capacity of 250,000 gallons per day for an industrial property to be in the market. In order to provide a true competitive advantage, industrial properties should have 1,000,000 gallons per day of excess water capacity. These same excess capacity numbers hold true for wastewater as well.

Many session participants recommended the region's solid waste infrastructure – namely municipal landfills – must also be studied to insure sufficient capacity for the future.

Last but certainly not least, our committee strongly agrees on the need to improve our current fleet of Business and Industrial Park properties across eastern Kentucky. It was discussed in many of our sessions AEP Kentucky Power's commissioning of a reputable economic development site consultant to complete an S.W.O.T. analysis (Strengths, Weaknesses, Opportunities, and Threats) for an 8 county region of eastern Kentucky (*see Appendix A*). Focus was put on evaluating all of the multi-county industrial parks within that footprint. The results of the S.W.O.T. analysis explained the vast potential for industrial development in the region. The consultants sited ample potential properties, excellent support services in and around the population centers, and a good potential labor pool. However, in order to capitalize on these opportunities, two overall recommendations were made. The first recommendation is a vital need for fully funded and dedicated regional economic development organizations, including professionally trained staff and the necessary resources to practice business recruitment, retention, and expansion. The second recommendation is to create and provide "shovel ready" properties that have excess capacities of utilities (water, sewer, data, and electricity), proper road access, and free of any other "fatal flaws" to business prospects. A phase two study provided full evaluation of the properties viewed in the S.W.O.T. analysis (*see Appendix B*). From these evaluations, they were asked to prioritize the properties based on their opportunity to win projects and to identify all of the "fatal flaws" that would need to be overcome in order to position these properties for success in business recruitment. The Phase II study illustrated the strategic investments that will need to be made in these properties in order to position them for success.

Therefore, our committee believes it is of great importance to duplicate and expand this type of analysis for the entire SOAR territory. This data and the recommendations from the consultants will allow for the creation of strategies for success. Most of the investments required for successful business recruitment are capital intensive projects. Thus, we must make strategic decisions that will provide the best return on investment. We do not want vacant properties that are missed opportunities for the region. We believe our properties are vacant for a reason. That reason is that we have not fully invested in these properties and the properties are not currently "shovel ready". The companies and site selection consultants are the decision makers in the process of business recruitment and expansion, and this process will provide us with the strategy the decision makers require as the steps for success.

In conclusion, our committee supports developing a strong infrastructure for the region to be competitive and “seize the moment for success.” These systems do not exist within jurisdictional vacuums. The movement of goods and people goes well beyond individual cities and counties moving by various modes along its journey. Coordination must improve between federal, state, regional, and local jurisdictions; between different sectors of infrastructure; and between public and private entities. Efforts like this must continue to improve over the long term to develop a detailed inventory of regional assets that compete in a “world class manor” for current, new and expanding economic development opportunities.

Years 1- 5 Activities and Budget:

This committee will not attempt to list firm timeframes and budget cost estimates to these recommendations as they may conflict with the SOAR Infrastructure Committees work and responsibilities. We are however making suggested timeframes the committee may want to consider.

Transportation:

- Improve four lane Mountain Parkway to Prestonsburg with connections to crucial route extensions allowing better access to main interstate systems like I-64 and I-75.
- Create or brand the four lane highway system in the SOAR area as major industrial connectors, build awareness of the existing connectivity, and address the short coming in existing systems.
- Work to expand existing four lanes highways to interstate level road systems.

Communications: Dark Fiber

- Enact State Legislation that encourages public/private collaboration in the development of a management approach to increasing high speed internet in the SOAR region in both middle mile and last mile pipeline.
- Completion of the Dark Fiber pipeline currently underway and addressing the areas that have limited connectivity have current expansion.
- Lead the central Appalachian region in speed and connectivity in high speed internet access with balanced provider approach.

Rail/Water:

- Coordinate/facilitate transportation providers into a Soar Region/State policy for Economic Development to create a competitive advantage using transportation systems to link existing companies to markets domestically and internationally. In addition, use this platform as a recruitment tool in positioning Kentucky as a global player in trade and manufacturing.
- Additionally, the preservation of right-of-ways is very important to current and future rail success. The efforts of SOAR must be considered by the railroad companies to not hastily remove current infrastructure that is irreplaceable for only short term financial benefit and can cause long term harm to eastern Kentucky’s success.

- Explore and build connections of our waterways in relationship to expanded foreign trade including expansion of the use of Foreign Trade Zones and subzones to gain markets and position for recruitment of business and industry
- Encourage the creation of Trans load facilities to better link rail to truck to barge transportation systems in SOAR region (Kentucky is within 8 hours of 60% of population and 51% of manufacturing of US).

Air:

- Seek coordination of private sector flight service for existing general aviation airports to feed commercial aviation networks.
- Continue the development of Pikeville/Somerset commercial air service and build an enhanced regional network for coverage and private sector solution to business travel for SOAR Region.

Water/Wastewater and Landfills:

- Abundant supply of high-quality water, pressure and long term capacity must be made available for manufacturing. Development sites in rural parts of the region will require additional investment for increasing water quality standards and the installation for adequate or replacement of aging infrastructure.
- Evaluate the region's solid waste infrastructure and municipal landfills to insure sufficient capacity for the future.

Business and Industrial Park properties:

- The analysis for the infrastructure in our business and industrial parks and priority recommendations is part of our Recommendation #1 -- Third Party Analysis.
- Industrial properties must have excess capacities of water and wastewater. The committee's goal would be for each property to have 1,000,000 gallons per day of excess capacity at each industrial property.
- Some industrial properties can create some excess water/wastewater capacities quickly through simple pumping station upgrades or other small investments. These should be identified and upgraded as soon as possible. Coalfields industrial park in Hazard is an example of this. Coalfields can quickly add 276,000 gallons per day of excess sewer capacity for only \$90,000. The property currently has a very minimal amount of excess sewer capacity.

Recommendation #5

Establish Permanent Economic Development Funding

The SOAR region has for too long acted as a disadvantaged commodity in the regional, state, and national competition for economic development. What dedicated funding sources that have been allocated have either been used to “get even” with other areas or regions in terms of infrastructure or, at worst, used for activities which were not driven by outcome based economic development. Our work group heard from each and every listening session that we needed to develop unique tools to give a competitive advantage to this area. This is one of the main points that the recommendations below seek to accomplish.

If you look across the SOAR region, there are a very limited number of fully funded economic development organizations. The majority of the economic development organizations that exist, are volunteer organizations with private funding and part-time employees. It is the opinion of this committee and its many session participants that a permanent, strategic, dedicated, and deliberate economic development funding mechanism be designed and implemented. Without this funding, eastern Kentucky will continue to limp forward with little or no success in business recruitment, retention, and expansion. In addition, we must create and implement unique programs that creates a competitive advantage with this funding mechanism that truly creates an environment that will be attractive to industry.

While Kentucky offers many competitive tax and training incentives that are effective in high growth areas of eastern, Kentucky must have much more. If a company chooses to invest in the SOAR region with its challenges of access, transportation, communications, infrastructure, etc., the company must be given enhanced incentives. These incentives will offer tremendous benefit for locating and or expanding in the eastern Kentucky region. These unique incentives can be created with the utilization of the permanent funding and strategic tax reductions.

Regional Industrial Park Model:

We must reevaluate and build on the foundation of the Regional Industrial Park Model with continued support, and address inherent potential weakness of political motivated appointees without economic or industrial development experience. In addition, we must provide adequate funding for the operation of these sites in the competitive field of recruitment and expansion.

It is the recommendation of our committee and many of the session attendees that the current funding model for these parks at \$12,000 per year is far too low. A permanent funding mechanism must be put in place with minimum funding levels of \$75,000 to 100,000 per property per year. This funding is for contract management in conjunction with the area development districts that currently oversee management of the parks with mixed success. In addition, the funding is for maintenance, marketing, and potential upgrades necessary for success.

We also recommend that guidelines for these funds be established with a deadline for use. If those funds are not used by a certain time, they can be reallocated to other parks that are ready to utilize those funds for success.

Tax Free Zones:

Listening session participants discussed many ideas including Tax Free Zones. We recommend that we structure these zones in the SOAR region to reward new investment, expansions and employment. A model for this type of incentive is already being widely promoted and used in New York State. New York offers zero taxes for 10 years with no business, corporate, sales, property, state or local taxes. In addition, they offer no franchise fees and no income tax for the company or its employees for ten full years of savings. To participate in this tax incentive program, a company must relocate to or expand within New York State tax free zones, align with a college or university's academic mission, create new jobs, and contribute to the economic development of the local community. This is for new investment only, so the region and state is not losing anything as you don't have the jobs or investment now. The benefit is employment and the turning of income and investment dollars by those employees and company spending back into the region. The employees are spending regionally on homes, cars, groceries, gas, education, etc. After 10 years, the incentives end, and the company and employees begin to pay their local and state tax payments. A program like this would create a true competitive advantage in a region that has greatly struggled to diversify.

Closing Fund:

The committee and many session participants recommend the creation of a Closing Fund for economic development projects in the SOAR region. This "close the deal funding" has the ability to level the playing field in areas where we may have additional costs that are attributed to conducting or building in the SOAR region. Examples of this could be the cost of site work on land that had been strip-mined, infrastructure improvement that could be close but not on site. Or this could just be the needed piece to entice the project to our region. Funds like this are being used in states like Texas and it is giving them a competitive edge like no other. An example of this is Kentucky's most recent loss of Toyota America's Headquarters in Northern Kentucky. The Texas closing fund was a deciding factor in their decision to move their headquarters to Texas.

A good source for a Closing Fund would likely be coal severance funds, economic development funds or other legislated directed funds to create a cash incentive closing fund. This would give the SOAR region extra leverage to encourage project investment into eastern Kentucky. Prospects today are very interested in this cash upfront option to reduce their cost to locate or expand.

Endowment Fund:

The committee and its participants recommend the creation of an endowment fund for economic development. This fund needs to be protected from the political infighting of the 40-50 SOAR counties

so as to stand the test of time from administration changes. We saw the results of a visionary decision to create an endowment fund like this at the SOAR opening session from Iron Range Resources and Rehabilitation Board in Minnesota. Imagine the resources we would be able to leverage if Kentucky had done this when the Coal Severance Funding tax was established. Our committee believes it is never too late to start and we must start now.

Foster Lending and Incentives:

The committee and its participants recommends that we build a private/public partnership model to foster lending and incentives for home grown economic development. There are several models of private sector partnerships for economic development in states such as Texas, Florida, and South Carolina that could provide insight to this changing method of private sector support and buy-in for collaboration.

Coal Severance Funds:

Another idea discussed at length is insuring the coal severance tax fund dollars generated in eastern Kentucky are only spent in eastern Kentucky. In the past, these funds have been spent outside the region for a variety of quality of life projects that did not help the counties that produced the taxes or the SOAR region. We believe a reevaluation is necessary of the “off the top” items from these funds and consider adding an “off the top” item specific to economic development funding and establishing the economic development closing fund.

Determine how to leverage other key funding for the region:

We discussed at great length during our listening sessions potential available funding sources for our much needed business recruitment, retention, and expansion initiatives. It is the recommendation of our committee that a “meeting of the minds” be hosted by the Chairs of SOAR, Congressman Rogers, and Governor Beshear with the heads all of potential funding agencies. That list should include but not be limited to: Appalachian Regional Commission (ARC), Economic Development Authority (EDA), Abandoned Mine Lands (AML), County Judges, City Mayors, and any other potential agencies that can offer potential funding for the SOAR initiative. Specific discussions must be had on how to fund SOAR, regional economic development organizations, industrial property infrastructure improvements, and unique incentives.

Immediate Funding:

Session participants and committee members discussed the need for large capital intensive investments needed for Business Recruitment, Retention, and Expansion efforts. In those discussions, we decided that an immediate funding mechanism be created to fund some immediate projects that could result in quick results. This fund could come from various sources and be administered by SOAR or the Cabinet for Economic Development. The money should be utilized for quick gains in business attraction or expansion. These projects can be quickly identified through local economic development agents.

Year 1 Activity:

- Create and establish an immediate pool of money to be overseen and administered by the SOAR organization. Ideally this would be a large pool of money from multiple funding agencies that would be a catalyst to the business attraction, retention, and expansion efforts. The money will be used for “low hanging fruit projects” that can achieve some quick success and kick start our regional economic development organizations.
- Introduce legislation to dedicate 3-5% of Coal Severance funds toward dedicated funding for economic development and a percentage of this for marketing the regional industrial sites in the SOAR region. Ideally, this would be an “off the top” item.
- Create a permanent funding mechanism for the regional industrial parks with minimum funding levels of \$75,000 to 100,000 per property per year. This funding is for contract management in conjunction with the area development districts that currently oversee management of the parks with mixed success. In addition, the funding is for maintenance, marketing, and potential upgrades necessary for success.
- Introduce legislation to dedicate at least 1% of Coal Severance Funds to a regional endowment fund to be overseen and administered by the SOAR organization. This program could be created similarly to the Iron Range program in Minnesota.
- Organize a “meeting of the minds” to be hosted by the Chairs of SOAR, Congressman Rogers and Governor Beshear, with the heads all of potential funding agencies. That list should include but not be limited to: Appalachian Regional Commission (ARC), Economic Development Authority (EDA), Abandoned Mine Lands (AML), County Judges, City Mayors, State funding agencies and any other potential agencies that can offer potential funding for the SOAR initiative. Specific discussions must be had on how to fund SOAR, regional economic development organizations, industrial property infrastructure improvements, and unique incentives.

Year 2-3 Activity:

- Create public/private partnerships for investment capital funding for existing new business expansion in the SOAR region.
- Establish the SOAR region as a tax free zone similar to the New York State program. The program should offer zero taxes for 10 years with no business, corporate, sales, property, state or local taxes. In addition, the program should offer no franchise fees and no income tax for the company or its employees for ten full years of savings. To participate in this tax incentive program, a company must relocate to or expand within the SOAR designated tax free zone, align with a college or university's academic mission, create new jobs, and contribute to the economic development of the local community. This program would only be for new investment, so the region and state is not losing anything as you don't have those jobs or the investment now.
- Establish a Closing Fund program specific to the SOAR region to be overseen and administered by the SOAR organization. Ideally the program would have an annual funding mechanism from the state and other potential funding agencies.

- Have established relationships with multiple funding agencies to fully fund all SOAR and economic development initiatives with long-term funding agreements in place.

Year 5-10 Activity:

- Reevaluate the SOAR regional funding position for business recruitment, retention, and expansion. Insure that relationships with multiple funding agencies are still in good standing and that the long term funding arrangement are solid for the future.
- Evaluate and report the success of the strategic investments to our funding agencies.
- Development of a long term endowment for regional advancement in economic development that has components of leadership development in the field of economic development, along with sustainable funding for current operation and targeted sectors of growth within the SOAR region.

SOUTHEAST KENTUCKY CHAMBER OF COMMERCE



Southeast Kentucky
Chamber of Commerce
— The Power To Be Heard —

REGIONAL BLUEPRINT FOR ECONOMIC DEVELOPMENT



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August 2013

TABLE OF CONTENTS

SECTION 1: Project Introduction	3
SECTION 2: Executive Summary	4
SECTION 3: Asset Inventory	9
SECTION 4: Identified Gaps	11
SECTION 5: Regional Recommendations to Bridge the Identified Gaps	13
SECTION 6: Local Recommendations to Bridge the Identified Gaps	30
SECTION 7: County and Existing Industry Inventory	31
SECTION 8: Snapshot of Benchmark and Economic Conditions	41
SECTION 9: Implementation Schedule	43

SECTION 1: PROJECT INTRODUCTION

Kentucky Power Company retained InSite Consulting, an economic development and site selection consulting firm based in Greer, South Carolina, to develop initiatives and execution items to assist the Southeast Kentucky Chamber of Commerce with forming a regional economic development program for the eight-county region. The eight counties are: Letcher, Lawrence, Floyd, Martin, Johnson, Knott, Pike and Magoffin. This effort included specific focus on the eight-county region "getting on the map" for manufacturing projects. The purpose of the project was to guide the efforts of a customized plan for the region and its stakeholders that determined the best of class strategies, initiatives, methods, and techniques to encourage capital investment, create jobs in desired sectors, and stimulate sustainable economic growth throughout the southeast Kentucky region. InSite's competitive assessment identifies specific economic development weaknesses and makes recommendations to mitigate those identified weaknesses. InSite's assessment is a true "gap analysis" with three layers of evaluation: baseline of what is desired in a location; what you have to offer as a location; and what the resulting "gaps" are. A customized implementation plan was developed for the region to mitigate the location-specific gaps. Results: region and organizations that is truly "client ready and desired". The scope of services included:

- Alignment meeting
- Extensive and exhaustive tour and inventory, to include: local and public officials focus group meeting; stakeholders focus group meeting; product evaluation; and quality of life tour completed for:
 - Letcher, Johnson, Lawrence, Floyd, Magoffin, Knott, Martin and Pike counties
- Stakeholder and existing company discussions:
 - Over 26 one-on-one meetings and 122 individuals
- Exhaustive desktop, program and statistical analysis
- Development of a spreadsheet containing economic data relevant to choosing a location:
 - Benchmarking the southeastern Kentucky regional data against Johnson City, TN; Florence, SC; Charleston, WV; and Clarksville, TN-KY
- Recommendations for economic development excellence to include a newly formed regional public / private organization

This is a "working plan" that houses a check-list / step-by-step guide of initiatives that can actually be implemented, along with a suggested prioritized approach. With the proper strategy, the unique assets of the Southeast Kentucky region can be leveraged to recruit quality jobs benefiting all stakeholders. The Southeast Chamber of Commerce must utilize the following working plan to push forward and enhance initiatives that have lain dormant in an incomplete state or have never been addressed. Based on our research, the consulting team's work experience, and community-level SWOT methodology, the following economic development initiatives will lead the region's future economic development efforts, beginning with a solid foundation and producing sustainable results. There are four (4) basic outcomes to ensure the successful development of a champion economic development organization:

- Asset inventory
- A client readiness assessment and gap to success analysis for each county
- Organizational development and execution model
- A Regional Organization Blueprint for the future outlining the organizational structure and strategic plan recommendations that takes into account each county's unique asset and potential liabilities



SECTION 2: EXECUTIVE SUMMARY

ORGANIZATIONAL STRATEGIES

It is imperative to first detail the baselines of a legitimate, functional economic development entity. The following are the critical elements that must exist to legitimize having tax-based funds dedicated to an economic development department whose sole purpose is to create jobs and investment for the county:

- Defined program of work for economic development
- Full staff at a minimum of two individuals to accommodate a professional, responsive, functioning economic development focused entity. This staff does not share responsibilities with any other county department and has only an economic development focus – estimated cost of at least \$200,000
- Ability to work projects from finish to end (RFI to site visit)
- All individuals proficient in Word, Excel and PowerPoint
- Up-to-date technology to support the efforts of a functioning, professional organization such as smartphones, laptops, and the latest versions of Microsoft Office
- Business retention and expansion program
- Small business and entrepreneurial program
- Product databases, development and management
- Marketing materials for the community and industrial park to include a fully assembled and producible prospect package
- Proactive recruitment plan
- Internal or external communication plans
- Formalized future product development plan to include enhancing the existing and developing new
- Stand-alone economic development website / presence for economic development
- Ability to track business successes and losses
- Formalized incentive package

When inventorying each county and the region as a whole, it is important to note that none of the above is being executed at the local or regional level. So in essence, the counties / region are “out of business”. There is no economic development program in place with a formalized business plan to be the resource and Champion for economic development in Southeast Kentucky. We are not advocating that any of the above elements be executed at the local level. What we are saying is imperative is that the local leaders strongly commit to regional economic development efforts for the eight county southeast Kentucky region (Letcher, Lawrence, Floyd, Martin, Johnson, Knott, Pike and Magoffin) in both resource allocation and plan execution to reach short- and long-term goals. The following recommended strategies provide a best of class plan for the successful implementation of a Southeast Kentucky regional economic development effort to be called One East Kentucky (OEK):

REGIONAL STRUCTURE

A new regional public / private economic development organization must be created (One East Kentucky) within the Southeast Kentucky Chamber of Commerce for the eight county region to execute as a functioning economic development entity. Proposed funding from the private sector would come directly from existing chamber membership and targeted new investors under a new President’s Club for economic development with three funding levels.

FUNDING / BUDGET DEVELOPMENT

InSite recommends funding from local communities come directly from a county \$0.20 per capita rate, multi-county coal severance monies annually and private sector contributions of at least fifty (50) percent of total contributions. Based on our benchmarking of best practices for economic development programs, the One East Kentucky (OEK) Regional Economic Development Program should have an annual budget in the range of \$700,000 to \$900,000.

SECTION 2: EXECUTIVE SUMMARY

PERSONNEL

To successfully implement a quality regional economic development program, there are four main priorities with regard to personnel: President of Economic Development; Vice President of Research; Vice President, Business Retention and Expansion; and Vice President, Project Management.

PROCESS RECOMMENDATIONS

InSite recommends comprehensive procedures be incorporated into project response and execution models for project management including Request For Information (a Request For Information / RFI is a community questionnaire issued by a consultant to a region on behalf of prospective companies to gather critical location information) team training, client visit team training and local company involvement.

REGIONAL BRAND

One East Kentucky must develop a new business brand highlighting the region's business assets such as highway access, trainable workforce, proximity to markets, UPIKE, healthcare facilities, etc.

PROFESSIONAL DEVELOPMENT

InSite recommends hiring an outside site selection consultant to conduct basic economic development training for community stakeholders including but not limited to OEK personnel, OEK board members, county officials, city officials, utilities, business leaders, etc.

PROGRAM OF WORK STRATEGIES

BUSINESS RETENTION AND EXPANSION PROGRAM (BRE)

One East Kentucky must develop a formalized business retention and expansion program (BRE) staffed by a full-time BRE Vice President. The BRE program will include incentive grants facilitation, industry appreciation event, publication of industry directories, visitation program, milestone achievement awards, creation of a manufacturing managers association, a human resources managers association, a dedicated project management website tab for local companies and adding a vertical marketing element to the program.

PRODUCT AND INFRASTRUCTURE STRATEGIES

Our team evaluated the region's product from the perspective of a site selection consultant conducting a client site evaluation. The consulting team's review of the region's product development offerings reveals an inadequate inventory of viable sites and buildings within the region. Information on most sites and buildings was not readily available, and when information was available, it was inaccurate. There are currently no viable (at least 24 ft. clear height; a infrastructure in place with excess capacity; no interior walls; no existing structures; no pits; not a special use; in an industrial park – all are examples of viability), available industrial buildings in the eight-county region listed on the ThinkKentucky.com website. Presently, there is no local or regional mechanism for providing prospective companies with online product information. The lack of product information is at a critical, emergency level. Without viable, fully infrastructure (water in excess, sewer in excess, natural gas, electric, and fiber) product in a community, an economic development program will not attract quality companies.

During our analysis, the consulting team discovered several properties throughout the region that may be viable product development offerings in the future with proper due diligence by the respective landowner. Our team recommends regional inventory and evaluation for available sites, parks and buildings that could be marketed to prospective companies. These efforts are currently underway through Kentucky Power's Regional Product Development Program. This program will identify, evaluate and prioritize marketable properties in the region.



SECTION 2: EXECUTIVE SUMMARY

Please note for several business parks in the region, InSite has recommended changing the name of the park for marketing purposes. Due to the large percentage of companies utilizing web searches to identify potential locations, it is crucial that these business parks present a national or global presence in order to maximize internet search results. In addition, clients prefer the park name, their "home", to have a global location impact – an indicator to their suppliers, customers, etc., as to where they are in the world. The following recommendations for the respective landowners focus on a select group of properties within the region:

GATEWAY REGIONAL BUSINESS PARK

This is a 200 acre regional business park located on Hwy. 23 in Letcher County. This site has all utilities and is owned by the Appalachian Industrial Authority. The state site flyer indicates a negative 15,000 gallons in excess sewer capacity which would contribute to the park not being short listed in a competitive site search. InSite recommends: rename the park, increase excess sewer capacity, create new park website, develop comprehensive incentive package for the park, and provide all park information on the website.

HONEY BRANCH REGIONAL BUSINESS PARK

Consisting of approximately 300 acres, this regional business park, located in Martin County, has all utilities on site. Excess sewer capacity is listed at only 37,000 gallons per day which is a significant weakness in a competitive site selection search. The park is adjacent to the Big Sandy Federal Prison, a high security penitentiary housing approximately 1,400 inmates. Our recommendations with regard to making this site marketable: be cognizant that the adjacent prison limits the marketability of the site, so prioritize efforts listed respectively; improve 37,000 gallons per day excess sewer capacity; change the name of the park - create a global, recognizable identity; develop a master plan for the park; develop at least one pad ready site in the park; complete InSite's Site Questionnaire; market as a Permitted Business Ready Park; develop a new marketing piece for the site; and develop a comprehensive incentive package for the park.

STONE CREST SITE

Owned by the City of Prestonsburg and with all utilities on site, this 30 acre site sits adjacent to the Stone Crest golf course. This is a unique site as road access is not great but, if marketed properly, could be positioned as a headquarters location, to include outdoor or sporting equipment companies. Our recommendations with regard to making this site marketable: needs to be master planned; rename it to Southeast Kentucky Vista Corporate Park - create a global, recognizable identity; conduct a site evaluation process to validate marketability; complete InSite's Site Questionnaire; market as a Permitted Business Ready Park; develop a master plan for the park; create protective covenants for the park; develop a marketing piece for the site; develop a comprehensive incentive package for the park; create a forgivable loan / grant program for the land.

MARION'S BRANCH SITE

Marion's Branch consists of 1,000 acres (400 acres developable) owned by the City of Pikeville. Water and natural gas service are available on site with plans to extend sewer and telecommunications service within twelve months. Rail accessibility is provided by an off loading site adjacent to the Marion's Branch Park. Currently, road access to the site is a weakness. The current access road goes through a residential area and would not meet industrial standards. Plans have been completed for the construction of a new road served directly by Hwy. 23. Presently, Marion's Branch would not compete favorably in a competitive site selection search due to access. However, considering the early developmental stages of the site and planned infrastructure improvements, this site has the potential to become a significant job creation tool for the entire region. The following represents some of our recommendations with regard to marketing initiatives for the Marion's Branch Site: complete InSite's Site Questionnaire; construct new entrance road as soon as possible; develop an entrance sign for the park; create protective covenants for the park; create a name for the park - create a global, recognizable identity; provide the most competitive telecommunications infrastructure possible; change the master plan for the park by eliminating residential development; include provisions to ensure the park is pedestrian friendly; and market as a Permitted Business Ready Park.

SECTION 2: EXECUTIVE SUMMARY

SCOTT FORK SITE

This is a 78 acre site owned by Pike County with frontage on Highway 119. Scott Fork has natural gas, water and fiber on site but does not have sewer service available. There are two pad ready sites in the park with the largest contiguous parcel of 20 acres. Scott Fork, due to lack of sewer service, would not be viable in a competitive site selection search. The site is not listed on ThinkKentucky.com and the county does not have an economic development website. The following represents some of our recommendations with regard to marketing initiatives for the Scott Fork site: extend sewer service to the park as soon as possible; change the name of the park (Kentucky Energy Business Park) - create a global, recognizable identity; complete InSite's Site Questionnaire; market as a Permitted Business Ready Park; develop a master plan for the park; create protective covenants for the park; and develop an entrance sign for the park.

HOLLAND SITE

The Holland site is a privately owned 850 acre tract located in Paintsville. All utilities (water, sewer, natural gas, fiber) are on site. There is a 40,000 SF building (formerly MidWay College) at the entrance to the Holland site. Information regarding excess capacities and topography was limited at the time of our team's visit. Information obtained included excess water capacity of 3 MGD and excess sewer capacity of 400,000 GPD, which are tremendous assets. The site is not actively being marketed at this time and is not listed with the Kentucky Cabinet for Economic Development. Our team did not conduct an exhaustive review of the 850 acre site but recommends further site due diligence be conducted to determine the viability of developing it as a new business park. If this is a site the community desires to market, the following lists some of items that must be addressed before attempting to market to prospective companies: determine from the landowner the property's availability and willingness to enter into a marketing agreement; site due diligence – must be completed before any other steps are taken; work with One East Kentucky to identify competitors' business parks within and outside of the region and develop a superior product offering for expanding and relocating companies; name the park based upon a nationally recognized brand.

COAL FIELDS REGIONAL INDUSTRIAL PARK

Consisting of approximately 385 acres, this regional business park, located in Perry County, has ample excess water and sewer capacity (1.4 MGD) on site. However, the lack of natural gas service in the park is a significant weakness in a competitive site selection search. Coal Fields currently has four tenants in the park and one available industrial building (300,000 SF Woodmark Facility). Some of our recommendations with regard to making this industrial park marketable: extend natural gas service to the park; change the name of the park - create a global, recognizable identity; develop a master plan for the park; and develop at least one pad ready site in the park.

EASTPARK REGIONAL BUSINESS PARK

This is an 800 acre regional business park located in Ashland. This site has all utilities and is owned by the Northeast Kentucky Regional Industrial Authority. The state site flyer indicates an N/A in excess sewer capacity which could contribute to the park not being short listed in a competitive site search. Some of our recommendations with regard to making this park marketable include: develop a new website for the park; leverage the excess water capacity of 13 MGD; and develop at least one pad ready site in the park.

CHESTNUT MOUNTAIN

Knott County owns the 65,000 SF Sportsplex and related baseball and soccer fields, located within the 650 acre Chestnut Mountain development. Chestnut Mountain is owned by a private development company. Currently the site is being marketed as a commercial and residential development. Other than the Knott County recreation complex (Since 2007), there have been no business or residential development in Chestnut Mountain. Chestnut Mountain possesses four lane highway frontage on Hwy. 80. Limited information on natural gas availability and excess water and sewer capacity is a significant weakness. Our team did not conduct an exhaustive review of the 650 acre site but recommends further site due diligence be conducted to determine the viability of developing it as a new business park. If this is a site the community desires to market, the following lists some of items that must be addressed before attempting to market to prospective companies: determine from the landowner the property's availability as an industrial park and willingness to enter into a marketing agreement; site due diligence – must be completed before any other steps are taken; work with One East Kentucky to identify competitors' business parks within and outside of the region and develop a superior product offering for expanding and relocating companies; name the park based upon a nationally recognized brand.

SECTION 2: EXECUTIVE SUMMARY

MAGOFFIN COUNTY SITE (GIFFORD SITE)

Magoffin County owns 200 acres (80 useable acres) located on the Mountain Parkway. At the time of our site visit, there was limited access to the site, no natural gas service and limited water and sewer service information. However, this site possesses Mountain Parkway frontage with a planned interchange and improvements of the parkway from two lanes to a four lane highway at the site's entrance. Magoffin County also owns the site's mineral rights and may have the opportunity to provide low cost natural gas to potential companies. For this site to be viable, the following list of items must be addressed before attempting to market to prospective companies; site due diligence – must be completed before any other steps are taken; master plan the site; create a forgivable loan/grant program for the land; develop protective covenants for the park; market the availability of inexpensive natural gas; develop a comprehensive incentive package for the park.

SMALL BUSINESS AND ENTREPRENEUR PROGRAM (SBE)

Empowering and supporting small business and entrepreneurial efforts should be a critical element of the region's sustainable economic development goals. Small businesses and entrepreneurs are primary mobilizers of resources for the local economy and are stabilizing factors in society as a whole. They are a source of innovation in services, products and technologies. These entities provide a tremendous employment base for all thriving communities. One East Kentucky should serve as a clearinghouse of information for small business. Small Business program of work recommendations include providing a dedicated entrepreneur / small business tab on the OEK website, and developing a database of all available commercial and retail buildings in the region.

MARKETING AND COMMUNICATIONS

A region's identity and "marketing toolbox" is critical to the success of any economic development program. These key items that will assist in the communication of the location assets of the region:

WEBSITE

Currently, there is no dedicated economic development website for the region. Therefore, our consulting team recommends developing a stand – alone One East Kentucky website that features existing companies, new buildings and sites database, incentives tab, a BRE tab, and a workforce tab, etc.

SALES MESSAGE

InSite recommends utilizing "talking points" (see Asset Section) as a consistent economic development message in all written and verbal communication, including the region sound bite.

SALES MATERIALS

Incorporate new regional identity in all marketing materials including the development of site / building brochures; a profile of taxes and incentives; an existing industry testimonial piece; and a comprehensive prospect notebook.

INTERNAL AND EXTERNAL COMMUNICATION PLANS

A communication plan for internal and external audiences was developed that includes the development of an email blast template, a sequencing of communications to all established internal and external databases / targets on a consistent basis, company visitations and permission-based marketing campaign.

OTHER AREA PROGRAM RECOMMENDATIONS

FLOYD, JOHNSON, KNOTT, LAWRENCE, LETCHER, MAGOFFIN, MARTIN AND PIKE COUNTIES

InSite recommends local communities assume the roles and responsibilities for the following program of work elements to include but not limited to: developing local incentive packages; compiling product information; providing RFI and prospect visit support; supporting regional airport initiative; developing fully infrastructured industrial parks; promoting tourism, etc.

SECTION 3: ASSET INVENTORY

REGIONAL ASSET INVENTORY

A critical element of InSite's methodology was to inventory the locational asset of the region. Leveraging these assets will be important in the implementation of the organizational recommendations, creating a quantifiable marketing approach to recruit jobs and investment to the area. The following are some of the key business assets discovered:

- Gateway Regional and Honey Branch Business Parks – fully infrastructured industrial parks
- Potential product examples: Marion's Branch; Holland site; Stonecrest Site; Scott Fork; Chestnut Mountain; East-Park; Coal Fields; Thunder Ridge; Gifford Site; RJ Property; and West Property Group
- Highway transportation - Great four-lane transportation access; quality access to West Virginia and Virginia
- Midway College building
- Brown Foods building
- Woodmark building
- Potential excess water capacity
- Potential excess sewer capacity
- Big Sandy Community and Technical College system
- Available, trainable labor force
- Southeast Kentucky Economic Development Corporation
- Access to higher education
- Access to technical colleges and vocational schools
- Apprentice program in development
- General aviation
- Rail access in limited locales
- Proximity to commercial airports (Huntington, WVA; Charleston, WVA; Lexington, KY; Blountville, TN)
- Southeast Kentucky Chamber of Commerce regional approach
- Renewed focus on economic development from Kentucky Power
- Competitive electric rates
- Eastern Kentucky Concentrated Employment Program, Inc. (EKCEP)
- H.O.M.E. Program
- Governor Patton
- Strong existing industry like Kellogg, Joy Mining, Booth Energy
- UPIKE
- Big Sandy Area Development District
- Kentucky River Area Development District
- Access to Federal and State political resources – Mitch McConnell, Senate Minority Leader; Hal Rogers, Chairman of House Appropriations Committee; Greg Stumbo, Speaker, Kentucky House of Representatives; Robert Stivers, President of the Kentucky Senate
- Hospital / access to medical care

SECTION 3: ASSET INVENTORY

- Pikeville Medical Center – Affiliate of Mayo Clinic Healthcare Network
- Access to recreational facilities (golf, trails, lakes, natural resources)
- Low cost of living
- Equine center
- Low crime rates



A unit of American Electric Power

SECTION 4: IDENTIFIED GAPS

IDENTIFIED GAPS

InSite's process and assessment identified specific economic development strengths within each organization with regard to attracting and retaining investment and jobs. We identified weaknesses and made recommendations to mitigate those identified weaknesses. InSite's assessment, in cooperation with property owners and local governments, is a true "gap analysis" with three (3) layers of evaluation: baseline of what is desired in a location; what each county has to offer as a location; and what the resulting "gaps" are. In addition, we developed a customized implementation plan for the Southeast Chamber of Commerce's new economic development department to mitigate location-specific gaps and become the target of companies that are looking for the region's location-specific assets. Results: in cooperation with owners and local government, a region of communities that is truly "client ready and desired". The following is a comprehensive listing of the existing gaps at the local and regional level to successful economic development efforts for the southeastern region. The recommendations to bridge these gaps follow the identified gaps.

PROGRAM / PRESENCE / OPERATIONS

- No functional, local or regional economic development programs
- No Champion or vision for economic development, locally or regionally
- There is no entity within the Southeast Region representing the interests of economic development in assisting with job growth and capital investment. There is no entity quantifiably working for the best interest of the unemployed in the Southeast Region
- No local or regional economic development programs of work (adequate staff; Business Retention and Expansion; Small Business and Entrepreneurs; proactive marketing; Economic Development website presence; research capability; process execution; product development, etc.)
- No one-source contact person for economic development
- No unified plan to bring all entities together with a common vision
- No local commercial airport
- Dependency on mining
- Lack of globally recognized brand / identity
- Minimal use of "war horses" (UPIKE and Pikeville Medical Center) for economic development efforts
- Inability to work projects from finish to end (Request for Information (RFI) to site visit)
- Lack of leadership's understanding of what economic development means
- No entity is tracking business wins and losses in the region

PRODUCT

- Limited competitive, marketable industrial parks
- Limited competitive, marketable existing buildings
- No future product development plans / program of work
- Gateway Regional Business Park deficiencies: lack of excess capacity; lack of fiber; lack of critical information available
- Honey Branch Regional Business Park deficiencies: lack of excess capacities; incompatible surrounding use; lack of critical information available
- Lack of information on all product: Marion's Branch; 850 acres in Johnson County (Holland Property); 40,000 SF former Midway College facility in Paintsville / Johnson County; 650 acres (Chestnut Mountain) in Knott County; 200 acre Gifford Site in Magoffin County; Stonecrest site owned by Prestonsburg; 100 acre Thunder Ridge site in Floyd County; Letcher-County rail served site; 86,000 SF Brown Foods building located in Louisa and Lawrence County; Louisa owned 9 acre site

SECTION 4: IDENTIFIED GAPS

- Consistent theme of lots of “property” but no information which translates to not viable or marketable
- Minimal sewer capacity to key regional product
- Lack of diverse industrial base
- No comprehensive database of available product in the region

MARKETING

- No proactive recruitment plans
- Misperception of great highway system in eastern Kentucky. Several individuals expressed that transportation was a challenge. As site selection experts, we see the transportation system of interstate quality highway systems to be a great asset.
- Billboards cast negative impression on the community. Limit the number of billboards as they distract from the natural and professional integrity of the area
- No dominant economic development web presence
- No internal or external communication plans at the local or regional level
- No marketing materials at the local or regional level for clients
- No formalized prospect packages

WORKFORCE DEVELOPMENT / TRAINING

- Perception of lack of skilled trade workers
- Upgrade the unemployed minors' skills base
- Need more employer involvement with the community college
- Inability to breakdown the unemployed miner population by type and number of and workers

BUSINESS CLIMATE

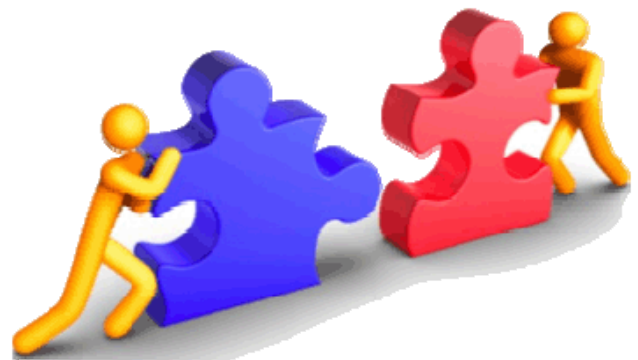
- Dependency on mining
- Loss of hope

INCENTIVES

- Lack of formalized incentive programs with documentation at the local level

POLITICAL CLIMATE

- Lack of harnessed political clout that resides at the state level to make things happen at the local level
- Local political system is a monumental gap; county entities work against one another – lack of consensus
- Too dependent on coal severance tax revenue



SECTION 5: REGION RECOMMENDATIONS TO BRIDGE THE IDENTIFIED GAPS

The southeastern Kentucky region is in great need of an organization that creates an economic development presence in the United States. Currently, there is no Champion or vision for economic development locally or regionally. There is no vehicle to develop or execute a plan that brings all the entities touching economic development in the region together with a common vision. There is no arena for the economic development pillars such as UPIKE, Pikeville Medical Center, Appalachian Wireless, Kellogg, Joy Mining and Booth Energy to collaborate and be a force for business expansion and recruitment efforts, both within their own companies and new companies. There is an inability within the region for any entity to work an economic development project / prospect from start to finish – from the request for information (RFI) to the client visit.

InSite is recommending through the following strategies that the Southeast Kentucky Chamber develop an operating division, One East Kentucky (OEK), dedicated solely to the efforts of economic development for the region. The following strategies based upon our evaluation of the region and consulting experience, provide a vehicle for the assets of the entire region to be leveraged, the gaps to success to be addressed and the voice of southeast Kentucky to be heard through the new organization (OEK). These recommendations take into account each county's capabilities and do not duplicate any efforts that are currently being executed. It provides each county with a team to leverage and support their efforts and a vehicle to not only create a national presence, but also one to recruit new industry and grow existing companies. The following recommendations provide an economic development blueprint for creating jobs and capital investment in the region for OEK to follow, step-by-step, in order to successfully win projects.

ORGANIZATIONAL STRATEGIES

When inventorying each county and the region as a whole, it is important to note that none of the above is being executed at the local or regional level. So in essence, the counties / region are "out of business". There is no economic development program in place with a formalized business plan to be the resource and Champion for economic development in Southeast Kentucky. We are not advocating that any of the above elements be executed at the local level. What we are saying is imperative is that the local leaders strongly commit to regional economic development efforts for the eight county southeast Kentucky region (Letcher, Lawrence, Floyd, Martin, Johnson, Knott, Pike and Magoffin) in both resource allocation and plan execution to reach short- and long-term goals. The following recommended strategies provide a best of class plan for the successful implementation of a Southeast Kentucky regional economic development effort to be called One East Kentucky (OEK):

REGIONAL STRUCTURE

A new regional Champion, public / private organization, for economic development must be created, beginning with a new regional economic development entity (One East Kentucky) within the Southeast Kentucky Chamber of Commerce for the eight-county region. This organization must have a plan and provide a blueprint for proactive regional economic development. This public / private partnership will be funded from existing chamber members to include local industry and communities.

Proposed funding from the private sector would come directly from existing chamber membership and targeted new investors under a new President's Club for economic development with three funding levels ranging from \$5,000 to \$15,000 annually, with contributions equaling at least (50) percent of total contributions. Please note that all regional economic development supporters must be current members of the Southeast Kentucky Chamber or a local chamber. The regional economic development advisory board would be separate from the Chamber board and consist of chosen President level contributors (who must be members of the Chamber or a local chamber) and the immediate past Chairman of the Southeast Kentucky Chamber. The immediate past chairman of the Southeast Kentucky Chamber would become the chairman of the new One East Kentucky regional economic development organization. This board would consist of no more than nine members and would meet on a quarterly basis. All monies raised for economic development would be separate from normal Chamber dues. Key steps in this process include:

- Create a new, professional organization with a qualified plan, to include governing bylaws, that will appeal to investor communities and companies
- Develop a target list of key, potential investors
- Present the region's new economic development program of work to the target group of key, potential investors individually (entities most likely to contribute first)

SECTION 5: REGION RECOMMENDATIONS TO BRIDGE THE IDENTIFIED GAPS

- Once two or three champions have committed, have them present the economic development vision to a large group of potential investors (including communities) and explain how they can help diversify and grow the local economy. Utilize the new champions to deliver the message
- Develop the governing board of eleven members. These members must contribute at the President level and be directly involved in existing business and industry throughout the eight-county region
- After gaining local community and private sector financial support, meet with county judges and state legislative delegation for commitment of multi-county coal severance monies annually to assist in funding the regional economic development program

FUNDING / BUDGET DEVELOPMENT

Proposed funding, which should be at least fifty-five percent, from the private sector would come directly from existing chamber membership and targeted new investors under a new President's Club for economic development with three funding levels ranging from \$5,000 to \$15,000 annually. Proposed funding from local communities would come directly from a \$0.20 per capita rate, multi-county coal severance monies of \$500,000 annually and occupational tax. Any communities joining after OEK's first organizational year may join the regional effort at a \$0.40 per capita rate. All monies raised for economic development would be dedicated to business expansion / recruitment efforts and remain as a separate accounting function from normal Chamber dues / financial operations. Based on our benchmarking of best practices for economic development programs, the One East Kentucky (OEK) Regional Economic Development Program should have an annual budget in the range of \$700,000 to \$900,000. Possible economic development budget items may include but not be limited to salaries, FICA, insurance fringe, retirement fringe, workers compensation, vehicle allowance, marketing, office supplies, postage, dues/publications, printing, travel, training, telephone, and professional services.

PERSONNEL

There are several priorities with regard to staffing that need to be addressed by the new economic development operating unit (OEK). The first three staffing priorities are immediate needs:

- The number one priority is to hire a President of Economic Development to focus solely on retention and attraction of companies to the region. Professional qualifications would include but not be limited to; a Bachelor's degree in business, economics, marketing, finance, or closely related field, with an advanced degree preferred. The ideal candidate will have a proven track record of executive or senior leadership experience and may come from a variety of backgrounds such as: top executive within a progressive and comparably-sized economic development-focused organization; experience as a No. 2 or senior-level executive at a larger like enterprise as described above.
- The second priority is to hire a research person whose main function is to maintain the sites and building database respond to RFIs, update and manage website content and coordinate directly with the counties and Area Development Districts to meet various project needs.
- The third priority for a new staff position must be the addition of a business retention Vice President. The Business Retention and Expansion (BRE) VP's responsibility will be the implementation of the new BRE program (as outlined further in this document) and assisting with project RFIs and business attraction projects.
- The fourth priority for a new staff position would be the addition of a Project Manager whose responsibility would be to manage prospect leads and new projects.
- Utilize existing chamber communications manager for economic development marketing.
- Create and fund a formalized, consistent year-round internship program with the University of Pikeville and local Community / Technical Colleges to conduct research and assist with maintaining and updating the economic development website, available site and buildings database, target company database, research and other functions as necessary.

SECTION 5: REGION RECOMMENDATIONS TO BRIDGE THE IDENTIFIED GAPS

PROCESS RECOMMENDATIONS

InSite recommends the following process recommendations be incorporated into project response and execution models for project management:

- Develop relationships locally to extract key data / information
- Develop relationships at the ADD level
- Develop and train a Request for Information (RFI) Team:
 - Most RFIs request consistent information, so make sure individuals proficient and knowledgeable in specific areas are not only educated about the RFI process, but are always mobilized to submit information
 - Content and team includes but not limited to: utilities (water, sewer, electric, natural gas, and fiber – have them calculate the rates); rail; building or site owner; environmental; permitting; taxes; and incentives
 - Sit down with the RFI Team and go over their portion of the RFI to explain the necessary content. Supply them with an overview of the project details and timeline (no matter how brief or short)
 - Communicate the talking points detailed in the Marketing Section for their training purposes
- Develop and train a Consultant / Client Visit Team:
 - Any participant in the visit process should have first had professional economic development training.
 - Each time a consultant and or client visits, the following entities should be represented at all times: local company executives (1 – 2 individuals); new economic development organization professionals; electric utility provider representative; community college; land and / or building owner; all entities directly involved in the incentive decision making process; and only one state project manager.
 - Sit down before the visit with the Visit Team and go over in detail the project description, timeline and completed RFI. Highlight their specific role and purpose in the discussions. Communicate the talking points detailed in the Marketing Section for their training purposes. Discuss in detail what to say and what not to say.
 - Conduct a pre-visit trial run for logistic purposes.
 - Begin all community visits at a local manufacturing company's facility (Kellogg, Joy Mining, Booth Energy, etc.) as logistics allow. Always have a senior-level company executive conduct the community welcome. Perform the entire community orientation (focus on location orientation, transportation routes, regional labor force statistics, and incentives) and overview at the company's offices, to include PowerPoint presentation and refreshments. In addition, produce an electronic overview of the site/building clearly delineating all utilities and roads; provide all documents in hard copy and on a flash drive; make all documents accessible via password on a protected project website which will allow prospects real time access to information.
 - Minimize local government and maximize private business exposure to clients / prospects.
 - Have a tent (if possible) and table(s) on the actual, proposed site and or in the building to review the site and park and or building layouts. Include bottled water as refreshment.

REGIONAL BRAND

InSite suggests One East Kentucky focus on an updated brand for the region to assist with website development, a new tag line, marketing materials, site and building brochures, etc.

- Develop a comprehensive and cohesive regional brand for business:
 - The brand should be concise and based upon the region's business assets such as highway access, trainable work force, proximity to markets, University of Pikeville, etc.
- Retain an economic development-focused marketing firm to assist with finalizing the brand for production and communication purposes (brochures, website, etc.) to include focused marketing message, tagline and website.

SECTION 5: REGION RECOMMENDATIONS TO BRIDGE THE IDENTIFIED GAPS

PROFESSIONAL DEVELOPMENT

Insite recommends hiring an outside site selection consultant immediately to train the following entities and individuals on basic economic development concepts and the business assets of the region:

- One East Kentucky (OEK) personnel
- OEK board members
- County officials
- City officials
- EKCEP
- Utilities
- Stakeholders
- Any participant in client / prospect visits

InSite recommends a site selection visit simulation with the new economic development team. This will assist with the efforts of training and mobilizing response and visit teams, as detailed in the Process Recommendations of this document.

PROGRAM OF WORK STRATEGIES

Southeast Kentucky's regional economic development success depends on executing a focused program of work. The following regional program of work concentrates on four primary areas: Business Retention and Expansion Services; Product Development Services; Entrepreneurial & Small Business Services; and Marketing and Communication Services.

BUSINESS RETENTION AND EXPANSION PROGRAM

In discussing the importance of a dedicated, formalized business retention and expansion program (BRE), the following should be emphasized: there must be an organization and staff who maintains ownership of the program; competing states are targeting the region's existing companies; a large percentage of closures arise from mergers and acquisition, consolidations, restructuring, and planned relocations - some of which can be minimized with a solid BRE plan; and a true program legitimizes the commitment to local companies. Considering the fact that, nationally, roughly 80 percent of all new jobs and capital investment are created by existing companies, InSite recommends the following strategies for One East Kentucky (OEK) for a dedicated business retention and expansion program. The strategies and program language include expanding existing chamber efforts:

COMMITTEES AND ASSOCIATIONS

Existing Industry Committee: The Existing Industry Committee, comprised of local companies, is a committee dedicated to the retention and expansion of existing industry in the Southeast Kentucky eight county region. This committee:

- Meets throughout the year (quarterly) to refine and improve current programs, develop new programs, and discuss new ideas and opportunities pertaining to existing industry and the business retention program.
- Serves as a rapid response team that assists existing companies with small and large emergencies.
- Will be capable of addressing everything from regulatory issues to a potential facility closing.

Manufacturing Managers Association (MMA): OEK manages all operations of the Manufacturing Managers Association (MMA). Members must be comprised of only the top management (General Management) of private sector business and industry (including large commercial and distribution operations) in the region. The MMA will provide these leaders with the opportunity to foster working relationships between and among industry and at the same time work together to better the community. The MMA should meet on an every-other month schedule. During these lunch meetings, members will discuss industrial issues ranging from labor relations, to incentive legislation to facility planning.

SECTION 5: REGION RECOMMENDATIONS TO BRIDGE THE IDENTIFIED GAPS

Human Resource Managers Association (SHRM): OEK should utilize the existing Society for Human Resource Management group (SHRM). Members must be comprised of only the top management (Human Resources) of private sector business and industry (including large commercial and distribution operations) in the region. The SHRM will provide these leaders with the opportunity to foster working relationships between and among industry and at the same time work together to better the region. The SHRM should continue to meet on their regular schedule. During these lunch meetings, members will discuss industrial issues ranging from ergonomics to OSHA regulations to labor needs and availability.

SERVICES AND PROGRAMS

Incentive Grants Facilitation: One East Kentucky (OEK) is to coordinate and assist with all state and federal grant applications pertaining to facilitation of local funds to existing companies within the region. OEK will facilitate with the Area Development Districts and others to walk through the federal and state grant process from beginning to end. Beginning with assistance filling out the application to presenting the grant request to the appropriate governing bodies, OEK's role will be to there to make the process smooth and simple for existing industry. There should be no limit to the services provided to existing companies. OEK will utilize the numerous allies that collectively work together to make eastern Kentucky the natural place for industry to thrive. From the Employment Security Commission to the Community College, to the city and county, to utility companies and many more, OEK will mobilize the abundance of resources to aid in assisting the industrial base. Examples of assistance to local companies:

- Fast track permitting – develop permitting process upfront
- Provide information on local apprenticeship programs
- Employment issues
- Procurement information
- Utility issues
- Liaison to local officials and departments
- Provide information and contacts to the cities and county
- Provide information and contacts to state and federal departments
- Community grants and / or incentives
- Public hearing presentations
- Prepare press releases and communication assistance.

Existing Industry Directories: OEK will maintain and provide an online Manufacturers and Distributors Directory, Top 25 Employer Directory and Recent Announcements Summary for the region.

Existing Industry Recognition Event: OEK will host an annual existing industry appreciation event. A suggestion for an inclusive and up-to-date type of event is a family day for executives and their families (potential to coincide with an existing community festival or event). This type of event is considered a best practice for industry appreciation events. The day may include cookout, games, mobile recreational units, water sports, etc.

Expand Visitation Program: Expand annual visits and tours of the region's industrial facilities to provide an opportunity for the staff to establish and maintain rapport and solid working relationships with existing businesses. It further fosters a better understanding of businesses and their products. The insight and information received during company visits can be used to identify supplier linkages, create new inter-county business relationships and increase OEK's understanding of the local business community. Most important, it provides the company with the opportunity to learn more about the region's commitment to retaining and assisting local companies. Through the annual visitation program, OEK will give special attention to any management change within the industry and include contacting headquarters of existing companies to schedule a visit when traveling near their location.

Communication Program: OEK will communicate with regional companies via email blast on a bi-monthly basis. Email blast topics range from legislative updates, to new announcements, to available buildings within the region. This consistent communication helps maintain a close business relationship with local companies.

SECTION 5: REGION RECOMMENDATIONS TO BRIDGE THE IDENTIFIED GAPS

Expand Milestone Achievement Awards: OEK will present Milestone Achievement Awards each year to manufacturers and distributors as well as significant office operations located in the eight county region. The purpose of the award is to recognize and thank local industry for their past, present and future commitment to the community. Manufacturers and industries operating in the region are eligible for the award. Awards will be presented to companies on their fifth year anniversaries (5, 10, 15, 20, etc.). Milestone Achievement Awards will be presented during an annual luncheon in honor of the recipients.

SUPPORTING BRE EFFORTS AND PROGRAMS

- Develop a comprehensive business resource guide accessible online and in printed format to distribute to all local companies / industries. The guide may include:
 - Brief description of the Business Retention Program and its mission
 - Contact information for regional economic development office
 - Introduction to and explanation of the new existing business website tab
 - Pre-employment training programs
 - Overview of available incentives
- Develop a public relations strategy around getting the word out about local company / industry successes such as contract awards, safety achievements, new employees hired, capital investment spent, etc. This strategy would include local, regional, state and national exposure.
- Create a dedicated website tab for local companies to access important information about incentives, permitting, training and available site and building information.
- Concentrate on a vertical marketing element of the BRE program. Call on existing company executives / management to assist with lead development for target businesses. Solicit and mine leads from these organizations housing suggestions for suppliers, etc. that could potentially relocate to service their market or even other divisions of their company.
- Provide a brief introduction of the region's BRE program during the project management phase of recruiting new companies to the area.

PRODUCT DEVELOPMENT STRATEGIES

The new regional economic development team will market all viable properties in the eight-county region. In light of the fact that the region does not own any property, the execution of the recommendations for the product to be viable and marketable, lies in the hands of the landowner. Therefore, it is the landowners' responsibility to provide viable, marketable sites and buildings. It will be the region's responsibility to market the product. The region's role in product strategies revolves around: inventory; marketing; and guidance and counsel on future product development to include speculative buildings, pad-ready sites, rail sites, and infrastructure development.

Product development initiatives do not happen by chance. All successful rural communities throughout the country made a deliberate decision, at some point in their history, to invest in themselves and not wait on other organizations. Those communities have utilized local sales tax, TIF financing, public bonds, and a dedicated economic development property tax; just to name a few, to fund long-term product development initiatives.

The consulting team's review of the region's product development offerings reveals an inadequate inventory of viable sites and buildings within the region. Information on most sites and buildings was not readily available, and when information was available, it was inaccurate. There are currently no viable (at least 24 ft. clear height; a infrastructure in place with excess capacity; no interior walls; no existing structures; no pits; not a special use; in an industrial park – all are examples of viability), available industrial buildings in the eight-county region listed on the ThinkKentucky.com website. Presently, there is no local or regional mechanism for providing prospective companies with online product information. The lack of product information is at a critical, emergency level. Without fully infrastructured (water in excess, sewer in excess, natural gas, electric, and fiber) product in a community, an economic development program will not attract quality companies.

SECTION 5: REGION RECOMMENDATIONS TO BRIDGE THE IDENTIFIED GAPS

Having available product and enhancing a community's physical attributes assures the ability to attract new business and provide options for existing industry to expand. Our team evaluated southeast Kentucky's product from the perspective of a site selection consultant conducting a site evaluation and found most of the product to be in an "incomplete" state, negatively impacting marketability. From a viable building standpoint, there were numerous buildings (Browns Food, Midway College, Woodmark, Hobbs, East Park Shell, Martin County Business Center) within the region ranging in size from 7,500 SF to 300,000 SF, but lack of readily available building information at the local level severely restricts the competitiveness of those buildings in a national site search, in addition to our ability to determine marketability.

During our analysis, the consulting team discovered several properties throughout the region that may be viable product development offerings in the future with proper due diligence by the respective landowner. Our team recommends regional inventory and evaluation for available sites, parks and buildings that could be marketed to prospective companies. These efforts are currently underway through Kentucky Power's Regional Product Development Program. This program will identify, evaluate and prioritize marketable properties in the region. The following recommendations for the respective landowners focus on a select group of properties within the region:

GATEWAY REGIONAL BUSINESS PARK

This is a 200 acre regional business park located on Hwy. 23 in Letcher County. This site has all utilities and is owned by the Appalachian Industrial Authority. The state site flyer indicates a negative 15,000 gallons in excess sewer capacity which would contribute to the park not being short-listed in a competitive site search. Our observations include:

- Has potential to be a tremendous asset
- Adjacent Letcher County-owned land must incorporate same protective covenants as the Gateway Park
- Lack of information with regard to the park is a weakness
- The excess water capacity is stated to be 373,000 GPD which is acceptable
- The excess sewer capacity is stated to be a negative 15,000 GPD, which is a fatal flaw, eliminating consideration for future projects
- Lack of fiber as stated is a fatal flaw, eliminating consideration for most future projects
- Presence of natural gas is an asset
- Access to the park is good
- The location of the future speculative building needs to be moved
- Flat acreage / pad ready sites are an asset
- Grass should be constantly maintained
- Highway visibility is excellent (50 acres)
- Existing tenants are a strength
- No marketing materials and plan for the industrial park is a weakness
- Location within the city limits is a weakness due to perception of higher taxes
- Surrounding uses are incompatible (industrial prefers to be near other industrial, not kid and pedestrian inhabited areas for safety purposes) with the DeVita Dialysis Center going in at the entrance of the industrial park
- Covenants in place are a strength
- Signage is good
- Lack of web-presence is a weakness
- Childers Oil Company presents the capability for automated fueling for trucks

SECTION 5: REGION RECOMMENDATIONS TO BRIDGE THE IDENTIFIED GAPS

Our recommendations with regard to making this site marketable:

- Develop a new website for the park (do not use the name Appalachian Industrial Authority).
- Change the name of the park. Create a global, recognizable identity.
- Develop a master plan for the park.
- Develop a park conceptual to include the layout of the park and sites.
- Develop at least one pad ready site in the park. A pad ready site has been graded by the community to accelerate a company's construction schedule.
- Complete the InSite's Site Questionnaire.
- Market as a Permitted Business Ready Park.
- Develop a new marketing piece for the site. Make this marketing piece accessible on the website.
- Develop a comprehensive incentive package for the park.

HONEY BRANCH REGIONAL BUSINESS PARK

Consisting of approximately 300 acres, this regional business park, located in Martin County, has all utilities on site. Excess sewer capacity is listed at only 37,000 gallons per day which is a significant weakness in a competitive site selection search. The park is adjacent to the Big Sandy Federal Prison, a high security penitentiary housing approximately 1,400 inmates. Our additional observations include:

- Fully infrastructured – a tremendous strength
- Great access
- Available, flat sites are an asset
- Tenants include Chesapeake Energy; David Brown; and Logan Steel – all assets
- Lack of information with regard to the park is a tremendous liability
- The excess capacity for sewer is stated to be 37,000, which is a fatal flaw, eliminating consideration for future projects
- The excess capacity for water is stated to be 150,000, which will limit the parks' consideration for future projects
- Adjacent to the airport is a strength
- Presence of fiber is an asset
- Presence of natural gas is an asset
- Existing tenants are a strength
- No marketing materials and plan for the industrial park is a weakness

Our recommendations with regard to making this site marketable:

- Be cognizant that the adjacent prison limits the marketability of the site, so prioritize efforts listed below respectively.
- Improve 37,000 gallons per day excess sewer capacity.
- Change the name of the park. Create a global, recognizable identity.
- Develop a master plan for marketing purposes.
- Develop a park conceptual to include the layout of the park and sites.
- Develop at least one pad ready site in the park. A pad ready site has been graded by the community to accelerate a company's construction schedule.
- Complete InSite's Site Questionnaire.

SECTION 5: REGION RECOMMENDATIONS TO BRIDGE THE IDENTIFIED GAPS

- Market as a Permitted Business Ready Park.
- Develop a new marketing piece for the site. Make this marketing piece accessible on the website.
- Develop a comprehensive incentive package for the park.

STONE CREST SITE

Owned by the City of Prestonsburg and with all utilities on site, this 30 acre site sits adjacent to the Stone Crest golf course. This is a unique site as road access is not great, but if marketed properly, could be positioned as a headquarters location, to include outdoor or sporting equipment companies. Our additional observations include:

- City-owned is an asset
- Lack of information with regard to the park is a tremendous liability
- Excess sewer capacity of 741,000 gpd – excellent
- Excess water capacity of 1.6 mgd – excellent
- Excellent visibility
- Dual entrance is an asset
- Challenging terrain is a weakness
- Amenities on-site (golf course, lodge, residential, recreation) are an asset

Our recommendations with regard to making this site marketable:

- Rename it to Southeast Kentucky Vista Corporate Park; create a global, recognizable identity.
- A site evaluation process needs to occur to validate marketability; need to complete InSite's Site Questionnaire.
- Market as a Permitted Business Ready Park.
- Develop a master plan for the park.
- Develop a park conceptual to include the layout of the park and sites.
- Create protective covenants for the park.
- Develop a marketing piece for the site. Make this marketing piece accessible on the website.
- Develop a comprehensive incentive package for the park.
- Create a forgivable loan / grant program for the land. As new companies meet specific job creation and capital investment milestones, a portion of the land cost would be forgiven over a 3 – 5 year time frame.
- Post on the One East Kentucky website.

MARION'S BRANCH SITE

Marion's Branch consists of 1,000 acres (400 acres developable) owned by the City of Pikeville. Water and natural gas service are available on site with plans to extend sewer and telecommunications service within twelve months. Rail accessibility is provided by an off loading site adjacent to the Marion's Branch Park. Currently, road access to the site is a weakness. The current access road goes through a residential area and would not meet industrial standards. Plans have been completed for the construction of a new road served directly by Hwy. 23. Presently, Marion's Branch would not compete favorably in a competitive site selection search due to access. However, considering the early developmental stages of the site and planned infrastructure improvements, this site has the potential to become a significant job creation tool for the entire region. InSite recommends the following marketing initiatives for the Marion's Branch site:

- Complete InSite's Site Questionnaire.
- Construct new entrance road as soon as possible.
- Develop an entrance sign for the park.

SECTION 5: REGION RECOMMENDATIONS TO BRIDGE THE IDENTIFIED GAPS

- Create protective covenants for the park.
- Create a name for the park. Create a global, recognizable identity.
- Provide the most competitive telecommunications infrastructure possible.
- Change the master plan for the park by eliminating residential development.
- Develop a park conceptual to include the layout of the park and sites
- Include provisions in the master plan to ensure the park utilizes a campus type atmosphere and is pedestrian friendly.
- Market as a Permitted Business Ready Park.
- Develop a new marketing piece for the site. Highlight rail access information, fully infrastructure and excess capacities on the site flyer. Make the marketing piece accessible via the website.
- Create a dedicated Marion's Branch website – the website should include a Google earth aerial view, detail excess capacities, illustrate regional workforce numbers, and provide all site certification documents via password.
- Invite all utility service providers, regional, and state officials individually for a comprehensive site and community overview.
- View site via helicopter with prospects / clients when possible.
- Develop a comprehensive incentive package for the park.
- Create a forgivable loan / grant program for the land. As new companies meet specific job creation and capital investment milestones, a portion of the land cost would be forgiven over a 3 – 5 year time frame.
- Partner with the county to develop a Shell building program for the park.
- Post on the City of Pikeville website when marketable.
- Post on the One East Kentucky website when marketable.
- Post on the ThinkKentucky.com website when marketable.

SCOTT FORK SITE

This is a 78 acre site owned by Pike County with frontage on Highway 119. Scott Fork has natural gas, water and fiber on site but does not have sewer service available. There are two pad ready sites in the park with the largest contiguous parcel of 20 acres. Scott Fork, due to lack of sewer service, would not be viable in a competitive site selection search. The site is not listed on ThinkKentucky.com and the county does not have an economic development website. InSite recommends the following marketing initiatives for the Scotts Fork site:

- Lack of information with regard to the park is a tremendous liability.
- Extend sewer service to the park as soon as possible.
- Change the name of the park (Kentucky Energy Business Park). Create a global, recognizable identity.
- Complete InSite's Site Questionnaire.
- Market as a Permitted Business Ready Park.
- Develop a master plan for the park.
- Develop a park conceptual to include the layout of the park and sites
- Create protective covenants for the park.
- Develop an entrance sign for the park.
- Develop a marketing piece for the site. Make this marketing piece accessible on the website.
- Create a forgivable loan / grant program for the land. As new companies meet specific job creation and capital investment milestones, a portion of the land cost would be forgiven over a 3 – 5 year time frame.

SECTION 5: REGION RECOMMENDATIONS TO BRIDGE THE IDENTIFIED GAPS

- Develop a comprehensive incentive package for the park.
- Post on the One East Kentucky website.
- Post on the ThinkKentucky.com website.

HOLLAND SITE

The Holland site is a privately owned 850 acre tract located in Paintsville. All utilities (water, sewer, natural gas, electric and fiber) are on site. There is a 40,000 SF building (formerly Midway College Building) at the entrance to the Holland site (The Midway Building is not listed on the state or local economic development website). Information regarding excess capacities and topography was limited at the time of our team's visit. Information obtained included excess water capacity of 3 MGD and excess sewer capacity of 400,000 GPD, which are tremendous assets. Our team did not conduct an exhaustive review of the 850 acre site but recommends further site due diligence be conducted to determine the viability of developing it as a new business park. If this is a site the community desires to market, the following list of items must be addressed before attempting to market to prospective companies:

- Determine from the landowner the property's availability and willingness to enter into a marketing agreement.
- Site due diligence – must be completed before any other steps are taken: accessibility analysis; infrastructure evaluation; marketability study; Phase; wetlands delineation; archaeological study; endangered species analysis; and geotechnical study.
- Work with One East Kentucky to identify competitors' business parks within and outside of the region and develop a superior product offering for expanding and relocating companies.
- Name the park based upon a nationally recognized brand.
- Master plan the site to include existing companies located at the park entrance.
- Develop a park conceptual to include the layout of the park and sites.
- Leverage the park by aggressively marketing the former 40,000 SF Midway College Building to prospective private sector tenants.
- Complete InSite's Site Questionnaire.
- Develop "pad ready" sites in the new business park. A pad ready site has been graded by the community to accelerate a company's construction schedule.
- Develop a comprehensive incentive package for the park.
- Create a forgivable loan / grant program for the land. As new companies meet specific job creation and capital investment milestones, a portion of the land cost would be forgiven over a 3 – 5 year time frame.
- Develop protective covenants for the park.
- Develop a marketing piece for the site. Make this marketing piece accessible on the website.
- Market as a Permitted Business Ready Site.

COAL FIELDS REGIONAL INDUSTRIAL PARK

Consisting of approximately 385 acres, this regional business park, located in Perry County, has ample excess water and sewer capacity (1.4 MGD) on site. However, the lack of natural gas service in the park is a significant weakness in a competitive site selection search. Coal Fields currently has four tenants in the park and one available industrial building (300,000 SF Woodmark Facility). Our observations include:

- Poor road access
- Lack of natural gas to the park is a tremendous liability
- Tenants include Sykes; FedEx; Scott King Enterprises; and AODD Transport – excellent
- Excellent water and sewer capacity
- No marketing materials for the industrial park is a weakness

SECTION 5: REGION RECOMMENDATIONS TO BRIDGE THE IDENTIFIED GAPS

Our recommendations with regard to making this industrial park marketable:

- Extend natural gas service to the park.
- Change the name of the park. Create a global, recognizable identity.
- Develop a master plan for the park.
- Develop a park conceptual to include the layout of the park and sites.
- Develop at least one pad ready site in the park. A pad ready site has been graded by the community to accelerate a company's construction schedule.
- Complete InSite's Site Questionnaire.
- Market as a Permitted Business Ready Park.
- Develop a new marketing piece for the site. Make this marketing piece accessible on the website.
- Develop a comprehensive incentive package for the park.
- Develop new website for the park.

EASTPARK REGIONAL BUSINESS PARK

This is an 800 acre regional business park located in the city of Ashland. This site has all utilities and is owned by the Northeast Kentucky Regional Industrial Authority. The state site flyer indicates an N/A in excess sewer capacity which could contribute to the park not being short-listed in a competitive site search. Our observations include:

- Lack of information on sewer capacity is a major weakness
- Excess water capacity of 13 MGD is excellent
- Presence of a 110,000 SF Speculative Building is an asset
- Access to the park is good
- Flat acreage is an asset
- Ability to assemble large tracts is a strength
- 15 miles from Tri-State Airport is a strength
- Surrounding uses are compatible
- Covenants in place are a strength
- Signage is good
- Lack of a stand-alone quality web-presence is a weakness

Our recommendations with regard to making this park marketable:

- Develop a new website for the park.
- Leverage the excess water capacity of 13 MGD.
- Develop at least one pad ready site in the park. A pad ready site has been graded by the community to accelerate a company's construction schedule.
- Complete InSite's Site Questionnaire.
- Market as a Permitted Business Ready Park.
- Develop a new marketing piece for the site. Make this marketing piece accessible on the website.
- Develop a comprehensive incentive package for the park.
- Create a forgivable loan / grant program for the land. As new companies meet specific job creation and capital investment milestones, a portion of the land cost would be forgiven over a 3 – 5 year time frame.

SECTION 5: REGION RECOMMENDATIONS TO BRIDGE THE IDENTIFIED GAPS

CHESTNUT MOUNTAIN

Knott County owns the 65,000 SF Sportsplex and related baseball and soccer fields, located within the 650 acre Chestnut Mountain development. Chestnut Mountain is owned by a private development company. Currently the site is being marketed as a commercial and residential development. Other than the Knott County recreation complex (Since 2007), there have been no businesses or residences locate in Chestnut Mountain. Chestnut Mountain possesses four lane highway frontage on Hwy. 80. Limited information on natural gas availability, excess water and sewer capacity is a significant weakness. Our team did not conduct an exhaustive review of the 650 acre site but recommends further site due diligence be conducted to determine the viability of developing it as a new business park. If this is a site the community desires to market, the following list of items must be addressed before attempting to market to prospective companies:

- Determine from the landowner the property's availability as an industrial park and willingness to enter into a marketing agreement.
- Site due diligence – must be completed before any other steps are taken: accessibility analysis; infrastructure evaluation; marketability study; Phase; wetlands delineation; archaeological study; endangered species analysis; and geotechnical study.
- Work with One East Kentucky to identify competitors' business parks within and outside of the region and develop a superior product offering for expanding and relocating companies.
- Name the park based upon a nationally recognized brand.
- Master plan the site to accommodate industrial users.
- Develop a park conceptual to include the layout of the park and sites.
- Complete InSite's Site Questionnaire.
- Create a forgivable loan / grant program for the land. As new companies meet specific job creation and capital investment milestones, a portion of the land cost would be forgiven over a 3 – 5 year time frame.
- Develop protective covenants for the park.
- Development a comprehensive incentive package for the park.
- Develop a marketing piece for the site. Make this marketing piece accessible on the website.
- Market as a Permitted Business Ready Site.

MAGOFFIN COUNTY SITE (GIFFORD SITE)

Magoffin County owns 200 acres (80 useable acres) located on the Mountain Parkway. At the time of our site visit, there was limited access to the site, no natural gas service and limited water and sewer service information. However, this site possesses Mountain Parkway frontage with a planned interchange and improvement of the parkway from two lanes to a four lane highway at the site's entrance. Magoffin County also owns the site's mineral rights and may have the opportunity to provide low cost natural gas to potential companies. If this is a site the community desires to market, the following list of items must be addressed before attempting to market to prospective companies:

- Site due diligence – must be completed before any other steps are taken: accessibility analysis; infrastructure evaluation; marketability study; Phase; wetlands delineation; archaeological study; endangered species analysis; and geotechnical study.

Work with One East Kentucky to identify competitors' business parks within and outside of the region and develop a superior product offering for expanding and relocating companies.

- Name the park based upon a nationally recognized brand.
- Master plan the site to show improved road access and future interchange.
- Develop a park conceptual to include the layout of the park and sites.
- Complete InSite's Site Questionnaire.

SECTION 5: REGION RECOMMENDATIONS TO BRIDGE THE IDENTIFIED GAPS

- Highlight the availability of low cost natural gas.
- Create a forgivable loan / grant program for the land. As new companies meet specific job creation and capital investment milestones, a portion of the land cost would be forgiven over a 3 – 5 year time frame.
- Develop protective covenants for the park.
- Development a comprehensive incentive package for the park.
- Develop a marketing piece for the site. Make this marketing piece accessible on the website.
- Market as a Permitted Business Ready Site.

ENTREPRENEURIAL AND SMALL BUSINESS PROGRAM

Continue to empower and support small business and entrepreneurial efforts should be a critical element of the region's sustainable economic development goals through the Chamber of Commerce. Small businesses and entrepreneurs are primary mobilizers of resources for the local economy and are stabilizing factors in society as a whole. They are a source of innovation in services, products and technologies. These entities provide a tremendous employment base for all thriving communities. One East Kentucky should serve as a clearinghouse of information for small business. Small Business program of work recommendations are listed below:

- Provide an entrepreneur /small business tab on the One East Kentucky website including information on financing, small business development center, available commercial and retail buildings, etc.
- Provide a comprehensive listing of all available commercial and retail buildings on the OEK website.
- Develop and / or inventory office and retail space similar to the Martin County Business Center (7,500 SF office building in Inez) throughout the region. Promote as a location for Kentucky Teleworks.

MARKETING AND COMMUNICATIONS

A region's identity and "marketing toolbox" is critical to the success of any economic development program. These key items that will assist in the communication of the location assets of the region:

WEBSITE

Site selection consultants and prospective companies utilize web searches during the early phases of a site search. In a recent Corporate Executive's Survey conducted by DCI, corporations listed information on available incentives, workforce statistics / training, demographic information and a directory of available buildings and sites as the four most important areas for an economic development website. With those four categories in mind, our consulting team website recommendations follow:

- Develop a stand-alone One East Kentucky regional economic development website.
- Provide an overview of quality companies and business diversity in the region.
- Provide a Buildings and Sites listings and database by utilizing Kentucky Power's Location One (LOIS) system. Drop downs should include Available Buildings, Available Industrial / Business Parks, and Available Sites. Develop One East Kentucky building and sites information sheets.
- Provide an "Add my Building or Site" tab that allows owners or communities to list their property on the One East Kentucky database, with baseline parameters for inclusion.
- Profile Available Sites (industrial parks) and Buildings, Incentives and regional demographics links immediately on the homepage.
- Highlight a featured site and building on the home page – (Update every few months).
- Develop a Business Retention and Expansion (BRE) tab for existing companies. The dedicated business retention tab within the One East Kentucky website is designed to give companies an immediate mechanism to gain pertinent information on a variety of subjects. The section would also include comprehensive information on available incentives; pre-employment training; financial assistance; database of all programs offered to business and industry by your area colleges and universities; real estate assistance; and local contacts.

SECTION 5: REGION RECOMMENDATIONS TO BRIDGE THE IDENTIFIED GAPS

- Under workforce tab, provide regional: population, labor force numbers, top ranking public schools, community colleges, University of Pikeville, medical school and training information. Provide information on innovative workforce programs (i.e. H.O.M.E., KY Teleworks, Work Keys and Apprenticeships) and quantify local skill sets.
- Provide an “Incentives” tab on the homepage. Include worker training information within this section.
- Under Incentives tab, provide detailed explanation of incentives. Highlight innovative regional incentive packages.
- Highlight Kentucky’s pre-employment training programs under the “Incentives” and “Workforce” tabs.
- Add a location map highlighting highway access on the homepage.
- Under maps tab, provide regional and transportation maps.
- Provide information about all commercial airports serving the region. Provide number of flights and provide a location map.
- Develop a secure project management client login that is dedicated to new and expansion projects that allows the region to share critical information in real-time with prospective companies.

SALES MESSAGE

InSite recommends utilizing the following “talking points” (see Asset Section) as a consistent economic development message in all written and verbal communication, including the region sound bite:

- Fully infrastructured industrial parks and buildings
- Excess water and sewer capacity
- Excellent transportation routes
- Recognizable, strong, stable existing industry – examples Kellogg, Joy Mining, Booth Energy
- Available, trainable labor force; access to excellent Community College systems
- General aviation
- Rail access
- Proximity to commercial airports (Huntington, WVA; Charleston, WVA; Lexington, KY; Blountville, TN)
- Presence of University of Pikeville
- Promote the area as a region; market the region as a whole intensely

SALES MATERIALS

- Incorporate new regional identity in all marketing materials.
- Develop a flyer detailing regional services offered by OEK.
- Develop new marketing flyers for all regional available product (buildings and sites). All information should be available on the website.
- Develop a one page, front and back profile of taxes and incentives per county.
- Develop a one page, front and back existing industry testimonial piece.

SECTION 5: REGION RECOMMENDATIONS TO BRIDGE THE IDENTIFIED GAPS

- Develop a comprehensive prospect notebook for companies when they visit the region. The prospect notebook would include the following:
 - General Region Overview
 - Education
 - Regional Labor Force
 - Utilities
 - Regional Quality of Life
 - Transportation
 - Incentives
 - Sites / Buildings (listing excess capacities)
 - Regional Major Employers
 - Target Industries
 - Contact Us
- Utilize regional population and workforce numbers on all marketing / promotional / collateral materials.

DEVELOP NON-TRADITIONAL TARGETS FOR COMMUNICATION

One East Kentucky's non-traditional sectors (groups or organizations that can generate or influence projects for the region) listed below should receive the same communication as all other primary sectors. This important target group can influence and generate projects and should not be overlooked in the marketing plan:

- Local Utilities (water, sewer, electric, natural gas and fiber)
- All Railroads
- Community and Technical Colleges, vocational schools and higher education facilities
- EKCEP
- SKED
- MAECD
- Area Development Districts
- Site Selection Consultants
- Community Stakeholders and Leadership
- Kentucky Cabinet for Economic Development
- Legislative Delegation
- Local Government Officials (City and County)
- Southeast Kentucky Chamber Board
- Local Chambers of Commerce
- Local Tourism Offices
- Real Estate Companies



SECTION 5: REGION RECOMMENDATIONS TO BRIDGE THE IDENTIFIED GAPS

INTERNAL AND EXTERNAL COMMUNICATION

- Meet with each town, county, Kentucky Cabinet for Economic Development, railroad providers, and electric utility providers to explain One East Kentucky's new program of work and key economic development selling points.
- Develop, maintain and update a database of entire internal / local and external audience (leadership, all government-related officials (to include school system), general public, universities and colleges, local and state media, etc.) and include them in the communication plan. Include all non-traditional targets, as identified above, in the local audience database.
- Develop a customized One East Kentucky email blast template for all communications and schedule monthly blasts to the database.
- Create a systemized economic development public relation strategy / internal communication schedule to create local buy-in and awareness. This schedule must include minimum monthly communication to your internal audience.
- Consistently communicate and promote: industry recruitment; existing industry initiatives and successes; entrepreneurial and small business developments; incentives; available product; etc.
- Develop and maintain a regional, state and national media contact list and publicize regional successes to those entities.
- Continual database management. Staff will update database as new contacts are added and deleted from the program.



SECTION 6: LOCAL RECOMMENDATIONS TO BRIDGE THE IDENTIFIED GAPS

LOCAL ECONOMIC DEVELOPMENT ORGANIZATIONS

Communities must focus on product development and local incentives. The number one responsibility for local communities is leading product development efforts and becoming the expert on all buildings and sites within your respective community. The importance of communities formalizing a local incentive package for expanding and newly locating companies cannot be overstated. A formalized (in writing and approved by the local government) incentive package sends a pro-business message to prospective companies and lets prospects know that your community is comfortable with the incentive process. Examples of local incentives may include reduced water and sewer rates, impact fee waivers, property tax abatements, discounted building permit fees, land grants, occupational tax abatements, temporary office or training space, reduced home mortgage rates, expedited construction permits, etc. The second priority is communicating product and local incentive information to the region. The local economic development organization will be the point person in working with the region on economic development initiatives. InSite recommends the local entities assume the roles and responsibilities for the following program of work elements:

- Develop local incentive packages
- Compile all necessary product information to assist in regional marketing efforts
- Project research support for RFIs and prospect visits
- Provide project support for prospect visits
- Create a mechanism to procure funds to develop, maintain and sustain industrial parks
- Develop fully infrastructured industrial parks – local counties must be in support of and proactive in developing viable, marketable industrial parks
- Construct speculative buildings with guidance and counsel from the One East Kentucky
- Inventory all local office and retail space. Be able to utilize LOIS to track properties
- Provide internal contacts (leadership, political, industry, stakeholders, and local officials) to the region for internal and external communication plan
- Identify potential location for Kentucky Teleworks Hub
- Identify additional location for a County Business Center
- Support regional airport initiative
- Tourism
- Main Street
- Retail
- Downtown

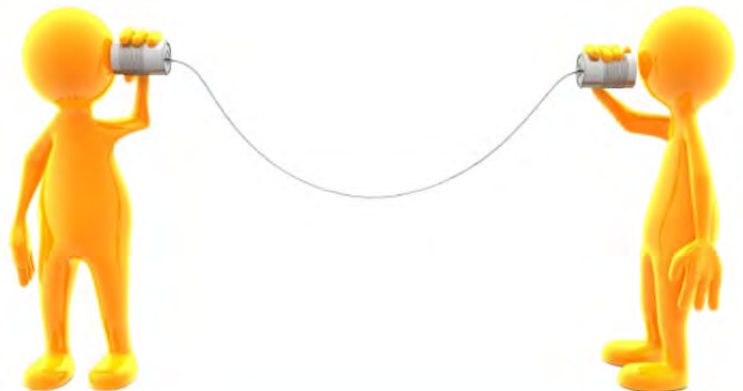


SECTION 7: COUNTY AND EXISTING INDUSTRY INVENTORY

This section, Section 7, details first, the baselines of a legitimate, functional economic development entity. Then it dives into an inventory of each county for what exists, specifically, program- and product-specific and a gap analysis, all of which were utilized to determine the local recommendations detailed on Section 6.

As stated previously in the document, the following are the critical elements that must exist to legitimize having tax-based funds dedicated to an economic development department:

- Defined program of work for economic development
- Full staff at a minimum of two individuals to accommodate a professional, responsive, functioning economic development focused entity. This staff does not share responsibilities with any other county department and has only an economic development focus
- Ability to work projects from finish to end (RFI to site visit)
- All individuals proficient in Word, Excel and PowerPoint
- Up-to-date technology to support the efforts of a functioning, professional organization such as smartphones, laptops, and the latest versions of Microsoft Office
- Business retention and expansion program
- Small business and entrepreneurial program
- Product databases, development and management
- Marketing materials for the community and industrial park to include a fully assembled and producible prospect package
- Proactive recruitment plan
- Internal or external communication plans
- Formalized future product development plan to include enhancing the existing and developing new
- Stand-alone economic development website / presence for economic development
- Ability to track business successes and losses
- Formalized incentive package



SECTION 7: COUNTY AND EXISTING INDUSTRY INVENTORY

The following is an inventory of each county for what exists, specifically, program- and product-specific and a gap analysis, all of which were utilized to determine the local recommendations detailed on Section 6.

LETCHER COUNTY

Letcher County is home to one of the few industrial parks in the region, the Gateway Regional Business Park, making it an attractive location for business and industry. The population for the area as of 2010 was 24,519, and the county seat is Whitesburg, population of 1,600. Based on desktop research and visits to the county, the following information is an inventory of the county's assets and liabilities:

ASSETS (other than those mentioned for the entire region which applies to each county)

- There is a sincere desire to support the regional effort
- Commitment to a speculative building
- Potential for a county-owned rail site on 40 acres
- Types of existing industries
- Kentucky River Area Development District
- Access to life support services (retail, restaurants, grocery, etc.)
- Strong and revitalized school system
- Recreation center
- Golf course
- Trail system
- Downtown Whitesburg
- The Cut Through is a tremendous, yet unknown asset.

LIABILITIES

- There is no county-wide economic development program of work (as described above)
- Having only one person to accommodate economic development but is not solely dedicated to economic development
- The county only being in a position to react
- Lack of available, affordable housing



SECTION 7: COUNTY AND EXISTING INDUSTRY INVENTORY

JOHNSON COUNTY

Johnson County is home to the Paintsville Chamber of Commerce who oversees the economic development efforts county-wide. Excess water capacity of 3 MGD and excess sewer capacity of 400,000 GPD are tremendous selling points for the Johnson County / Paintsville area. Coupled with a unique available building opportunity (former MidWay College facility) and the recently formed Paintsville / Johnson County Industrial Authority, the community is poised to successfully leverage a regional proactive approach to economic development. Based on desktop research and visits to the county, the following information is an inventory of the county's assets and liabilities:

ASSETS (other than those mentioned for the entire region which applies to each county)

- The chamber economic development program of work includes:
 - Downtown Paintsville has an economic development plan
 - Business retention and expansion
- Big Sandy Area Development District.
- Support for tourism
- Paintsville controls all utilities
- There is a sincere desire to support the regional effort
- Downtown
- Strong and revitalized school system is an asset; Two quality school districts.
- Access to life support services (retail, restaurants, grocery, etc.).
- Available, affordable housing
- Golf course
- Lakes
- Shopping hub

LIABILITIES

- There is no county-wide economic development program of work (as described above)
- Having only one person part-time to accommodate economic development but is not solely dedicated to economic development
- Lack of competitive, marketable industrial parks
- Lack of competitive, marketable existing buildings
- Lack of accessible information on available product
- No large private sector employers
- Limited manufacturing operations in the area
- The county only being in a position to react



SECTION 7: COUNTY AND EXISTING INDUSTRY INVENTORY

FLOYD COUNTY

Floyd County, Kentucky is considered to be the home of the “Star City” where five major highways converge. It is home to the city of Prestonsburg, an area hosting economic development assets for the region. The locational attributes make Floyd County attractive for industrial development. Based on desktop research and visits to the county, the following information is an inventory of the county’s assets and liabilities:

ASSETS (other than those mentioned for the entire region which applies to each county)

- City-owned infrastructure
- Big Sandy Area Development District
- Planetarium
- Home of natural outdoor assets (trails, parks, lake)
- The town of Prestonsburg has an economic development plan
- There is a sincere desire to support the regional effort
- Vibrant downtown
- Strong and revitalized school system
- Hospital / access to medical care
- Access to life support services (retail, restaurants, grocery, etc.)
- Golf course
- Lake
- Access to local cultural events
- Available space for business in the town of Prestonsburg

LIABILITIES

- There is no county-wide economic development program of work (as described above) to include zero staff
- Lack of competitive, marketable industrial parks
- Lack of competitive, marketable existing buildings
- Minimal municipal sewer capacity
- The county only being in a position to react
- Absentee landowners in downtown
- Cost to develop property is high
- Intense presence of billboards is a negative



SECTION 7: COUNTY AND EXISTING INDUSTRY INVENTORY

LAWRENCE COUNTY

Lawrence County, Kentucky has many business climate assets (such as excess water and sewer capacity) to leverage in the promotion of the region. Its location and accessibility make it a viable location for manufacturing expansions. Based on desktop research and visits to the county, the following information is an inventory of the county's assets and liabilities:

ASSETS (other than those mentioned for the entire region which applies to each county)

- Excess water capacity of 1.6 MGD
- Excess sewer capacity of 700,000 gpd
- Quality transportation access: Highway 23 and proximity to I-64
- Proximity to commercial airport (Huntington, WVA)
- Attitude of staff toward regional economic development
- Nearby Riverport
- Access to life support services (retail, restaurants, grocery, etc.)
- Golf course
- Yatesville Lake and marina
- Downtown
- Potential rail site availability

LIABILITIES

- There is no county-wide economic development program of work nor any full-time professionals dedicated to the program
- Lack of a manufacturing presence in the county
- Lack of competitive, marketable industrial parks
- Lack of broadband capacity
- Low education attainment



SECTION 7: COUNTY AND EXISTING INDUSTRY INVENTORY

MAGOFFIN COUNTY

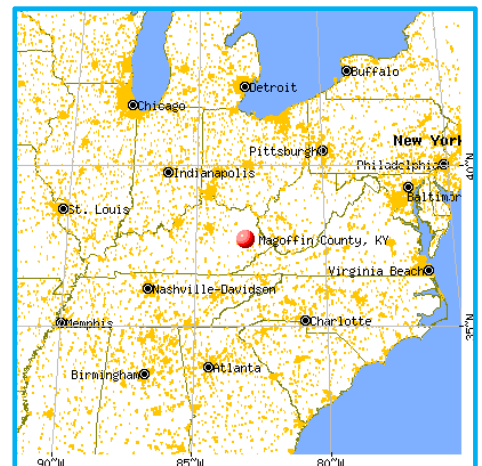
Magoffin County is home to the well-known and successful company called Joy Mining. The presence of Joy Mining sends the message to other manufacturing / industrial prospects that they, too, can thrive in this area. As of 2010, the population was 13,333 and the county seat is Salyersville. Based on desktop research and visits to the county, the following information is an inventory of the county's assets and liabilities:

ASSETS (other than those mentioned for the entire region which applies to each county)

- Presence of Joy Mining and Mineral Labs (100 employees).
- Rails to trails project
- Access to fiber
- County owned industrial site
- Civil War Project
- Big Sandy Area Development District

LIABILITIES

- There is no county-wide economic development program of work nor any full-time professionals dedicated to the program
- Lack of access to medical care facility / hospital
- Lack of infrastructure with excess capacity
- Lack of leadership on infrastructure planning



SECTION 7: COUNTY AND EXISTING INDUSTRY INVENTORY

KNOTT COUNTY

Knott County, Kentucky has many business climate assets to leverage in the promotion of the region. The community has displayed the willingness to work regionally as evidenced by Knott County's participation in the Coalfields Regional Industrial Park and possesses the region's largest available industrial building (311,000 SF Woodmark Building). Knott County is also the home of Alice Lloyd College, with a 1,000 student enrollment offering a pre-med program and unique work study requirement for all students. Based on desktop research and visits to the county, the following information is an inventory of the county's assets and liabilities:

ASSETS (other than those mentioned for the entire region which applies to each county)

- Alice Lloyd College is a strength – leverage their work study and internship programs and provide an incentive
- Kentucky River Area Development District
- Knott County Appalachian Artisan Center for tourism
- Hindman Settlement School
- Limited economic development website / presence on the knottcountyadventure.com website

LIABILITIES

- There is no county-wide economic development program of work nor any full-time professionals dedicated to the program
- Limited excess water and sewer capacities
- Historical political climate and lack of political leadership
- Lack of a manufacturing presence in the county
- Lack of life support services (lodging, restaurants, downtown, etc.)



SECTION 7: COUNTY AND EXISTING INDUSTRY INVENTORY

MARTIN COUNTY

The Martin County / Inez area possesses one of the two regional industrial parks (Honey Branch Regional Industrial Park) in the eight county study region. The city and county have a successful history of working together on various projects. The community has redeveloped several properties within the county including the 35,000 SF Martin County Business Center located in downtown Inez. Based on desktop research and visit to the county, the following information is an inventory of the county's assets and liabilities:

ASSETS (other than those mentioned for the entire region which applies to each county)

- Big Sandy Area Development District
- Economic Development participants such as Jim Booth
- Attitude of staff toward regional economic development
- Access to trails and outdoor recreation

LIABILITIES

- There is no county-wide economic development program of work (as described above)
- Having only one person to accommodate economic development but is not solely dedicated to economic development
- Limited manufacturing presence in the community
- Culturally and economically isolated
- Low workforce participation
- Low self-esteem; feeling of lack of hope



SECTION 7: COUNTY AND EXISTING INDUSTRY INVENTORY

PIKEVILLE / PIKE COUNTY

Serving as the region's business and retail hub, Pikeville / Pike County is home to UPIKE, Pikeville Medical Center and the third largest banking hub in Kentucky. A real opportunity exists for the city and county to work closer together and become a dynamic economic development leader for the southeast Kentucky region. Several ongoing product development initiatives within the community have the potential to transform the local economy. Based on desktop research and visit to the county, the following information is an inventory of the county's assets and liabilities:

ASSETS (other than those mentioned for the entire region which applies to each county)

- Presence of Kellogg
- Presence of University of Pikeville, Medical School
- City of Pikeville's presence and proactive approach to economic development
- City of Pikeville's willingness to be creative to create jobs and investment (i.e. Texas Roadhouse)
- City of Pikeville's commitment to comprehensive planning
- Big Sandy Area Development District
- Excess water and sewer capacity
- Natural gas availability
- Potential rail access
- Excellent schools – 4th highest test scores in Kentucky
- Fourth largest Banking community in Kentucky
- Access to life support services (retail, restaurants, grocery, etc.)
- Presence of EQT
- Access to local cultural events
- Presence of two high quality hotels downtown

LIABILITIES

- There is no county-wide economic development program of work (as described above)
- Having only one person to accommodate economic development but is not solely dedicated to economic development
- There is no county-wide economic development website presence with key information.
- UPIKE graduates leave region because limited job opportunities.
- Two hours to the nearest airport
- Lack of middle class housing
- Lack of public transportation
- Lack of funding for infrastructure development
- Pikeville and Pike County do not work together
- Without Pikeville's efforts, Pike County has nothing to offer new and expanding companies



SECTION 7: COUNTY AND EXISTING INDUSTRY INVENTORY

EXISTING INDUSTRY

Local industry has to work harder in the region to be successful due to the lack of a support system / program. The following is information as perceived by existing industry in the region:

- There is a lack of understanding about economic development in the general public.
- Need to leverage the existing companies in the region by utilizing them in the economic development process.
- Potential for multi-county incentive packages.
- Local regulations for construction are inhibitive.
- State regulations for construction are inhibitive.
- Need to lobby the state for more business-friendly regulations.
- People want to work – strong work ethic.
- The region seems to be in a reactionary mode for projects versus proactive.
- Needs to be a strong marketing effort on behalf of the region.
- Must to be a strong BRE effort on behalf of the region.
- Utilities are a strength - natural gas is an asset.
- Existing industries' needs have to be heard so they will expand in the area.
- Need assistance with rail companies for rail in and rail out.
- Transportation costs are a weakness.
- Negative perception of eastern Kentucky is a problem.
- Regional parks are weak – counties will not work together.
- Kentucky's largest domiciled bank holding company – HQ.
- Local protectionism is a weakness.
- Challenge to recruit skilled labor – electrical, mechanical.
- Turnover and absentee low.
- Lack of regional air service – weakness.
- Horrible local political systems – major weakness.
- Lack of vision for economic development.
- There is no understanding of the training program, its financial and education capabilities.
- There needs to be an education process for existing companies, through a strong BRE program, on the state and local incentives available to them.
- Local technical college needs to work closer with industry to offer quality, impactful training programs.
- There is no entity assisting with recruiting parts supplies or supply chain.
- Finding skilled labor is an issue.
- Lack of cell service in some areas is an issue.
- Great extended family and church network.



SECTION 8: SOUTHEAST KENTUCKY CHAMBER REGION / KENTUCKY POWER PROJECT
SNAPSHOT OF BENCHMARK AND ECONOMIC CONDITIONS



	Pike County - No MSA		Huntington-Ashland		Johnson City, TN MSA		Florence SC, MSA		Charleston WV, MSA		Clarksville TN-KY, MSA		KY		US	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
SCHOOL ENROLLMENT																
Population 3 years and over enrolled in school	13,966	13,966	68,526	68,526	47,642	47,642	51,774	51,774	64,664	64,664	74,245	74,245	1,088,379	1,088,379	80,939,002	80,939,002
Nursery school, preschool	705	5.0%	3,541	5.2%	2,173	4.6%	2,460	4.8%	3,723	5.8%	4,165	5.6%	63,967	5.9%	4,924,145	6.1%
Kindergarten	804	5.8%	3,694	5.4%	1,903	4.0%	4,139	8.0%	3,871	6.0%	4,088	5.5%	57,625	5.3%	4,113,849	5.1%
Elementary school (grades 1-8)	6,655	47.7%	27,728	40.5%	18,359	38.5%	22,220	42.9%	29,229	45.2%	31,247	42.1%	454,451	41.8%	32,578,808	40.3%
High school (grades 9-12)	3,110	22.3%	14,507	21.2%	9,573	20.1%	12,255	23.7%	14,757	22.8%	14,741	19.9%	232,765	21.4%	17,532,181	21.7%
College or graduate school	2,692	19.3%	19,056	27.8%	15,634	32.8%	10,700	20.7%	13,084	20.2%	20,004	26.9%	279,571	25.7%	21,790,019	26.9%
EDUCATIONAL ATTAINMENT																
Population 25 years and over	45,366	45,366	198,426	198,426	135,509	135,509	135,787	135,787	215,484	215,484	161,837	161,837	2,881,383	2,881,383	199,726,659	199,726,659
Less than 9th grade	6,087	13.4%	11,408	5.7%	10,310	7.6%	9,333	6.9%	12,720	5.9%	7,391	4.6%	227,766	7.9%	12,435,227	6.2%
9th to 12th grade, no diploma	7,457	16.4%	22,160	11.2%	15,175	11.2%	17,020	12.5%	21,501	10.0%	12,742	7.9%	300,804	10.4%	17,463,256	8.7%
High school graduate (includes equivalency)	16,364	36.1%	75,481	38.0%	45,294	33.4%	47,749	35.2%	83,464	38.7%	54,906	33.9%	987,495	34.3%	57,903,353	29.0%
Some college, no degree	8,192	18.1%	40,619	20.5%	26,633	19.7%	25,622	18.9%	39,614	18.4%	42,241	26.1%	577,977	20.1%	41,175,904	20.6%
Associate's degree	1,973	4.3%	14,413	7.3%	7,623	5.6%	10,411	7.7%	12,776	5.9%	13,167	8.1%	192,610	6.7%	15,021,920	7.5%
Bachelor's degree	2,419	5.3%	20,146	10.2%	19,274	14.2%	16,814	12.4%	27,253	12.6%	20,819	12.9%	353,907	12.3%	35,148,428	17.6%
Graduate or professional degree	2,874	6.3%	14,199	7.2%	11,200	8.3%	8,838	6.5%	18,156	8.4%	10,571	6.5%	240,824	8.4%	20,578,571	10.3%
Percent high school graduate or higher		70.1%		83.1%		81.2%		80.6%		84.1%		87.6%		81.7%		85.0%
Percent bachelor's degree or higher		11.7%		17.3%		22.5%		18.9%		21.1%		19.4%		20.6%		27.9%
EMPLOYMENT STATUS																
Population 16 years and over	52,106	52,106	232,787	232,787	160,188	160,188	155,853	155,853	246,472	246,472	202,157	202,157	3,412,180	3,412,180	238,733,844	238,733,844
In labor force	23,131	44.4%	123,989	53.3%	93,384	58.3%	95,787	61.5%	142,882	58.0%	131,875	65.2%	2,065,869	60.5%	155,163,977	65.0%
Civilian labor force	23,131	44.4%	123,847	53.2%	93,205	58.2%	95,603	61.3%	142,632	57.9%	113,940	56.4%	2,048,159	60.0%	154,037,474	64.5%
Employed	20,927	40.2%	114,034	49.0%	86,436	54.0%	86,728	55.6%	131,780	53.5%	101,868	50.4%	1,865,652	54.7%	141,833,331	59.4%
Unemployed	2,204	4.2%	9,813	4.2%	6,769	4.2%	8,875	5.7%	10,852	4.4%	12,072	6.0%	182,507	5.3%	12,204,143	5.1%
Armed Forces	0	0.0%	142	0.1%	179	0.1%	184	0.1%	250	0.1%	17,935	8.9%	17,710	0.5%	1,126,503	0.5%
Not in labor force	28,975	55.6%	108,798	46.7%	66,804	41.7%	60,066	38.5%	103,590	42.0%	70,282	34.8%	1,346,311	39.5%	83,569,867	35.0%
Percent Unemployed		9.5%		7.9%		6.1%		9.3%		7.6%		10.6%		8.9%		7.8%
OCCUPATION																
Civilian employed population 16 years and over	20,927	20,927	114,034	114,034	86,436	86,436	86,728	86,728	131,780	131,780	101,868	101,868	1,865,652	1,865,652	141,833,331	141,833,331
Management, professional, and related occupations	5,588	26.7%	36,172	31.7%	28,065	32.5%	26,396	30.4%	46,396	35.2%	30,192	29.6%	594,360	31.9%	50,034,578	35.3%
Service occupations	3,665	17.5%	20,853	18.3%	15,327	17.7%	15,348	17.7%	24,004	18.2%	17,995	17.7%	307,996	16.5%	24,281,015	17.1%
Sales and office occupations	5,127	24.5%	30,682	26.9%	22,500	26.0%	21,290	24.5%	34,019	25.8%	25,599	25.1%	460,735	24.7%	36,000,118	25.4%
Natural resources, construction and maintenance occupations	3,797	18.1%	10,762	9.4%	7,997	9.3%	454	0.5%	13,945	10.6%	10,672	10.5%	193,989	10.4%	13,940,273	9.8%
Production, transportation, and material moving occupations	2,750	13.1%	15,565	13.6%	12,547	14.5%	15,118	17.4%	13,416	10.2%	17,410	17.1%	308,572	16.5%	17,577,347	12.4%

SECTION 8: SOUTHEAST KENTUCKY CHAMBER REGION / KENTUCKY POWER PROJECT
SNAPSHOT OF BENCHMARK AND ECONOMIC CONDITIONS



	Pike County - No MSA		Huntington-Ashland		Johnson City, TN MSA		Florence SC, MSA		Charleston WV, MSA		Clarksville TN-KY, MSA		KY		US	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
INDUSTRY																
Civilian employed population 16 years and over	20,927	20,927	114,034	114,034	86,436	86,436	86,728	86,728	131,780	131,780	101,868	101,868	1,865,652	1,865,652	141,833,331	141,833,331
Agriculture, forestry, fishing and hunting, and mining	3,226	15.4%	1,526	1.3%	551	0.6%	1,391	1.6%	6,300	4.8%	1,803	1.8%	54,969	2.9%	2,634,188	1.9%
Construction	1,172	5.6%	7,232	6.3%	6,227	7.2%	4,852	5.6%	7,602	5.8%	6,855	6.7%	120,766	6.5%	10,115,885	7.1%
Manufacturing	864	4.1%	10,942	9.6%	12,475	14.4%	14,629	16.9%	7,791	5.9%	14,252	14.0%	259,242	13.9%	15,581,149	11.0%
Wholesale trade	251	1.2%	2,938	2.6%	2,170	2.5%	2,419	2.8%	4,046	3.1%	1,780	1.7%	51,594	2.8%	4,344,743	3.1%
Retail trade	2,677	12.5%	16,069	14.1%	10,831	12.5%	10,618	12.2%	15,146	11.5%	13,817	13.6%	219,571	11.8%	16,293,522	11.5%
Transportation and warehousing, and utilities	1,225	5.9%	6,658	5.8%	3,686	4.3%	4,221	4.9%	6,627	5.0%	4,978	4.9%	114,045	6.1%	7,183,907	5.1%
Information	229	1.1%	2,514	2.2%	1,769	2.0%	1,428	1.6%	3,094	2.3%	1,620	1.6%	34,033	1.8%	3,368,676	2.4%
Finance and insurance, and real estate and rental and leasing	764	3.7%	4,529	4.0%	4,629	5.4%	4,970	5.7%	8,108	6.2%	4,713	4.6%	103,383	5.5%	9,931	7.0%
Professional, scientific, and management, and administrative and waste management services	1,433	6.8%	8,019	7.0%	6,265	7.2%	6,718	7.7%	11,693	8.9%	8,014	7.9%	143,716	7.7%	14,772,322	10.4%
Educational services, and health care and social assistance	5,876	28.1%	33,157	29.1%	22,605	26.2%	21,139	24.4%	33,629	25.5%	22,615	22.2%	441,531	23.7%	31,277,542	22.1%
Arts, entertainment, and recreation, and accommodation and food services	1,203	5.7%	10,444	9.2%	7,745	9.0%	6,105	7.0%	11,735	8.9%	9,091	8.9%	151,582	8.2%	12,566,228	8.9%
Other services, except public administration	897	4.3%	5,618	4.9%	4,249	4.9%	4,930	5.7%	5,730	4.3%	4,077	4.0%	87,230	4.7%	6,899,223	4.9%
Public administration	1,110	5.3%	4,388	3.8%	3,234	3.7%	3,308	3.8%	10,729	7.8%	8,253	8.1%	82,990	4.4%	6,864,046	4.8%
CLASS OF WORKER																
Civilian employed population 16 years and over	20,927	20,927	114,034	114,034	86,436	86,436	86,728	86,728	131,780	131,780	101,868	101,868	1,865,652	1,865,652	141,833,331	141,833,331
Private wage and salary workers	16,175	77.3%	90,541	79.4%	66,011	76.4%	69,140	79.7%	100,602	76.0%	72,653	71.3%	1,464,340	78.5%	111,303,933	78.5%
Government workers	3,835	18.3%	18,592	16.3%	13,557	15.7%	12,592	14.5%	24,875	18.9%	21,929	21.5%	287,677	15.4%	21,024,265	14.8%
Self-employed in own not incorporated business workers	917	4.4%	4,825	4.2%	6,759	7.8%	4,907	5.7%	6,105	4.6%	7,017	6.9%	110,240	5.9%	9,250,789	6.5%
Unpaid family workers	0	0.0%	76	0.1%	109	0.1%	89	0.1%	198	0.2%	269	0.3%	3,395	0.2%	254,344	0.2%
LABOR RATES																
Average manufacturing wage rate	\$15.35		\$17.93		\$13.50		\$17.08		\$17.93		\$16.27		\$15.94		\$22.90	
SEX AND AGE																
Total population	65,055	65,055	287,337	287,337	195,735	195,735	205,563	205,563	304,124	304,124	269,001	269,001	4,369,356	4,369,356	303,965,272	303,965,272
Under 5 years	3,903	6.0%	16,704	5.8%	10,533	5.4%	13,773	6.7%	17,639	5.8%	23,258	8.6%	279,639	6.4%	20,131,420	6.6%
5 to 9 years	3,838	5.9%	17,099	6.0%	10,440	5.3%	13,567	6.6%	20,376	6.7%	20,367	7.6%	288,377	6.6%	20,116,654	6.6%
10 to 14 years	4,164	6.4%	17,048	5.9%	12,211	6.2%	14,389	7.0%	17,943	5.9%	19,321	7.2%	284,008	6.5%	20,643,730	6.8%
15 to 19 years	4,164	6.4%	19,321	6.7%	12,701	6.5%	14,389	7.0%	17,943	5.9%	18,921	7.0%	297,117	6.8%	22,132,691	7.3%
20 to 24 years	3,643	5.6%	18,739	6.5%	14,341	7.3%	13,773	6.7%	16,119	5.3%	25,297	9.4%	297,117	6.8%	21,214,118	7.0%
25 to 34 years	8,131	12.5%	35,437	12.3%	23,898	12.2%	24,873	12.1%	36,799	12.1%	43,073	16.0%	563,647	12.9%	40,191,013	13.2%
35 to 44 years	8,913	13.7%	37,494	13.0%	26,728	13.7%	26,517	12.9%	39,232	12.9%	35,481	13.2%	568,016	13.0%	42,206,141	13.9%
45 to 54 years	10,018	15.4%	41,370	14.4%	28,792	14.7%	29,190	14.2%	46,531	15.3%	32,875	12.2%	637,926	14.6%	44,302,697	14.6%
55 to 59 years	4,749	7.3%	19,617	6.8%	13,552	6.9%	14,595	7.1%	24,938	8.2%	13,619	5.1%	288,377	6.6%	18,817,728	6.2%
60 to 64 years	4,359	6.7%	18,198	6.3%	11,801	6.0%	12,745	6.2%	19,768	6.5%	11,114	4.1%	266,531	6.1%	15,459,667	5.1%
65 to 74 years	5,269	8.1%	25,171	8.8%	17,127	8.8%	16,445	8.0%	26,459	8.7%	14,829	5.5%	336,440	7.7%	20,493,467	6.7%
75 to 84 years	2,732	4.2%	15,886	5.5%	10,135	5.2%	8,223	4.0%	15,814	5.2%	7,845	2.9%	183,513	4.2%	13,079,803	4.3%
85 years and over	1,105	1.7%	5,253	1.8%	3,476	1.8%	3,083	1.5%	6,082	2.0%	3,001	1.1%	74,279	1.7%	5,176,143	1.7%
Median age (years)	40.4		40		40		38		42		31		38		37.0	
18 years and over	50,613	77.8%	225,399	78.4%	155,628	79.5%	155,406	75.6%	238,737	78.5%	194,930	72.5%	3,342,557	76.5%	229,932,155	75.6%
62 years and over	11,775	18.1%	56,202	19.6%	37,236	19.0%	35,357	17.2%	59,304	19.5%	32,383	12.0%	755,899	17.3%	47,432,207	15.6%
65 years and over	9,043	13.9%	46,310	16.1%	30,738	15.7%	27,957	13.6%	48,660	16.0%	25,675	9.5%	594,232	13.6%	38,749,413	12.7%

SECTION 9: SOUTHEAST KENTUCKY CHAMBER REGION / KENTUCKY POWER PROJECT IMPLEMENTATION SCHEDULE
JUNE 2013



√	Priority	Action Item	Months	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14
Organizational Strategies and Recommendations																
	2	Establish Structure	6													
	2	Budget and Fund Raising	6													
	4	Hire Personnel	10													
	1	Process	1													
	3	Updated Regional Brand	8													
	3	Professional Development (on-going, but initial development)	8													
Program of Work Strategies and Recommendations																
	2	Business Retention and Expansion Program	6													
		Product and Infrastructure	24													
	1	Marion's Branch	12													
	2	Scott Fork Site	18													
	3	Holland Site	24													
	4	Gateway Regional Business Park	18													
	5	Honey Branch Regional Business Park	18													
	6	Coalfields Regional Industrial Park	24													
	7	Stone Crest Site	24													
	8	East Park Regional Business Park	6													
	2	Entrepreneurial and Small Business Program	4													
		Marketing and Communications	9													
	4	Website Development	7													
	1	Sales Message Development	4													
	2	Sales Materials Development	6													
	3	Develop Non-Traditional Targets for Communication	3													
	5	Internal and External Communication Development and Implementation	9													

PRIORITIZING OF SITES FOR SOUTHEAST KENTUCKY

InSite was contracted by Kentucky Power Company to inventory and prioritize sites and buildings throughout the Southeastern Kentucky Region. The majority of projects, whether lead by the company, a site selection team, or real estate entity, begin with an available site / building search and an RFI (request for information). The quickest way to get on the radar screen for a project is to have viable, available product in your community. If a community does not have a place for industry to locate, a site or building that is viable by industry standards, unfortunately your economic development program is not merely losing; it is not even in the game.

IMMEDIATE PRIORITY – VIABLE NOW

PRIORITY 1: EASTPARK (ASHLAND / BOYD) INDUSTRIAL PARK

This industrial park is competitive in a global / national search and should be a marketing priority for southeast Kentucky. Our recommendations with regard to making this site more marketable:

- Change the name of the park. Create a global, recognizable identity.
- Conduct a wetlands delineation on the park
- Develop new signage at the existing entrance. The park needs to look like a destination.

Items to highlight in the marketing process:

- Existence of an available 110,000 sf speculative building
- Acreage
- Ability to be subdivided
- Available water, sewer, electric, natural gas and fiber
- Excess water and sewer capacity
- Flat terrain
- Surrounding uses
- Completion of Phase 1, geotechnical, archeological and endangered species studies

PRIORITY 1: EASTPARK (ASHLAND / BOYD) SPECULATIVE BUILDING

This speculative building is competitive in a global / national search and should be a marketing priority for southeast Kentucky. Our recommendations with regard to making this facility more marketable:

- Pour 6 inch reinforced floor
- Pave parking area (minimal, but enough to make a more impactful first impression)
- Reduce the sales price
- Develop and advertise an aggressive incentive package for the building
- Change the name of the building. Create a global, recognizable identity.

Items to highlight in the marketing process:

- Size of facility
- Expansion capability
- Available water, sewer, electric, natural gas and fiber
- Excess water and sewer capacity
- Clear height
- Presence in an existing industrial park

- Surrounding uses
- Column spacing
- 10 percent office space
- Completion of Phase 1, geotechnical, archeological and endangered species studies

Path Forward:

- This is a viable, marketable park and building that could compete on a national level for global projects if the above items are completed
- Invest time, develop resources for funding, and allocate such funding for the above recommendations
- Input site and building information into LOIS
- Present both products to targeted audiences who generate projects (state, region, electric utility, consultants, etc.)

PRIORITIZING OF SITES FOR SOUTHEAST KENTUCKY

InSite was contracted by Kentucky Power Company to inventory and prioritize sites and buildings throughout the Southeastern Kentucky Region. The majority of projects, whether lead by the company, a site selection team, or real estate entity, begin with an available site / building search and an RFI (request for information). The quickest way to get on the radar screen for a project is to have viable, available product in your community. If a community does not have a place for industry to locate, a site or building that is viable by industry standards, unfortunately your economic development program is not merely losing; it is not even in the game.

SHORT-TERM: CURRENTLY NOT VIABLE

The following sites / parks are not currently competitive in a global / national search and should be prioritized based upon money and time to improve their competitiveness.

PRIORITY 2: COALFIELDS INDUSTRIAL PARK (PERRY) - (fatal flaws - natural gas, incentives, maintenance, marketing materials)

The following must be executed to make Coalfields Industrial Park marketable:

- Conduct a Phase 1 and all site due diligence (geotechnical, wetlands delineation, archeological and endangered species)
- Extend natural gas to the site
 - Cost
 - Schedule
 - Feasibility
- Verify excess water and sewer capacities
- Formalize an aggressive incentive package for the park
- Change the name of the park. Create a global, recognizable identity.
- Develop new marketing materials and website
- Cut the grass
- Identify and hold accountable a responsible champion for the park

PRIORITY 2: AMERICAN WOODMARK BUILDING (PERRY) - (fatal flaws - sales price, natural gas)

The following must be executed to make the American Woodmark building marketable:

- Reduce purchase and lease cost
- Extend natural gas to the building
 - Cost
 - Schedule
 - Feasibility
- Verify excess water and sewer capacities
- Verify column spacing
- Change the name of the building. Create a global, recognizable identity.

Path Forward:

- This can be a viable, marketable park and building that could compete on a national level for global projects if the above items are completed
- Invest time, develop resources for funding, and allocate such funding for the above recommendations
- Redirect funding from the AD (Area Development District) to the regional economic development team, One East Kentucky, for management of the park
- Input site and building information into LOIS
- Feature both on the regional website
- Present both products to targeted audiences who generate projects (state, region, electric utility, consultants, etc.)

PRIORITIZING OF SITES FOR SOUTHEAST KENTUCKY

InSite was contracted by Kentucky Power Company to inventory and prioritize sites and buildings throughout the South-eastern Kentucky Region. The majority of projects, whether lead by the company, a site selection team, or real estate entity, begin with an available site / building search and an RFI (request for information). The quickest way to get on the radar screen for a project is to have viable, available product in your community. If a community does not have a place for industry to locate, a site or building that is viable by industry standards, unfortunately your economic development program is not merely losing; it is not even in the game.

SHORT-TERM: CURRENTLY NOT VIABLE

The following sites / parks are not currently competitive in a global / national search and should be prioritized based upon money and time to improve their competitiveness.

PRIORITY 3: MARIONS BRANCH (PIKE) - (fatal flaws - road / entrance, zoning, site due diligence, excess sewer capacity, fiber)

The following must be executed to make Marions Branch marketable:

- Conduct a Phase 1 / site due diligence (geotechnical, wetlands delineation, archeological and endangered species)
- Increase excess sewer capacity from 20,000 gpd to a minimum of 500,000 gpd
 - Cost
 - Schedule
 - Feasibility
- Extend fiber to the park
 - Cost
 - Schedule
 - Feasibility
- Construct new entrance road
 - Cost
 - Schedule
 - Feasibility
- Eliminate residential from the master plan
- Zone industrial with protective covenants
- Grade a building pad that meets load bearing requirements
- Change the name of the park. Create a global, recognizable identity.
- Develop aggressive incentive package including cost offsets for site work required

Path Forward:

- This can be a viable, marketable park that could compete on a national level for global projects if the above items are completed
- Invest time, develop resources for funding, and allocate such funding for the above recommendations
- Input site information into LOIS
- Feature on the regional website
- Present both products to targeted audiences who generate projects (state, region, electric utility, consultants, etc.)

PRIORITIZING OF SITES FOR SOUTHEAST KENTUCKY

InSite was contracted by Kentucky Power Company to inventory and prioritize sites and buildings throughout the Southeastern Kentucky Region. The majority of projects, whether lead by the company, a site selection team, or real estate entity, begin with an available site / building search and an RFI (request for information). The quickest way to get on the radar screen for a project is to have viable, available product in your community. If a community does not have a place for industry to locate, a site or building that is viable by industry standards, unfortunately your economic development program is not merely losing; it is not even in the game.

SHORT-TERM: CURRENTLY NOT VIABLE

PRIORITY 4: DEVELOP AN INDUSTRIAL PARK

The following must be executed to develop an additional industrial park without fatal flaws:

- Find at least 300 acres in a county with good access, in an industrial setting with access to water, sewer, electric, natural gas and fiber, along with having at least 500,000 gpd excess water and sewer capacity.

PRIORITIZING OF SITES FOR SOUTHEAST KENTUCKY

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NOT A PRIORITY FOR REGIONAL INVESTMENT IN MONEY AND RESOURCES

HOLLAND SITE (JOHNSON) - (fatal flaws - availability, price, excess sewer capacity, site due diligence)

The following must be executed to make the Holland Site marketable:

- Determine owners willingness to market, which means must have a price to be available
- Determine industrial price per acre and develop a marketing agreement with the landowner
- Conduct a Phase 1 and due diligence (geotechnical, wetlands delineation, archeological and endangered species studies)
- Increase excess sewer capacity from 100,000 gpd to 500,000 gpd
 - Cost
 - Schedule
 - Feasibility
- Incorporate into an industrial park; develop a master plan showing developable acreage
- Change the name of the park. Create a global, recognizable identity.

Path Forward:

- This currently is not a viable, marketable park that could compete on a national level for global projects based upon the noted fatal flaws in red
- Based upon the extent of the recommendations above, this would not be a priority for the region to develop / promote as an industrial park - do not invest time, nor develop resources for funding for the above recommendations
- This park can compete for local / regional projects looking for a place to expand or have a specific need for local resources
- Input site information into LOIS
- Realize this is a long-term project

PRIORITIZING OF SITES FOR SOUTHEAST KENTUCKY

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NOT A PRIORITY FOR REGIONAL INVESTMENT IN MONEY AND RESOURCES

CHESTNUT MOUNTAIN (KNOTT) - (fatal flaws - zoning, availability, asking price per acre, excess sewer capacity, current recreation use)

The following must be executed to make Chestnut Mountain marketable:

- Determine leaderships' willingness to change the use of the park from recreation to industrial
- Conduct a Phase 1
- Zone industrial
- Determine industrial cost per acre – existing price is not marketable
- Increase the line size of natural gas to accommodate future industrial use
- Incorporate into an industrial park
- Consider redeveloping the 68,000 SF Sportsplex as an available industrial building and relocate the existing use
- Change the name of the park. Create a global, recognizable identity.
- Develop a marketing agreement with the landowner

Path Forward:

- This currently is not a viable, marketable park that could compete on a national level for global projects based upon the noted fatal flaws in red
- Based upon the extent of the recommendations above, this would not be a priority for the region to develop / promote as an industrial park - do not invest time, nor develop resources for funding for the above recommendations
- Input site information into LOIS

PRIORITIZING OF SITES FOR SOUTHEAST KENTUCKY

InSite was contracted by Kentucky Power Company to inventory and prioritize sites and buildings throughout the Southeastern Kentucky Region. The majority of projects, whether lead by the company, a site selection team, or real estate entity, begin with an available site / building search and an RFI (request for information). The quickest way to get on the radar screen for a project is to have viable, available product in your community. If a community does not have a place for industry to locate, a site or building that is viable by industry standards, unfortunately your economic development program is not merely losing; it is not even in the game.

NOT A PRIORITY FOR REGIONAL INVESTMENT IN MONEY AND RESOURCES

GATEWAY (LETCHER) - (fatal flaws - dialysis center at entrance, excess sewer capacity, maintenance)

The following must be executed to make the Gateway Business Park marketable:

- Increase excess sewer capacity from 0 gpd to 500,000 gpd
 - Cost
 - Schedule
 - feasibility
- Relocate dialysis center to another location outside of the park
 - Cost
 - Schedule
 - feasibility
- Or divert the entrance
 - Cost
 - Schedule
 - feasibility
- Change the name of the park. Create a global, recognizable identity
- Develop new marketing materials and website
- Cut the grass on shoulder of road

Path Forward:

- This currently is not a viable, marketable park that could compete on a national level for global projects based upon the noted fatal flaws in red
- Based upon the extent of the recommendations above, this would not be a priority for the region to develop / promote as an industrial park - do not invest time, nor develop resources for funding for the above recommendations
- This park can compete for local / regional projects looking for a place to expand or have a specific need for local resources
- Input site information into LOIS

PRIORITIZING OF SITES FOR SOUTHEAST KENTUCKY

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NOT A PRIORITY FOR REGIONAL INVESTMENT IN MONEY AND RESOURCES

HONEY BRANCH (MARTIN) - (fatal flaws - endangered species, excess water capacity, surrounding use of a prison, mineral rights)

The following must be executed to make Honey Branch marketable:

- Engage the EPA with regard to steps to mitigate the endangered species designation
- Conduct a Phase 1 and additional due diligence (wetlands delineation)
- Control mineral rights
- Increase excess water capacity from 78,000 gpd to 250,000 gpd
 - Cost
 - Schedule
 - Feasibility
- Change the name of the park. Create a global, recognizable identity
- Develop new marketing materials and website
- Develop an aggressive incentive package for the park

Path Forward:

- This currently is not a viable, marketable park that could compete on a national level for global projects based upon the noted fatal flaws in red
- Based upon the extent of the recommendations above, this would not be a priority for the region to develop as an industrial park - do not invest time, nor develop resources for funding for the above recommendations
- This park can compete for local / regional projects looking for a place to expand or have a specific need for local resources
- Input site information into LOIS

PROPERTIES FOR SITE EVALUATIONS

KPC / AEP

	Original	REVISED	Sent	Sent	Received	InSite	InSite	No	Access to	Zoned	Surrounding	Building Size	Site Size		Number of	Willingness	Cost	Willingness	Cost	
	Status	STATUS	RFI	Reminder	Correspondence	RFI Complete	RFI Partial	Response	Adequate Data	Industrial	Uses	20,000+ sf and ability to expand	20+ acres	Floodplain	Owners	to Sell		to Lease		
Boyd County																				
EastPark		1	yes	yes	yes	yes	-	-	yes	yes	Industrial	-	495	no	1	yes	\$25,000 ac	-	-	
EastPark Ashland Building		1	yes	yes	yes	yes	-	-	yes	yes	Industrial	110,000	53	no	1	yes	\$2,250,000	yes	\$2.00 sf	
Greenup County																				
Wurtland Riverport		see data	yes	yes	yes	no	yes	-	no	yes	no answer	-	135	no	1	yes	\$25,000 ac	-	-	
Lawrence County																				
Browns Food		no response	yes	yes	no	no	no	none	no											
Floyd County																				
Stanley Allen (local marketability)		size	no	no									8							
Stone Crest		no response	yes	yes	no	no	no	none	no				20							
Wallen Farm (local marketability)		size	no	no									5							
Thunder Ridge		no response	yes	yes	no	no	no	none	no				100							
Johnson County																				
Celerity (local marketability)		location	no	no								42,405								
Paintsville Wal-Mart (local marketability)		ceiling heights	no	no								40,317								
Ward Building (local marketability)		size	no	no																
Holland Site			yes	yes	yes	no	yes	-	yes	yes	com/ind	-	653	no	1	yes	no answer	-	-	
Midway Building (Building Availability on Hold)		bldg. on hold	yes	yes	yes	no		none												
Knott County																				
Chestnut Mountain Sportsplex		not available	yes	yes	yes	yes	-	-	yes	no	other	66,000	-	no	1	no	-	no	-	
Chestnut Mountain			yes	yes	yes	yes	-	-	yes	no	other	-	200	no	2	yes	no answer	-	-	
Letcher County																				
Food World (local marketability)		size	no	no								19,500								
Gateway			yes	yes	yes	no	yes	-	yes	yes	residential	-	260	no	1	yes	\$10,000 ac	-	-	
Rail Site Old Tipple		see data	yes	yes	yes	no	yes	-	yes	yes	com / ind	-	32	yes	1	yes	no answer	-	-	
RC Property		size	no	no								15,000								
Magoffin County																				
Don Bailey Building		no response	yes	yes	no	no	no	none	no			21,600								
Industrial Site Old Toll Booth		no response	yes	yes	no	no	no	none	no				49							
Martin County																				
Honey Branch (local marketability)		see data	yes	yes	yes	yes	-	-	yes	no	ind/jail	-	180	no	1	yes	\$20,000 sc	-	-	
Martin Co Business Center (local marketability)		size	yes	yes	yes	yes	-	-	yes	other	com/ret	32000 / 7500 available	3	yes	1	no	-	yes	10.50 sf	
MidCon Building / Honey Branch (local marketability)		size/price	yes	yes	yes	yes	-	-	yes	no	industrial	14,005	20	no	1	yes	4,000,000	yes	12.86 sf	
Perry County																				
American Woodmark			yes	yes	yes	yes	-	-	yes	yes	industrial	311,000	32	no	1	yes	3,700,000	yes	10,000 sf	
Coalfields Industrial Park			yes	yes	yes	yes	-	-	yes	yes	industrial	-	338	no	1	yes	\$10,000	-	-	
Pike County																				
ACS		no response	yes	yes	no	no	no	no	no			42,946								
Hobbs Warehouse (local marketability)		ceiling heights	no	no								50,000								
Marions Branch (Pikeville)			yes	yes	yes	yes	-	-	yes	no	res/com/mu	-	170	no	1	yes	\$10,000 ac	-	-	
Scott Fork		no response	yes	yes	no	no	no	no	no											
John Moore Branch		no response	yes	yes	no	no	no	no	no											
Stepp Constr. Sookeys Creek (local marketability)		size	no	no								9,657								

PROPERTIES FOR SITE EVALUATIONS

KPC / AEP	Original Status	REVISED STATUS	Industrial Park Setting	One mile+ Residential	One mile+ Schools	One mile+ Public Parks	Electric to the Site	Water to the Site	Excess Water Capacity	Sewer to the Site	Excess Sewer Capacity	Natural Gas to the Site	Fiber to the Site	Phase 1	Clean Phase 1	Geotechnical Study	Wetlands Delineation	Clear for Wetlands	Archeological Study	Endangered Species Study
Boyd County																				
EastPark		1	yes	yes	yes	yes	yes	yes	1.3 mgd	yes	1.1 mgd	yes	yes	yes	yes	yes	no	yes	yes	yes
EastPark Ashland Building		1	yes	yes	yes	yes	yes	yes	1.3 mgd	yes	1.1 mgd	yes	yes	yes	yes	yes	no	yes	yes	yes
Greenup County																				
Wurtland Riverport		see data	no	no	no	no	yes	yes	no answer	yes	no answer	yes	yes	yes	no answer	yes	yes	no	yes	yes
Lawrence County																				
Browns Food		no response																		
Floyd County																				
Stanley Allen (local marketability)		size																		
Stone Crest		no response																		
Wallen Farm (local marketability)		size																		
Thunder Ridge		no response																		
Johnson County																				
Celerity (local marketability)		location																		
Paintsville Wal-Mart (local marketability)		ceiling heights																		
Ward Building (local marketability)		size																		
Holland Site			no	yes	yes	yes	yes	yes	3 mgd	yes	100,000 gpd	yes	yes	no	no answer	no	no	unknown	no	no
Midway Building (Building Availability on Hold)		bldg. on hold																		
Knott County																				
Chestnut Mountain Sportsplex		not available	no	yes	yes	yes	yes	yes	250,000 gpd	yes	180,000 gpd	yes	yes	yes	no answer	yes	yes	no answer	yes	yes
Chestnut Mountain			no	yes	yes	yes	yes	yes	250,000 gpd	yes	180,000 gpd	yes	yes	yes	no answer	yes	yes	no answer	yes	yes
Letcher County																				
Food World (local marketability)		size																		
Gateway			yes	yes	yes	yes	yes	yes	497,594 gpd	yes	0 gpd	yes	yes	yes	yes	yes	no	yes	yes	no
Rail Site Old Tipple		see data	no	yes	yes	yes	yes	yes	100,000 gpd	no	no answer	no	yes	no	no answer	no	no	no	no	no
RC Property		size																		
Magoffin County																				
Don Bailey Building		no response																		
Industrial Site Old Toll Booth		no response																		
Martin County																				
Honey Branch (local marketability)		see data	yes	yes	yes	yes	yes	yes	78,000 gpd	yes	474,000 gpd	yes	yes	yes	no	yes	no	no answer	yes	yes/Indiana Bat
Martin Co Business Center (local marketability)		size	no	no	yes	yes	yes	yes	1 mgd	yes	110,000 gpd	yes	yes	no	unknown	yes	no	unknown	no	no
MidCon Building / Honey Branch (local marketability)		size/price	yes	yes	yes	yes	yes	yes	1 mgd	yes	600,000 gpd	yes	yes	no	unknown	yes	no	no answer	yes	yes/Indiana Bat
Perry County																				
American Woodmark			yes	yes	yes	yes	yes	yes	544,000 gpd	yes	1.8 mgd	no	yes	yes	yes	no	no	unknown	no	no
Coalfields Industrial Park			yes	yes	yes	yes	yes	yes	1.4 mgd	yes	1.7 mgd	no	yes	yes	unknown	no	no	no	no	no
Pike County																				
ACS		no response																		
Hobbs Warehouse (local marketability)		ceiling heights																		
Marions Branch (Pikeville)			yes	yes	yes	yes	yes	yes	1 mgd	yes	20,000 gpd	yes	no	no	no answer	yes	no	no	no	no
Scott Fork		no response																		
John Moore Branch		no response																		
Stepp Constr. Sookeys Creek (local marketability)		size																		

PROPERTIES FOR SITE EVALUATIONS

KPC / AEP

KPC / AEP	REVISED STATUS	Sent	Sent	Received	InSite	InSite	No	Access to	Zoned	Surrounding	Building Size	Site Size		Number of	Willingness	Cost	Willingness	Cost	Industrial Park	One mile+	
		RFI	Reminder	Correspondence	RFI Complete	RFI Partial	Response	Adequate Data	Industrial	Uses	20,000+ sf and ability to expand	20+ acres	Floodplain	Owners	to Sell		to Lease		Setting	Residential	
Boyd County																					
EastPark		yes	yes	yes	yes	-	-	yes	yes	Industrial	-	495	no	1	yes	\$25,000 ac	-	-	yes	yes	
EastPark Ashland Building		yes	yes	yes	yes	-	-	yes	yes	Industrial	110,000	53	no	1	yes	\$2,250,000	yes	\$2.00 sf	yes	yes	
Johnson County																					
Holland Site		yes	yes	yes	no	yes	-	yes	yes	com/ind	-	653	no	1	yes	no answer	-	-	no	yes	
Knott County																					
Chestnut Mountain		yes	yes	yes	yes	-	-	yes	no	other	-	200	no	2	yes	no answer	-	-	no	yes	
Letcher County																					
Gateway		yes	yes	yes	no	yes	-	yes	yes	residential	-	260	no	1	yes	\$10,000 ac	-	-	yes	yes	
Perry County																					
American Woodmark		yes	yes	yes	yes	-	-	yes	yes	industrial	311,000	32	no	1	yes	3,700,000	yes	10,000 sf	yes	yes	
Coalfields Industrial Park		yes	yes	yes	yes	-	-	yes	yes	industrial	-	338	no	1	yes	\$10,000	-	-	yes	yes	
Pike County																					
Marions Branch (Pikeville)		yes	yes	yes	yes	-	-	yes	no	res/com/mu	-	170	no	1	yes	\$10,000 ac	-	-	yes	yes	
Martin County																					
Honey Branch (local marketability)		yes	yes	yes	yes	-	-	yes	no	ind/jail	-	180	no	1	yes	\$20,000 sc	-	-	yes	yes	

PROPERTIES FOR SITE EVALUATIONS

KPC / AEP	REVISED STATUS	One mile+ Schools	One mile+ Public Parks	Electric to the Site	Water to the Site	Excess Water Capacity	Sewer to the Site	Excess Sewer Capacity	Natural Gas to the Site	Fiber to the Site	Phase 1	Clean Phase 1	Geotechnical Study	Wetlands Delineation	Clear for Wetlands	Archeological Study	Endangered Species Study
Boyd County																	
EastPark		yes	yes	yes	yes	1.3 mgd	yes	1.1 mgd	yes	yes	yes	yes	yes	no	yes	yes	yes
EastPark Ashland Building		yes	yes	yes	yes	1.3 mgd	yes	1.1 mgd	yes	yes	yes	yes	yes	no	yes	yes	yes
Johnson County																	
Holland Site		yes	yes	yes	yes	3 mgd	yes	100,000 gpd	yes	yes	no	no answer	no	no	unknown	no	no
Knott County																	
Chestnut Mountain		yes	yes	yes	yes	250,000 gpd	yes	180,000 gpd	yes	yes	yes	no answer	yes	yes	no answer	yes	yes
Letcher County																	
Gateway		yes	yes	yes	yes	497,594 gpd	yes	0 gpd	yes	yes	yes	yes	yes	no	yes	yes	no
Perry County																	
American Woodmark		yes	yes	yes	yes	544,000 gpd	yes	1.8 mgd	no	yes	yes	yes	no	no	unknown	no	no
Coalfields Industrial Park		yes	yes	yes	yes	1.4 mgd	yes	1.7 mgd	no	yes	yes	unknown	no	no	no	no	no
Pike County																	
Marions Branch (Pikeville)		yes	yes	yes	yes	1 mgd	yes	20,000 gpd	yes	no	no	no answer	yes	no	no	no	no
Martin County																	
Honey Branch (local marketability)		yes	yes	yes	yes	78,000 gpd	yes	474,000 gpd	yes	yes	yes	no	yes	no	no answer	yes	yes/Indiana Bat

PROPERTIES FOR SITE EVALUATIONS

KPC / AEP

KPC / AEP	Status and Priority	Marketing Status	Sent RFI	Sent Reminder	Received Correspondence	InSite RFI Complete	InSite RFI Partial	No Response	Access to Adequate Data	Zoned Industrial	Surrounding Uses	Building Size 20,000+ sf and ability to expand	Site Size 20+ acres	Floodplain	Number of Owners	Willingness to Sell	Cost	Willingness to Lease	Cost	
Boyd County																				
EastPark	1	Viable Now	yes	yes	yes	yes	-	-	yes	yes	Industrial	-	495	no	1	yes	\$25,000 ac	-	-	
EastPark Ashland Building	1	Viable Now	yes	yes	yes	yes	-	-	yes	yes	Industrial	110,000	53	no	1	yes	\$2,250,000	yes	\$2.00 sf	
Perry County																				
American Woodmark	2	Short-Term, Currently Not Viable	yes	yes	yes	yes	-	-	yes	yes	industrial	311,000	32	no	1	yes	3,700,000	yes	10,000 sf	
Coalfields Industrial Park	2	Short-Term, Currently Not Viable	yes	yes	yes	yes	-	-	yes	yes	industrial	-	338	no	1	yes	\$10,000	-	-	
Pike County																				
Marions Branch (Pikeville)	3	Short-Term, Currently Not Viable	yes	yes	yes	yes	-	-	yes	no	res/com/mu	-	170	no	1	yes	\$10,000 ac	-	-	
Johnson County																				
Holland Site	-	Not viable in a competitive, national client search	yes	yes	yes	no	yes	-	yes	yes	com/ind	-	653	no	1	yes	no answer	-	-	
Letcher County																				
Gateway (local marketability)	-	Not viable in a competitive, national client search	yes	yes	yes	no	yes	-	yes	yes	residential	-	260	no	1	yes	\$10,000 ac	-	-	
Martin County																				
Honey Branch (local marketability)	-	Not viable in a competitive, national client search	yes	yes	yes	yes	-	-	yes	no	ind/jail	-	180	no	1	yes	\$20,000 sc	-	-	
Knott County																				
Chestnut Mountain (not available)	-	Not viable in a competitive, national client search	yes	yes	yes	yes	-	-	yes	no	other	-	200	no	2	yes	no answer	-	-	

PROPERTIES FOR SITE EVALUATIONS

KPC / AEP	Status and Priority	Marketing Status	Industrial Park Setting	One mile+ Residential	One mile+ Schools	One mile+ Public Parks	Electric to the Site	Water to the Site	Excess Water Capacity	Sewer to the Site	Excess Sewer Capacity	Natural Gas to the Site	Fiber to the Site	Phase 1	Clean Phase 1	Geotechnical Study	Wetlands Delineation	Clear for Wetlands	Archeological Study	Endangered Species Study	
Boyd County		Viable Now																			
EastPark	1	Viable Now	yes	yes	yes	yes	yes	yes	1.3 mgd	yes	1.1 mgd	yes	yes	yes	yes	yes	no	yes	yes	yes	
EastPark Ashland Building	1		yes	yes	yes	yes	yes	yes	1.3 mgd	yes	1.1 mgd	yes	yes	yes	yes	yes	yes	no	yes	yes	yes
Perry County		Short-Term, Currently Not Viable																			
American Woodmark	2	Short-Term, Currently Not Viable	yes	yes	yes	yes	yes	yes	544,000 gpd	yes	1.8 mgd	no	yes	yes	yes	no	no	unknown	no	no	no
Coalfields Industrial Park	2		yes	yes	yes	yes	yes	yes	1.4 mgd	yes	1.7 mgd	no	yes	yes	unknown	no	no	no	no	no	no
Pike County		Short-Term, Currently Not Viable																			
Marions Branch (Pikeville)	3	Short-Term, Currently Not Viable	yes	yes	yes	yes	yes	yes	1 mgd	yes	20,000 gpd	yes	no	no	no answer	yes	no	no	no	no	no
Johnson County		Not viable in a competitive, national client search																			
Holland Site	-	Not viable in a competitive, national client search	no	yes	yes	yes	yes	yes	3 mgd	yes	100,000 gpd	yes	yes	no	no answer	no	no	unknown	no	no	no
Letcher County		Not viable in a competitive, national client search																			
Gateway (local marketability)	-	Not viable in a competitive, national client search	yes	yes	yes	yes	yes	yes	497,594 gpd	yes	0 gpd	yes	yes	yes	yes	yes	no	yes	yes	yes	no
Martin County		Not viable in a competitive, national client search																			
Honey Branch (local marketability)	-	Not viable in a competitive, national client search	yes	yes	yes	yes	yes	yes	78,000 gpd	yes	474,000 gpd	yes	yes	yes	no	yes	no	no answer	yes	yes	yes/Indiana Bat
Knott County		Not viable in a competitive, national client search																			
Chestnut Mountain (not available)	-	Not viable in a competitive, national client search	no	yes	yes	yes	yes	yes	250,000 gpd	yes	180,000 gpd	yes	yes	yes	no answer	yes	yes	no answer	yes	yes	yes

INSITE'S ADDITIONAL SERVICES, CREDENTIALS AND QUALIFICATIONS



economic development | site selection | real estate services

WE ARE INSITE

InSite offers more than four decades of “industry location-based” services experience to leading companies and corporations throughout the world. We execute economic development services to organizations throughout the globe. We offer comprehensive real estate development and investment services.

Our team has performed hundreds of projects for some of the world's most prestigious companies including Horsehead Corporation, Shell Oil, Nanolife Technologies, Caterpillar, and Mercedes-Benz. Our Principals have sited **billions** of dollars' worth of facilities for top, global companies. The InSite team has assisted and consulted for a variety of local, regional, and state economic development organizations throughout the country including: Tennessee Valley Authority; Alabama Power; North Alabama Industrial Development Association; Palmetto Economic Development Corporation, SC; Duke Energy – to name a few.

Our team has unsurpassed experience in executing both site location studies and economic development / marketing services throughout the world. These two complementary services function cohesively because each requires a full understanding of the economic impacts that capital investment projects have for both the community and the company. As economic development experts, we fully realize the needs of countries, states, regions, and local municipalities working daily to procure new and expanding businesses in their areas. As site location professionals with worldwide experience, we know the key variables that enter into location decisions and how the two can best work together. Our company and its owners have also been in the trenches of economic development, which serves to further differentiate us from our competitors.

Our team's combined public and private experience complements our site selection and economic development experience in providing a knowledgeable and resourceful partner for organizations and clients. With our broad-based background of challenging experiences and our solid record of success, InSite offers much more than traditional firms. As our clients will attest, we help them meet their objectives with our "hands-on" services to achieve serious results.

The InSite team has executed projects in over 35 states and multiple countries (some of which are listed below) across the world within the last ten years which gives us unparalleled access to an extensive knowledge base of domestic and international economic activities:

- Alabama
- Arkansas
- California
- China
- Colorado
- Dominican Republic
- Florida
- Georgia
- Germany
- Haiti
- Iceland
- Idaho
- Illinois
- Indiana
- Iowa
- Kansas
- Kentucky
- Libya
- Louisiana
- Maryland
- Mexico
- Michigan
- Minnesota
- Mississippi
- Missouri
- Nebraska
- Nevada
- New York
- North Carolina
- Ohio
- Oklahoma
- Russia
- Scotland
- South Africa
- South Carolina
- Tennessee
- Texas
- Utah
- Virginia
- Washington
- Wyoming



THE BEST DESCRIPTION OF OUR COMPANY'S QUALIFICATIONS AND EXPERIENCE – OUR CLIENTS

INSITE TEAM ASSISTS WITH STRATEGIC PLANNING AND TARGET MARKETING

- Abbeville County, SC
- Barnwell County, SC
- Berkeley County, SC
- Birmingham, AL
- Bremen, Germany
- Camden, AR
- Chesterfield County, SC
- City of Greensburg, KY
- Clarendon County, SC
- Economic Development Partnership, SC
- El Dorado, AR
- Fargo, ND
- Georgetown County, SC
- Greensburg, KY
- Indy Partnership, IN
- Kershaw County, SC
- Lancaster County, SC
- Laurinburg / Scotland County COC, NC
- Louisiana Department of Economic Development
- Lowcountry Council of Government, SC
- MAPI (Manufacturers Alliance for Productivity and Innovation)
- Marlboro County, SC
- Mississippi Manufacturer's Association
- Myrtle Beach Regional Economic Development Corporation
- North Carolina's Southeast
- Northwest Kentucky Forward
- Orangeburg County, SC
- Palmetto Economic Development Corporation, SC
- Southern Carolina Regional Development Alliance
- State of South Carolina
- Tucson, AZ
- Union County, SC
- Watertown, NY

INSITE TEAM ASSISTS WITH COMMUNITY AND PRODUCT CLIENT READINESS

- Allen County, KY
- American Electric Power
- Anderson County, SC
- Atlanta, TX
- Bledsoe County, TN
- Butler County, KY
- Caldwell County, NC
- Campbell County, TN
- Carroll County, TN
- Catawba County, NC
- Cherokee County, SC
- Christian County, KY
- Clay County, MS
- Cleveland County, NC
- Cocke County, TN
- Crockett County, TN
- Davie County, NC
- DeKalb County, AL
- Duke Energy
- East Kentucky Power
- Edmonson County, KY
- Fairfield, OH
- Franklin County, AL
- Grainger County, TN
- Graves County, KY
- Greenwood County, SC
- Georgia Power
- Hancock County, TN
- Hickman County, TN
- Humphreys County, TN

- Kentucky Association for Economic Development
- Lawrence County, TN
- Lauderdale County, TN
- Lee County, VA
- Lowndes County, MS
- Lyon, NV
- Marshall County, MS
- Maury County, TN
- Monroe County, KY
- Monroe County, MS
- Montgomery, AL
- Newport, KY
- Newport, TN
- Northern Alabama Industrial Development Association
- Orangeburg County, SC
- Overton County, TN
- Prentiss County, MS
- Randolph County, NC
- Roane, TN
- Rocky Mount, NC
- Rutherford County, NC
- Sacramento, CA
- San Joaquin, CA
- Scott County, VA
- Solano, CA
- Stanislaus, CA
- Stokes County, NC
- Storey, NV
- Surry County, NC
- Tennessee Valley Authority
- Transylvania, NC
- Union County, GA
- Union County, TN
- Warren County, TN
- Washoe, NV
- Winston County, MS
- Yolo, CA

INSITE TEAM ASSISTS WITH SITE SELECTION

- AGFA
- American-Saint Gobain
- AT&T
- Bausch and Lomb
- BIC
- Black & Decker
- BorgWarner
- Caterpillar, Inc.
- CertainTeed Products Corp.
- Chicago Pneumatic Tool Co.
- Colgate-Palmolive
- Delphi Automotive
- DuPont
- Eastman Kodak
- Federal Mogul
- Fluor Global Location Strategies
- Fluor Telecom
- Freightliner
- Fuji Heavy Industries
- GE Plastics
- General Dynamics
- General Motors
- Genentech
- Gerber Products Co.
- Glaxo Holdings PLC
- Heartland Quality Foods
- Hitachi
- Honda
- Horsehead Corporation
- IAMS Food
- IBM
- J.P. Stevens & Company

- James River Corporation
- Krebs Engineering
- LDK
- Levi Strauss & Company
- Lockheed Martin
- Mercedes-Benz
- Mercedes-Benz, Germany
- Met Life
- Michelin
- Nanolife Technologies
- Navistar
- Nitol
- Oppermann
- Philip Morris
- PPG Industries, Inc.
- Procter & Gamble
- Republic Paperboard
- Riverwood International
- RJR Nabisco Brands, Inc.
- Saint-Gobain
- Sergeant Controls
- Shell Oil
- Sumitomo Sitix
- Taiwan Semiconductor Manufacturing Corp.
- Union Carbide
- Verizon
- Volkswagen
- Wellman

THE INSITE TEAM

The InSite team includes internationally recognized professionals with over 40 years of combined experience and in-depth collective knowledge and experience forming economic development plans and strategies. They have been utilized by various communities and regional economic development organizations throughout the country. The proposed project team includes experience in economic development, strategic planning, target market analysis and studies, market analysis, financial analysis, feasibility studies, appointment setting, community development, economics, land use planning, site design, site planning, design guidelines, innovative public/private partnerships and project implementation.

The experience of our team adds a tremendous amount of value to the elements of your proposed scope of work. Some highlights of our team's cumulative experience:

- **Regional and Local:** Executive Director, Clarendon County, SC; Marketing Director, York County, SC; Manager for Greenville Chamber of Commerce, SC; Regional Director, SCANA Corporation Economic Development, Eastern Region (Pee Dee), SC.
- **Site Selection: Fluor Daniel, Skanska USA, M.B. Kahn Corporation:** Mercedes Benz, Black & Decker, Boeing, Union Camp, Navistar, Procter & Gamble, Freightliner, Pirelli, Federal Mogul, Honda, Caterpillar, Michelin, Verizon, Met Life and Charter Communications.



THE OWNERS OF THE COMPANY



TONYA L. CRIST

864-346-7800

tcrist@insiteconsultinggroup.com

Tonya Crist is co-founder of and principal with InSite, LLC, a multifaceted firm that provides site selection, economic development consulting and training, and real estate services to companies and organizations worldwide. Crist possesses over twenty-five years of experience in the arenas of site selection, economic development consulting, industrial construction sales, and local community level international and domestic recruiting / project management.

During her career, she has been Vice President of Sales for a major construction company (M.B. Kahn); Site Selection Consultant with Fluor Daniel's Global Site Selection Group, leading and managing domestic and international projects in site selection, feasibility studies, and economic development solutions; and Senior Project Manager for the largest county economic development organization in the State of South Carolina (Greenville County), managing and representing over one billion dollars of capital investment.

Having managed industrial relocations and expansions from various perspectives (construction arena, site selection and local level), Ms. Crist has had the opportunity to work with a variety of clients such as Mercedes Benz, Borg Warner, Philip Morris, General Electric, Caterpillar, Procter & Gamble, Lockheed Martin, AGFA, BIC, and Navistar International – to name a few.

During the course of her career, she has assisted clients in a variety of industries including automotive, bio-tech, pharmaceutical, aerospace, food and beverage, distribution, advanced manufacturing, and pulp and paper. Her specialized experience and training are in sales, prospect marketing services, economic development training, feasibility studies, site selection analysis, labor market analysis, transportation studies, and industrial market analysis. Ms. Crist's years of experience in the construction industry leading the sales and marketing direction for M.B. Kahn and providing long term facility solutions for new and existing clients enables Ms. Crist to provide her clients with turn-key project services.

Ms. Crist has also served on various economic development boards and committees throughout the State of South Carolina. She was a founding board member for the Greenville Area Development Corporation (GADC) in Greenville, SC.

Since forming InSite, Crist has assisted many leading economic development organizations throughout the country with their staff and board training initiatives, direct marketing services, comprehensive strategic planning, and target industry studies. Recent clients served include Upstate SC Alliance, Scotland County Chamber of Commerce, Barnwell County Economic Development Commission, and the Lancaster County Economic Development Corporation. Past economic development clients include Fargo, ND; Tucson, AZ; Watertown, NY; and Camden, AR – to name a few. In addition to providing site selection and economic development consulting expertise, Tonya also manages real estate investment activities for a South Carolina based investment firm.

Ms. Crist earned a Masters in City and Regional Planning from Clemson University's Architectural Department and a Bachelor of Arts in Political Science from Mars Hill College, where she also played collegiate volleyball.





ROB CORNWELL

864-430-5950

rcornwell@insiteconsultinggroup.com

As co-founder of InSite, LLC, Rob Cornwell's career in both economic development and site selection spans nearly two decades and ranges from rural economic development program implementations to strategic leadership of large regional programs representing both private and public sectors.

With a blue-chip brand list of clients served including Black & Decker, Honda, Federal Mogul, Caterpillar and Pirelli, Rob has assisted communities across the United States in developing sound economic development strategies and marketing implementation programs. During his career, Rob has assisted over 400 clients in North America with total investments exceeding \$2 billion.

Leading economic development initiatives in both urban and rural communities, he has planned and directed the business development, marketing, and site selection efforts for private and regional organizations, including then named Beers/Skanska Corporation, a U.S.-based building construction arm of Sweden-based Skanska AB, and one of the largest construction firms in the U.S.

His extensive experience with public utilities also includes managing a 12 county regional economic development initiative for SCANA Corporation, a \$9 billion Fortune 500 energy-based holding company, in which Mr. Cornwell was responsible for marketing activities and industrial/commercial siting assistance for the company's subsidiary covering eastern South Carolina.

Specializing in economic development consulting and marketing, training, and real estate services, his extensive experience in existing industry services, building programs, business/industrial park development, and economic development marketing programs also positions him as an expert presenter on economic development topics. Rob's career also includes service as Director of Marketing for York County Economic Development and as Executive Director of Clarendon County Economic Development.

Most recently, he has assisted economic development organizations in such areas as comprehensive economic development planning, direct marketing services, staff and board training, and target industry studies. Recent InSite clients served include Palmetto Economic Development Corporation, East Kentucky Power Cooperative, Northern Alabama Industrial Development Association, Upstate SC Alliance, The Indy Partnership, El Dorado Chamber of Commerce, South Carolina Department of Commerce, Kershaw County Economic Development, Duke Energy, and the Aiken/Edgefield Partnership. In addition to providing site selection and economic development consulting expertise, Rob also manages real estate investment activities for a South Carolina based investment firm.

Rob is a Certified Economic Developer (CcED) and a licensed real estate professional. He earned a B.S. Degree in Business Administration from Winthrop University in Rock Hill, South Carolina. He has served as a board member of the South Carolina Economic Developers' Association (SCEDA) and a founding board member for the Greenville Area Development Corporation (GADC).



INSITE'S ECONOMIC DEVELOPMENT AND MARKETING SERVICES

There needs to be radical InSite and revolutionary execution plans to change the fate of economic development efforts! The InSite team is led by nationally recognized principals who have in-depth collective knowledge and experience forming economic development / marketing plans and strategies utilized by various communities and regional economic development organizations throughout the country. We assist organizations in differentiating themselves through target marketing, strategic planning, target industry analysis, site feasibility studies, community development programs, innovative public/private partnerships, and project implementation.

Can you respond to and accommodate a company that needs a fully infrastructured site TODAY? Could our client make a decision to locate in your community TODAY with no risk or infrastructure capital investment? Not within 90 days or 6 months to get infrastructure to the site, not engineering studies, not environmental assessments, not dependent on grant money – TODAY WITH NO RISK? Can you do the deal today? Can you respond with the right answers because you have them? And what are the basic, yet most important questions: Does your site or building have – water with excess capacity; sewer with excess capacity; natural gas; electric; Phase 1... if you have answered no to any of these – you are already out of the ballgame. Does your leadership understand what just happened? All these questions with the viable answers need to form the foundation of each and every strategic plan.

You want the economic development strategies to create jobs? You have to have industry. In order to attract industry, you must understand how industry makes decisions (what you can impact and what you cannot). The very first thing you must have is viable product – with a heavy emphasis on VIABLE! If you have viable product, you must be able to communicate the assets that will attract industry – in general – and others as identified. Your product must be found. You must be able to respond to requests.... It is a checklist. Viable product, ability to communicate respective assets, excellent project management, pro-business community and leadership – next natural progress - jobs. Notice again where we started – product! With regard to target marketing, how about we develop a plan that allows you to attract jobs period, then you decide which ones you want. In essence, your target marketing plan makes you the target for industries desiring a new location. The saying “build it and they will come” applies to industry. All economic plans need to address all of this!

When it comes to economic development / marketing, our team's guiding philosophy is to listen to our client's needs and focus on action plans to create a step-by-step guide to truly improve economic development efforts.

ECONOMIC DEVELOPMENT “READINESS”

We have spent a great deal of time working with and observing organizations all over the country and being totally frustrated that the basics are being completely overlooked. Leadership needs to be educated. Product needs to be the dominant focus. A mental helix with our two core competencies (site selection and economic development) evolved and we came up with intense services to exceed the needs of economic development organizations.

What motivates the site selection process - truthfully? When you drill down to the heart of the matter, if you don't have product that industry can locate in or on with ease and requiring no to very little capital investment for basic infrastructure, all the great laborforce and quality of life in the world **will not matter!** Why would a decision-maker consider such a location, marked with risk, when the best of all worlds is out there - great product, laborforce, quality of life, etc.? That is where economic development organizations need to be or at least in a very big hurry to get there!

Building Assessment and Recommendations

The question must be asked and answered honestly, “Does your community have quality product such as a viable, existing building to attract potential prospects?” This is an ideal time for communities to position themselves for future economic expansion by planning and investing in product development initiatives. Organizations can take advantage of this down-time when companies are not expanding by preparing buildings for when their targets are ready to relocate. Realize the value of getting those existing buildings certified as “client-ready” because when the market does re-cover, they will be a hot commodity.



Site Assessment and Recommendations

Develop a “shovel-ready” inventory of sites that are in high demand by site location consultants and companies. This sound program evaluates your area from the eyes of an executive performing a site search. Our approach ultimately will be used to evaluate, make key recommendations, and even prioritize the sites for the community. Our goal will be to make recommendations that enhance the current and future competitiveness and marketability of not only the site(s), but also that of the community.

Community Readiness Simulations

It is critical this day and time that communities are “Client-Ready.” It is a “must” that Economic Development organizations not only have product, but focus their efforts in the “right direction” for existing or future needs. Some organizations have quality response mechanisms and product in place and need to be focusing on future development. Some organizations don't have quality response mechanisms or product in place and must focus on developing fundamental initiatives just to be competitive in the marketplace.

It is time for communities to re-evaluate exactly how and what they are selling.

Responding to RFIs

Experience Phase I and II of a site selection project to prepare your team to win the next project for your community. Learn where your community does and does not “stack up” in the eyes of a consultant. Our recommendations for prioritizing future economic development efforts will enhance the ability of your area to win projects.

STRATEGIC PLANNING

InSite assists communities in improving their overall economic performance through an implementable strategic plan with steps that are customized to achieve specific goals set by the community. A clear vision and structure are imperative for communities to remain competitive in this global marketplace. By leveraging each community's unique, existing strengths and taking advantage of prevalent opportunities, our strategic planning process systematically enables organizations to mobilize more effectively to create a dynamic and diverse economic clip-mate. Our proven strategic planning method includes alignment sessions and process development, a comprehensive community assessment and analysis, and the formulation of a dynamic and proactive plan. Responsibilities for carrying out the plan are outlined in an implementation guide featuring both long term and immediate goals to ensure that tasks are completed effectively and on time.

TARGET MARKETING AND INDUSTRY IDENTIFICATION

Identifying optimal target prospects by examining a community through the prospect's eyes and developing action plans to effectively reach out to those targets is a crucial part of an economic development strategy. InSite's program provides communities with the knowledge of industries that will thrive in a particular area and enables organizations to successfully address and execute internal and external marketing strategies. With the proper strategy and targets, the unique assets of your area can be leveraged to promote the right kind of growth to benefit all stakeholders.



INSITE'S SITE SELECTION SERVICES

We are trained site selection professionals. We understand from a client's perspective how product is eliminated in the site search – the first step in the process. Site selection and choosing a location for a new facility has a lasting impact on the success of any corporation's venture, making it one of the most important factors in the facility planning process. The most optimized operation in the wrong location can be a disaster! Our foremost objective is to find a location that grants maximum operational flexibility, lowest operating costs, and a favorable overall business climate.

True "site location" consultants are not easy to find. The InSite team houses individuals with demonstrated experience and capabilities. Our methodology is proven, as we have performed successful site selection services for some of the world's best-known companies including Fluor Corporation, Shell Oil, Procter & Gamble, and Volkswagen. We do not have a geographic or industry focus – our projects take us across industry and international lines. What we do focus on is this: a highly flexible, quantifiable, transparent approach and timeline to identify the most competitive, operationally efficient location for our clients.

After hundreds of successful site selection assignments for clients around the globe, InSite fully maximizes location incentives for clients in the site selection process. Our thorough process saves clients time, money, and stress when considering location alternatives.

The InSite team has performed full-service location analyses for many Fortune 100 companies as well as a broad range of other companies around the world. Our team uses a systematic and orderly site selection process to perform regional and global location studies – with the utmost of confidentiality that such an initiative requires.

Although our commitment to excellence for our client never changes, each project is unique. There is no doubt the experience, leadership, and integrity of our team can make the difference in success and failure.

InSite

We are experienced. We are knowledgeable. We are professional.

We are site selection.

We are economic development. We are community building.

We are innovators. We are partners.

We are InSite!





Working Group Final Report

EDUCATION AND RETRAINING

Chair:

Jeff Whitehead

Executive Director, Eastern Kentucky Concentrated Employment Program, Hazard

Charge:

To address emerging opportunities in Eastern Kentucky which align the many existing efforts in the region to enhance the lifelong learning continuum, from early childhood through adult learning/retraining, as a “cradle-to-grave” regional commitment. Among other key possibilities, this group will be charged with aligning the region’s many excellent institutions and programs, to add value at their intersection.



Education and Retraining Working Group

Action Priority Plan

1) SUMMARY

a) General Summary

The SOAR Education and Retraining Working Group was tasked with using the combined expertise of its membership to lead a series of nine public listening sessions throughout Eastern Kentucky in summer 2014. The intent of these sessions was to gather public input on various proposed education and retraining action priorities to be used in the creation of this Action Priority Plan presented to the SOAR Executive Committee for further consideration as that group compiles the region's full SOAR Action Plan. Membership of this Working Group is shown below in **Item b)**. Details on each listening session, including date, city, location, and attendance, are shown below in **Item c)**. A combined total of 329 people attended these nine listening sessions, and an additional 121 people registered feedback via an online survey hosted by the Working Group that was available for completion on the SOAR website (www.soar-ky.org) throughout July and August.

The format of each of these meetings was identical: the Working Group presented attendees with a series of 18 recommended action priorities, all with the overall goal of helping steer Eastern Kentucky toward a more diverse economic future through innovations in education

and retraining. The Working Group asked attendees at each of the nine sessions to rank their top five most important priorities among the 18 presented. Those top five choices were then discussed in detail in an open-floor style. The Working Group also facilitated open discussion among and with attendees on additional proposed action priorities not among those initial 18 presented for ranking and discussion. This discussion also centered around existing education and retraining assets in the region, and which programs (in the opinion of the attendees) are already working successfully toward addressing education and retraining issues faced by the region both now and moving forward. Full comments from each of these public listening sessions are listed by meeting location in this plan's **Appendix**.

Based on ample public input and the work and expertise of the Working Group membership, the group has assembled its final list of recommended education and retraining action priorities, which are explained in full detail below in **Item 2, ACTION PRIORITIES AND OBSERVATIONS**.

b) SOAR Education and Retraining Working Group Membership

Jeff Whitehead, Eastern Kentucky C.E.P., Inc. (EKCEP) – Chairman

Ian Mooers, Eastern Kentucky University

Ron Daley, Kentucky Valley Educational Cooperative (KVEC)

Dreama Gentry, Berea College

Michael D. Cornett, Eastern Kentucky C.E.P., Inc. (EKCEP)

Dr. John Ernst, Morehead State University

Dr. Wayne Andrews, Morehead State University

Lee Nimocks, Kentucky Council on Postsecondary Education

Reecie Stagnolia, Kentucky Adult Education

Fran Feltner, UK Center of Excellence in Rural Health

Howard Roberts, University of Pikeville

Tommy Floyd, Kentucky Department of Education

Dr. Jennifer Lindon, Hazard Community and Technical College

Beth Brinly, Kentucky Department of Workforce Investment

Dr. W. Bruce Ayers, Southeast Kentucky Community and Technical College

Donald Mobelini, Hazard City Schools

Charles Justice, Jigsaw Enterprises

Kelli Thompson, Kentucky Valley Educational Cooperative (KVEC)

Dr. Vic Adams, Southeast Kentucky Community and Technical College

Jason Reeves, Union College

c) SOAR Education and Retraining Working Group Public Listening Sessions, July-August 2014

- **July 8 – Hazard, Kentucky** – Kentucky Career Center JobSight Workforce Center: 48 attendees
- **July 15 – Manchester, Kentucky** – Eastern Kentucky University Manchester Campus: 35 attendees
- **July 17 – Harlan, Kentucky** – Harlan County High School: 20 attendees
- **July 22 – Pikeville, Kentucky** – University of Pikeville: 40 attendees
- **July 24 – Morehead, Kentucky** – Morehead State University: 40 attendees

- **July 28 – Barbourville, Kentucky** – Union College: 16 attendees
- **Aug. 1 – Berea, Kentucky** – Berea College – 70 attendees
- **Aug. 20 – Somerset, Kentucky** – Southwestern High School – 22 attendees, all high school students from Pulaski County High School and Southwestern High School
- **Aug. 22 – London, Kentucky** – Somerset Community College, London Campus – 38 attendees (all Berea College Partners for Education AmeriCorps members serving in Knox and Leslie county high schools)

2) ACTION PRIORITIES AND OBSERVATIONS

a) Action Priorities

All input considered, the Education and Retraining Working Group’s list of recommended action priorities for consideration by the SOAR Executive Committee is organized below into three key themes, each with its own set of recommended actions:

THEME ONE - Equipping Our Workforce With the Skills to Support a Revitalized Region

- **1- to 3-Year Action Priorities**
 - We recommend capitalizing on every appropriate opportunity to train the unemployed in Eastern Kentucky to take advantage of regional development strategies and industries that emerge from the overall SOAR effort and the federal Promise Zone initiative within the region. This

training will position workers securely in the region's emerging economy, allowing them to be a part of the region's economic solution as well as their own personal economic solution. Additionally, such an approach will strongly link efforts to develop the workforce of the region with job-driven training and community development.

As part of this first theme, we propose the following actions:

- Establish an employment and training/retraining mechanism in the SOAR counties of Eastern Kentucky that focuses on low-wage workers and unemployed individuals in need of and receiving Supplemental Nutrition Assistance Program (SNAP) benefits. This mechanism would assess aptitudes, build skills, increase financial mobility, provide life coaching and intensive career counseling, and increase productivity with the ultimate goal of helping these individuals re-enter the workforce in career pathways leading toward in-demand occupations and unsubsidized employment—thereby reducing the reliance on public assistance in the region.
- Develop a model entrepreneurial training program at the community college level that uniquely supports the region's rich artisan culture while supporting current and prospective small business owners. This program would help these individuals develop the knowledge and skills necessary to launch a business idea or expand their existing business into the national and global marketplaces using available tools accessible largely through the

Web. This training would include expert-led guidance on topics such as shipping, computer-based bookkeeping, business loans and financing, patents, importing and exporting, Web-based marketing and sales, Website creation and social-media marketing, among other topics. This program could be a model that is ultimately delivered at all community college locations across the region. In order for this to occur, suitable infrastructure investments would be required to expand to a large enough area to serve all SOAR counties.

- Build upon existing industry partnerships and/or establish new partnerships within the sectors of Healthcare, Energy Transmission, Telecommunications, and Digital Technology to guide in the creation of both short-term training programs that can be accomplished in weeks to months, and long-term training programs (2 to 4 years) that establish direct pathways to retraining and re-employment in those sectors. Examples of this training include:
 - The creation of an Institute for Telecommunications built upon a partnership with that industry. The institute would help trainees prepare for careers in this emerging field, and would serve not only residents of Eastern Kentucky but also trainees from across the eastern U.S. This program is especially critical regarding the delivery of necessary

training for jobs related to the expansion of ultra high-speed broadband Internet access into Eastern Kentucky as called for by the larger SOAR “Super I-Way” effort—both on the installation portion of the project in the short term in 1-3 years and later, in telecommunications jobs supporting new industry made possible following this dramatic expansion of Internet capability and speed.

- The creation of Computer Coding Communities in the region that deliver training necessary to secure jobs in the emerging portion of the Digital Technology sector driven by computer science skills. Coding skills are fast becoming in high demand as a greater portion of the workforce begins relying significantly upon a Web-based infrastructure for critical business, teleworking, and other essential functions. Given that technology and high-speed Internet access—as promised by the Super I-Way SOAR initiative—can level the mountainous landscape of Eastern Kentucky, we must train our citizens for a knowledge-based, skills-driven economy that can take full advantage of a global Web-driven infrastructure and economy.
- The linking of social enterprise and private business to assist in the retraining and skill development of the workforce. This could be realized through on-the-job

training of individuals for efforts involving such projects as the restoration of properties throughout the region. This training could earn participants various transferrable HAZMAT-related certifications and valuable skilled trades experience. In the process of this training and work, historic buildings in our region are being restored. Doing so elevates the region in appearance as well as morale. Other similar partnerships might target opportunities that advance the workforce through training and work in adventure tourism, agribusiness, or other emerging areas of growth for the region.

- Establish a scholarship program to help fund training toward ISO 9000 certification for small businesses in the region. Although this certification is required for businesses to be positioned to compete for government contracts or expand to national and international interests that can grow their revenue base, it can often be cost-prohibitive for many. This scholarship program and related training could lead to growing the markets of our region's small businesses and their making more revenue—which in turn, would allow them to hire and train more new employees.
- Support summer institutes at post-secondary institutions or other private-provider operations for residents of the region—specifically youth—focused on a specific careers and

certifications. These institutes must be tied to emerging sectors and to certifications, such as healthcare and computer coding. We must ensure that those that attend the institutes will have the opportunity to develop specific skills and competencies that will improve their employability either in the short-term for adults or the long-term for youth. If participants are youth, the institutes will also provide them with a residential experience that prepares them for living away from their home. In addition, students would have experienced residential life on a college campus and would be better prepared for life after high school.

- Embed entrepreneurship and innovative thinking into the secondary and post-secondary curriculum. This could be accomplished by providing a focused entrepreneurial curriculum and training to educators and support the implementation of the curriculum. Extra-curricular opportunities for students to develop entrepreneurial skills should also be established in addition to “entrepreneurship clubs.” This work can be connected to the Governor’s School for Entrepreneurship.

THEME TWO - Connecting Education and Training to the Workplace and Increasing Access to Education

o 1- to 3-Year Action Priorities

- Develop the framework and infrastructure needed to guarantee that each person within the region has the opportunity to 1) explore careers and develop a career pathway, 2) have hands-on experiences (internships, employment, apprenticeships, etc.) within their career pathway, and 3) develop the academic and non-academic skills and competencies to ensure employability within their career pathway. The following action steps are critical to this priority:
 - Establish a uniform career portfolio tool that will be adopted by educational providers at all levels and used by students consistently from middle school to high school and thru post-secondary training. This tool must be integrated within the career portfolio digital badges to recognize student mastery of the academic and non-academic skills, competencies and content that is of interest to employers. The effort must work with post-secondary admissions counselors and employers to familiarize them with the career portfolio and digital badges and encourage them to give weight to these when hiring or admitting students.
 - Place career and college readiness (CCR) counselors within each middle and high school in the region. These CCR counselors would work with students and their parents on career exploration

and educational planning and ensure students have the academic competencies needed for their career choice.

- Place career counselors within each post-secondary institution (two and four year) within the region to assist students and trainees in aligning their academic courses with their career plan, ensuring that students have opportunities for hands-on explorations of careers, and assisting students in transitioning from post-secondary into employment.
- Establish a consistent training and certification program for these counselors to ensure they are providing consistent and relevant information.
- Create a “Super Fund” that counselors can access to cover costs for career exploration, job shadowing, college and career visits and hands on experiences. These experiences must include paid, work-based internships and apprenticeships for students in high school, college (two and four year), and training programs that are connected to occupations in the region within emerging sectors.
- Develop a database of employers that are willing to host students as interns, employees or as apprentices. Establish training and support structure for these employers to ensure that accepting students in these capacities does not become burdensome. The support structure should include staff assistance with the scheduling, training and evaluation of students placed.

○ **3- to 10-Year Action Priorities**

- Solicit funds and establish an endowment for an educational loan forgiveness fund. This fund would provide educational loan forgiveness for individuals with specific skills needed within the region who commit to live and work within the region for a predetermined amount of time. It is expected that the skills sought would change over time and would be connected to emerging occupations and sectors within the region.
- Expand the database of employers with jobs available in high demand fields who will employ students through the loan forgiveness program.
- Solicit funds and establish an endowment for a scholarship fund for students from the region. This fund would provide tuition to students from the region who commit to returning to the region to work for a designated number of years. It is expected that scholarships would be designated for students in specific areas of study connected to the emerging needs of the region. Scholarship awards should be sufficient to fund those students who desire to venture out of the region to receive their education and then return.
- Develop and implement a two-generation approach focused on creating opportunities for and addressing needs of both parents and children together. Postsecondary education or training is increasingly important to obtain a job that offers family-supporting wages, but students who are also parents face significant challenges to college completion. Nearly a quarter of all college students today are parents, and 13 percent of all college

students are single parents. Programs that provide education and skills training to adults often view children as a barrier to participation; a better model is to engage whole families. Two-generation programming focuses on improving the educational outcomes of youth and their parents and provides opportunities for and meets the needs of parents and their children together. We therefore recommend moving toward providing infrastructure across the SOAR counties to allow for providing the children of community college students with high-quality child care; and providing quality, family-friendly housing with on-site childcare for families enrolled in high education or training programs.

THEME THREE - Ensuring Effective Educational and Regional Leadership

o 1- to 3-Year Action Priorities

- Implement the Vanguard Project in all SOAR counties. Kentucky is partnering with the National Center on Education and the Economy (NCEE) to create a program that will use lessons learned from the most successful countries in the world to further improve and professionalize its teaching force, ensuring that every student in every classroom benefits from a fully prepared, developed and supported teacher.

The Vanguard Project is intended to enable Kentucky schools to perform at levels comparable to those of the schools in the top-performing countries in the world. Kentucky proposes to use the strategies of those countries, among the most important of which is the presence of superbly

trained, highly effective teachers. A key strategy in attracting top-quality candidates to teaching will be to make the profession much more attractive by offering prospective teachers a career ladder. This requires the creation of career pathways like those available in other professional careers and the opportunity for master teachers to be compensated at levels comparable with school principals.

In the spring of 2014, the Kentucky Department of Education (KDE), the Council on Postsecondary Education (CPE), and the Education Professional Standards Board (EPSB) invited public and independent universities and colleges and all school districts to form consortia to submit proposals addressing the elements discussed above. These proposals will be reviewed by national and international experts who will provide feedback and suggestions for improvement, with the goal of establishing one or more consortia committed to these principles.

The final Vanguard East proposal (collaboratively developed by Morehead State University, Eastern Kentucky University, the University of the Cumberlands, the University of Pikeville, Kentucky Valley Educational Cooperative (KVEC), and the South East/South Central Cooperatives) was submitted to CPE in August of 2014. This partnership promotes innovative practice surrounding the preparation of teachers and will impact the quality of our programs, teachers, and schools. It will also have implications for teacher preparation that will go beyond the region.

- Create an Eastern Kentucky Local Elected Leaders Academy that will help ensure elected officials at all levels in each county are better prepared to think and act strategically, collaboratively, and with the best interests of the greater region and its combined residents in mind. Such an academy can be instituted through partnerships between SOAR, Kentucky Association of Counties, Kentucky League of Cities, and coordinating post-secondary leadership committed to delivering this training. This action will require funding support and other physical infrastructure, as well as teaching/training leadership and curriculum development. A scholarship fund would be needed to assist local officials in covering costs related to attending the academy where necessary.
- Expand opportunities for National Board Certification. The National Board for Professional Standards Certification process, which is administered by the National Board for Professional Teaching Standards (NBPTS), is widely recognized as a rigorous, high quality professional development experience that teachers say results in them being more focused, reflective, and confident. Kentucky teachers who achieve National Board Certification can apply for Rank 1 status from the Education Professional Standards Board.

NBPTS is an independent, nonprofit, nonpartisan organization governed by a board of directors, the majority of whom are classroom teachers. Other members include school administrators, school board leaders,

governors and state legislators, higher education officials, teacher union leaders and business and community leaders.

To date 2,980 teachers in Kentucky have achieved National Board Certification. The state department of education, the Education Professional Standards Board (EPSB) and the Kentucky Education Association (KEA) are partnering with each other and the National Board to dramatically increase the number of National Board Certified Teachers across the state and place them in instructional leadership roles in high-need schools. Kentucky ranks in the top ten in the number of teachers with National Board Certification. However, only one percent of teachers in Eastern Kentucky are Nationally Board Certified, placing the region significantly below the state and national average.

According to the NBPTS, the program complements, but does not replace, state licensing. Each state, school district, and school decides how best to capitalize on the National Board Certification process as it designs instructional arrangements to promote student learning and support professional practice.

While Morehead State University recently was awarded a \$100,000 Appalachian Regional Commission planning grant to help move this initiative forward in the SOAR region, program expansion will require funding to support scholarships, program support, and other costs associated with the National Board Certification program.

b) Observations

As the SOAR Education and Retraining Working Group, we recognize the actions recommended in this Action Priority Plan will require adequate investment as secured from the efforts of the executive leadership of SOAR. The plan will also require a dedicated, ongoing, expert-led effort to drive the recommendation actions toward true and lasting implementation. The importance of a continued high level of engagement and the opportunities for collaborative and strategic “doing” that can be had through synergy between this group and the nine other SOAR Working Groups cannot be understated. This effort will also require a commitment to mission- and value-based principles upon which all actions are implemented; one being that we remain regionally focused and regionally led, and not steered by singular interests or the shortsighted “fiefdoms” that exist in certain areas and/or Eastern Kentucky counties that have hindered true progress for the whole for the benefit of a few.

The Education and Retraining Committee is committed to remaining engaged in the work that lies ahead toward implementation of this plan. We welcome the opportunity to serve as the facilitating body charged with communicating recommendations to community members and stakeholders, advocating for the recommendations, and monitoring the implementation of all recommendations.



APPENDIX

Education and Retraining Working Group **Listening Session and Online Survey Open-Ended Comments**

HAZARD

Have student career and college ready after leaving high school.

Apprenticeships/internship with different careers would be great for high school students to get an idea of what is right for them before graduation high school.

Compile a list of industry's that would be willing to host interns.

Allows early college access to high school students.

Provide hands on learning throughout schooling.
Not everyone learns the same.

Teachers, professionals and mentors should motivate students from an early age to be excited about learning.

Apply mentoring programs.

Allows students to network with former college graduates from their area.

Better and more utilization of ILP's – Individual Learning Plans

Consider loan forgiveness with career/technical training if individual stays in their home area. Also, tie scholarships and grants in the same way.

Look at broadband challenges in homes.

Invest state dollars into education.

Arts in elementary schools.

Arts and culture promotion at early age-foster job creation.

Visit other states to view best practices and model education systems.

Motivate parents to be more involved in education.

Entrepreneurial thinking –creating jobs

Creating a regional campaign the promote education and entrepreneurialism.

Tax incentive offers to those who offer better/higher wage jobs

Education population on the changes in GED-scholarships, computerized increased level of difficulty.

Develop of program that teaches young people soft skills, critical thinking, problem solving skills and time management.

MANCHESTER

Math proficiency: tutoring and assistance; barrier to career; curriculum issue

Career exploration and high school

School to work in high school

Applied Learning/CTE

What are the “gaps” that need to be filled to create more jobs?

How do we link education and retraining to economic development?

Federally sponsored internships with startups for students from the region

Attract young professionals to the region

Tell our own story

Lack of pursuit of new industries

What does the region want to be?

Program that will talk with students in high school about their futures

Incentive for students that come back to work in region after college

More leadership in schools and community

Telework

Kids need to enter school ready to learn (influence from parents)

Daycare for working parents

More grants and less loans

Higher paying jobs

More business startup

Focus on students in middle school grades

Successful entrepreneurial programs

HARLAN

There needs to be a collaborative approach to help the region

Loan forgiveness for coming back to work in the region after completing □postsecondary education

Keep students aware of what opportunities are out there

Think longterm about the K-12 education. What are the achievement gaps?

Support and encourage young students to have high expectations

Tie counseling, apprenticeships together

Encourage parents to be teachers for children

Universal pre-schools

Focus more on practical living skills

Develop a vision to create jobs

Combine the GED process with occupational training at the same time

Allow successful business starters to mentor individuals who want to □start a business - What skills do they have? What worked/didn't work?

Eliminate intimidation students have about working online and technology

Gather political support for these recommendations

Utilize media and PR to promote a □positive image about EKY and why people should retrain for work

Motivate adults to get their education and work so they will have a more □positive impact on their children/grandchildren.

PIKEVILLE

Need to focus on providing industry or an area to work with – emphasize the development of hemp fiber and grow it in Eastern Kentucky; have colleges here lead in research and development.

Agriculture is important – if it's hemp, we need to make sure there's a market, though.

Support the arts – they're directly related to tourism, already have an arts center, also there are novels being written right now here, painting, sculpture.

Education in colleges needs to be keyed to the needs of the community and existing business/industry

Matching 50/50 in academic programs – incentivize employers; debt repayment reorganization is needed.

Concerned if jobs are available for postsecondary graduates in the region.

Need for organized college tours of EVERY college in the commonwealth for high school students to broaden their horizons and let them know what's available. Needs to be funded and organized somehow to help students who can't afford to do those trips themselves.

Apprenticeship programs would be great. Will influence students at a younger age, and will help prepare for college and help decide majors and focus of studies.

As part of 15-20 year planning strategies, we need expanded access to high quality pre-K education to

erase the gaps between students; access to strong education and books at 3-5 years of age.

Make Internet access more widespread.

Focus on early childhood development much more strongly.

Schools are training people to go to work, NOT to create their own jobs – need more focus on entrepreneurship.

The sooner we expose young people to technology and space opportunities we have with places like the Challenger Learning Center in Hazard and the Eastern Kentucky Science Center, the better; we need to find more revenues to support these facilities and get kids there as early as possible; some EKY kids never think those things are possible unless we show them they are.

Thought the purpose of SOAR was “urgency” (mentioned 200 layoffs at Cumberland River Coal in Letcher County and Wise, VA the following day); so we need to focus on immediacy, especially with our laid-off coal miners. How do we get them to stay here and reapply that work ethic to something else?

Need to re-evaluate technical education, especially at the high school level – why not focus on training on alternative engines, hybrids, etc. Not just current trends but future ones, focus on that training at high school level AND post-secondary. We need to be asking what does industry need now, but also what will it need 10 years down the road as well. We just can't train welders, auto mechanics the same way as we always have.

In technical education: computer programmers often in EKY are self-taught. We don't need to be simply teaching students how to use a computer in technical education, but we need to "raise the bar" and challenge our students. Teach them website design, programming, and other skilled fields in high schools, and build onto that in post-secondary education.

Internships – make sure that we're looking at the coal miners to match them and mentor with businesses in the area to show them their skills are transferrable to other industries. There ARE jobs here that need them and they don't always have to relocate.

UPike needs to be a state institution.

Retraining is very important, but if we don't have jobs here after retraining, what are we training people for?

Incentivize companies to come here; pattern tax deductions after New York's model

Get health professionals working with EKY school systems to provide primary care to students, staff, faculty and families; but also cross over and do health training for students

We're one of unhealthiest states in country because we don't have good access to primary care, or primary training for health needs; we can subsidize doctors to come in (pediatricians, optometrist,

dentist, etc.). This will provide new jobs for medical professionals as well.

We need to survey coal miners' skills and rate them in an organized fashion. In the short-term, we can create a network of the best welders, roof bolters, electricians – host social events for them once a month so they can come together for networking; perhaps spawn their own businesses from that.

Rely on algae as a source of energy – UK spends money on applied energy research. Encouraged by Alltech possibilities in Pikeville.

How do we get input from the miners at the SOAR sessions? We haven't seen that many at these SOAR events.

- We're disenfranchising ourselves from the miners. Need to let them know that it's OK for them to work in solar energy and other sectors (there's a solar program at Big Sandy CTC). As educators, we don't teach miners the way they learn, and they don't learn the way we're trying to teach them. We need to change our attitudes toward them, not them toward us. They don't feel like they belong. But they're a very valuable resource and we need to find out a way to work with them.

MOREHEAD

Provide access for broadband Internet services. Until Internet service is made available to every home, there should be centers open 24 hours per day to provide access.

Provide advanced teacher education that would increase the teacher's ability to lead in their schools and communities, point students to effective services and career exploration, and improve instruction. The advancement of national board teacher certification training would be an important asset to our region and help to advance many of the initiatives mentioned in the recommendations.

Students need better access to college and career counseling. There simply aren't enough in our region, and the ones we have don't have the time to adequately provide college readiness counseling to students, lacking time for one-on-one support. They do a good job with general coaching and testing, but not as much when speaking to students about career options.

Provide students with information about available college scholarships.

Provide a method so students can begin thinking about their futures at an earlier age. Many have no idea about the careers available to them and what skills they need to develop.

Apprenticeship programs for high school students, where students attend classes while also gaining work experience at a job site, are in the rise in other countries such as Germany. There needs to be similar programs in Eastern Kentucky.

Increase resources to workforce development agencies, such as EKCEP and Tenco.

College advisers should provide students with information about other schools that offer programs students are interested in if not offered at the adviser's institution.

Funding should be made available for internships to take students from the school into the workplace so they can gain experience at a job site.

Provide funding, perhaps through local fundraisers, for students to take field trips to area businesses to observe a professional work place.

Region needs more Ph.d programs, graduates of which would be more likely to build start-up companies.

Region needs an initiative focusing on teachers and helping them to motivate children, which is their central role.

There should be an emphasis placed on math and science education, as skills learned in both disciplines are transferable in several different industries. Additionally, math and science is a benchmark of intellectual rigor, and if students are successful in these subjects they will be elsewhere, too.

Emphasis needs to be placed on ensuring students are prepared to take college classes. Too many students are being placed in remedial

courses upon entrance to college.

Analysis is needed on the types of skills employers in our region require in employees.

Local taskforces should be created to recruit industries to the region.

Appalachian Kentucky counties should take advantage of their special status, as recognized by Congress, the ARC, and President, to create tax-free industrial zones throughout the region, supporting those companies where they will create good paying, full-time jobs with real benefits to employees.

Create incubator companies where they start in Eastern Kentucky as small companies and are provided with support. Taxes in Kentucky are too high for companies to consider starting up,

so the Kentucky should lower taxes to compete with surrounding states. Perhaps a graduated tax where companies aren't taxed so high in the beginning.

Support should be provided for people obtaining their GED, so they can attain vocational skills at the same time.

Increase funding for education initiatives in Kentucky.

Update the state's tax code so school districts can generate more revenue and build better schools and provide better educational opportunities.

Provide more money in the state budget to increase tax incentives for companies to locate in Kentucky.

BARBOURVILLE

Define "college student"

Provide role models for students coming out of high school and those enrolled in postsecondary education. Gives them exposure to work place and to be able to develop work ready skills.

"Seals"-College scholarships for junior achievers

Transportation for apprentice programs

Teaching the soft skills that are necessary for workforce readiness

Offer incentives for businesses that are doing good things

What type of jobs are we trying to create?
Minimum wage? Jobs that have ability for promotions?

Create a regional brand

Encourage counties to work together

Financial support –stipends

Support for the existing programs

Link people together- put people in jobs that will suit them

Offer loan forgiveness for finishing your education and beginning a career

Career pathways

Long-term training- check on workers throughout their careers to make sure they are doing well

Bring back the jobs that were once here

Great time to invest in Eastern Kentucky

BEREA

What was your highest ranked suggestion?

“Create ‘apprenticeship programs’ for high school seniors and college students that will allow them to start working for a company and get exposed to a career path to see if it is right for them—and bridge the gap between education and the workplace” (This was the most popular recommendation, with 1/3 of participants ranking it)

Tracy Counts— This one combats outward migration. We want to keep good kids in the area, not send them out to big cities and other states, keep them in the mountains. If they can find the small businesses that people don’t know about who would hire some of our graduates, that would harness our resources, our future, our kids.

Kelli Moore—The apprenticeship programs would make connections in the community and counteract brain drain. Kelli used to work in marketing and public relations and wouldn’t hire someone who hadn’t at least had an internship before, because she needed them to already know their way around an office, etiquette, etc.

Terry Wilson—Young people need exposure to work.

Cayci Mahaffey—Apprenticeships would add relevance to education, because the students would see education connect to careers.

Celesta—The apprenticeships create a college and career pathway for students. A firm, for example, could tell the student ‘This degree is more valuable to us than this,’ which could save credit hours for students.

Group agreement—apprenticeships are a good idea for all students, not just those leaning toward vocational careers.

Tonya Long—There’s also a psychological benefit, might prevent destructive behavior that stems from anxiety about ‘What am I gonna do?’

Kelli—A school I used to work with did 3-week rotations into different businesses to get exposure to different careers. Students had to be juniors in high school because they had to be able to drive.

Dreama—Are we bound by the school day? Are there summer opportunities? Would our communities agree that this is “not just the school’s job”?

Group— that Owsley County has school-to-work program and Knox does it through KCOC.

Robin Choate—Look at ATCs, we can expand on them because the model is there.

Group—In places where there is a vocational center right next to the school building, there is better communication about careers. A vocational school controlled by a company has even clearer plans for what students they want, how to train them, etc.

Joy Hayes—Will send Dreama links to out-of-state programs that are exemplary at putting students in internships and apprenticeships.

“Support legislation to provide scholarships for students in coal-producing counties with coal severance dollars, create tuition reimbursement programs, and offer paid co-ops and internships to students, as well as explore federal and state tax incentives for students enrolled in postsecondary education (e.g. Earned Income Tax Credits for postsecondary enrollment) and employers who subsidize the cost of employees enrolling in postsecondary education”

Tracey Counts—At the Hazard SOAR Listening Session, we discussed other opportunities we didn’t know about, like Kentucky Department of Transportation scholarships (for civil engineering, but there are mining engineering ones, too). “We have to find philanthropists and motivate them to invest in our kids.”

Dreama—We want to develop a Partners for Education database for all available scholarships, which would be searchable by parents and students.

Dreama—What do you think about loan forgiveness depending on the job? The idea is, with a lot of our communities, if you live there for 5 years, you’ll fall in love with it, so it could be a recruiting tool for our region.

Robin—Is there some mechanism to attract young entrepreneurs? In addition to getting our kids to come back, how do we get people from other places?

“Create and fund educational training pathways supporting telework (work-from-home) careers at high school and college levels in order for students to be able to take advantage of the global, remote workplace within the region without have to leave their home areas”

Julie Patton (?)—That’s what my husband does, works for a business in New York but doesn’t have to live there. (Lives in Owsley)

Kelli—I did it too, part time, when my kids were little. What about well-qualified moms? Also, this new generation of kids will be even more insistent on flex-scheduling.

Group—This generation of young people is less-skilled, with fewer carpenters, plumbers, electricians, etc. Students don’t know they can start their own businesses without 4-year degrees.

Dreama—Owsley is now a school of innovation, and they use telework, so if you’re a senior you can earn some dollars doing work in addition to taking classes.

What was your lowest ranked suggestion?

Kelli—(**“Promote the development of ‘E-Learning Centers’ in rural areas that offer free high-speed internet access for students enrolled in postsecondary education programs. The centers would be developed through partnerships with schools, libraries, adult-education centers, businesses, and nonprofits to provide after-hours access to high-speed internet services.”**)

The E-center idea is too far behind to be viable: people don’t go anywhere to get on the internet.

What’s working now, something that you see having an impact that you think we should do more of, something we should scale up to the whole region?

Terry—Mentoring is even more important because of the changing demands on guidance counselors.

What are things that you didn't see here that you want to talk about?

Group—There is a work ethic issue: if Mom and Dad don't work, then there's a work ethic issue that carries over into school. How do you change that? Sometimes it's a cover for hopelessness, like, 'It doesn't matter what I'm gonna do, I'm gonna end up here anyway.'

Group—Jobs give school relevance. Students don't feel school is relevant because their skills aren't "our kind of smart," so we make them think they're "not proficient" in math for example, which then limits their career choices, and that way, math is a barrier.

Sara White—We often see that students can't do math in college, then can't advance because they can't pass the introductory class.

Tracey Counts—Mentoring and competency: if they have one person that believes in them, it'll help us with everything we try to do. In response to a student whose plan is to "draw a check": "You don't need to let the government dictate to you how much you can make for your family." This is an alternative to the "drawing a check" judgment that is frequently the response.

Joy—Sometimes we don't explain how valuable a blue-collar job is. And kids don't know how to learn, that's where CCR teachers come in, that's why we need them so much. In the new accountability system, students at risk of dropping out don't know the Coyote (?) test is out there to get them back on track. Kim Beatty and Joy are doing an action research project helping parents learn math again to help their kids with homework.

Dreama—I heard "the importance of being a productive citizen."

Group—We don't promote technical schools enough. We should take more field trips to them. We shun the ATCs—the kids that have the dirty jeans are the kids that get sent down there. We're not promoting our challenging two-year schools as much as we are the less-in-demand-4 year schools and programs.

Charlotte Haycraft—My daughter dropped out of a 4-year program to get in the 2-year physical therapy program she should have been in all along.

Group—How do we redefine success?

Group—Guidance counselors deal so deeply with data that they can't help with careers, which leads to hopelessness when kids are confronted with how they are supposed to begin their career paths.

Rita Payne—As a parent of a high school student, my daughter had no idea how to fill out job applications, or what skills to put down to match the job. I asked, what are you good at? How do you put that into words? But she gets bogged down, because with no prior experience, how can you get a job? At what point can she start to get started, get the get-started job? We can teach elementary school kids the soft skills they need, and how to put that into words.

Dreama—Also, this culture teaches us not to brag about ourselves.

Rita—And think about these new group interviews: how do you teach kids how to stand out in a group?

Joy—We did a workshop with kids, teaching them how to fill out applications. They didn't know not to write with purple pens, not to write their email addresses sideways along the margin of the page, etc.

Loretta—We have to focus on the positives of Appalachia, not the negatives, and acknowledging the differences between counties.

SOMERSET Youth Listening Session

22 Students from 2 Pulaski County schools (Pulaski County High School and Southwestern High School), including:

12th-graders—3

11th-graders—11

10th-graders—3

9th-graders—5

What was not your number one priority, but was a good one that we haven't talked about yet?

“Apprenticeships”

Abby, 11—The job-shadowing one, because for me, I don't know what kind of field I want to go into. We get one day as a senior to do job-shadowing, but that's not enough. Maybe three or four days, would be. Maybe not all in the same week, maybe one day per trimester, you could even try different jobs. I'm interested in Fashion so I could go to Rue 21 or something.

Colby, 10—Job-shadowing can help you know what job you want. Most people switch majors when they go to college and lose scholarship money and stuff like that. If you do job-shadowing, you have a better chance of getting it right the first time. It could even be one class period for the entire year.

Briann, 11—We have co-op through the marketing teacher. With that it's actually a job and sometimes you get paid. Your supervisor signs a paper to agree to it, then they give you an evaluation and that's your grade. And it can be different times of day, like if I work at Subway I can leave at 1:30. (*Partners for Education staff points out that there is a workstudy program, also, and that may be what Briann is referring to*)

Erin, 11—Some kids don't have access to co-op because they don't have a car. Maybe a new program could do a small bus or something to take people to their jobs.

Brianna, 11—We need help. I want work in a hospital with a surgeon, so we need help setting that up, we wouldn't know where to start. UK would be the ideal place to go, so there could even be a day where you go to UK and UofL for better programs.

Matthew, 9—As a senior, if you're able to drive, you could fill out a slip so the school isn't liable, and you could drive. I want to be a pastor, so you could drive to the church and the pastor could call the school and say I got there safe. It would be a good opportunity for students in the area. Career Day in elementary school helped us open our eyes to many more jobs because of dressing up like what you want to be. With GEAR UP, I was able to visit my favorite college and realize that that's the one for me, and I visited my second favorite and realized that wasn't the one for me. (University of the Cumberlands was his favorite, Campbellsville was his 2nd favorite)

Andrea, 12—My concern is if SOAR sets it up, to make sure local community is willing to participate.

Donna—The students could be the future employees, they could be interning. The businesses could advertise: “We support SOAR apprenticeship programs.”

Kaitlyn, 12—To see options into different careers, we need plenty of positions, because there would be multitudes of students wanting to experience what this career is like. So so many kids go this period, other kids go another period, like that.

Katie, 11—It would make you more prepared in college, ahead of your peers. Teachers don’t take (the college and career readiness test or ILP) that seriously. They just want you to get to 100% so we can get back to class.

Erin—I know some seniors who did nursing, and they had to buy scrubs and uniforms. We need funds for students to go out and buy scrubs, that would help.

“Coal-Severance Scholarships”

Luke, 10—It gives everybody the same opportunity—some kids in those counties could use it to go to school. (Luke acknowledged that Pulaski was not one of these counties, therefore he would not directly benefit. This did not change his #1 choice).

Donna, 10—It would be beneficial. If (employers) spend money on the students, you get it back when they come back to work for you.

“Counseling-for-Careers”

Madison, 11—The closer college gets, the more worried I get about career. If you introduce careers earlier, kids would be more focused on what they want to do.

Colby—for some kids that would be helpful, but for some kids it wouldn’t. When I was in middle school, I didn’t even know what I was gonna eat for lunch that day.

Abby, 11—We do have ILPs now, we did those in middle school, but a lot of them were silly, like zookeeper or clown. I guess everybody needs a clown at their birthday party. But middle school isn’t about just what you’re gonna eat for lunch that day. What you’re gonna do is a serious matter. I feel like I’m blindfolded in a forest, I don’t know what to do.

Keegan, 11—Mine said, “You enjoy being outdoors, so you should be a stuntman. Be lit on fire for movies and TV shows.”

Colby—We did do a real world experience where you choose your job field. “Reality Town.”

Mason, 9—GEAR UP gave us a chance to visit colleges. It was a great experience, because last year I didn’t know what I wanted to be, but now I want to be a lawyer, and I didn’t expect it, but we went to ECU and I saw the law program there.

Abby—Maybe we could select an area where you would want to live or study, and see what are popular careers there.

“Career Pathway Centers (Dual Credit)”

Devin, 11—You could get 100 and 200 classes out of the way, then spend more time in majors, then get done faster and in the work force while you’re young with fewer expenses.

Kaleigh, 11—At our school, you can take classes at SCC if you qualify with ACT, but the guidance counselor discouraged that because she wanted me to take AP. But it's cheap to take dual credit.

Briann, 11—I took college algebra from the University of Alabama, even though the counselor didn't want me to. It opened my eyes to what I should expect, what a final exam is, how much you really need to study. Dual credit opportunities are really good for high school students because they really open your eyes to the freakout factor in college.

“Website for Job Seekers”

Jon, 9—Everybody else is focused on middle, high school, and college, but the website focuses on everybody. If you're 50 years old and out of a job you can use this, if you're 18 and just getting out of high school, you can use this. This has the greatest potential for growth. People in other areas can see what's in the area.

What was your least valuable?

All the students said they did not understand the KWIB suggestion.

What do you think about education that we haven't talked about yet?

Brianna, 11—Our school is all about your test-score, ACT PLAN, MAP... If you think about it, tests don't accurately test your intelligence. Me and other people have test anxiety, and it's not fair for good test takers. My ACT isn't what I want it to be.

Mckenzie, 11—Schools should care more about the actual education, schools just care about how they look compared to other schools. “We're failing at being a school if we're not in the top 3% of education.” There are people working in not very good careers because they're not very good test takers.

LONDON AmeriCorps Listening Session

This Listening Session was attended by 38 AmeriCorps Members of Partners for Education at Berea College's PartnerCorps Program. They serve in Knox County and Leslie County high schools.

What was your number one most valuable recommendation?

Legislation to provide scholarships, tuition reimbursements, etc. to coal-producing counties

Irene, Leslie – More tax dollars need to go to helping students help themselves.

Becky, Knox – Our students need money; CNN did a story on one of the football players that went to Union; Our kids need more help to go to college to break stigma.

Heather, Knox – Worked with seniors last year; our students do not believe they can afford to go to college; the cycle of living off the government will continue without help for funding.

Leann, Leslie – Coal severance funding is not reliable and legislation takes time; the other selections seem to be more immediate.

Megan, Leslie – Coal funding should stay in the U.S.

Healthcare

Dana, Leslie – Partnership with healthcare is imperative, job opportunities exist there; we need to introduce kids to health careers.

Apprenticeships

Janet, Knox – From the students I see, getting from school to a workplace is hard; I've seen that apprenticeships can lead to work; and, it is hard to get to a workplace even after college.

Kelly, Knox – Even if you do go to college you are not promised a job. The ultimate goal is to get a job; apprenticeships connect you to jobs; apprenticeships also give you actual experience in the career, which may change the college goal.

? – We need to have jobs in region before you can have apprenticeships; we have to create an opportunity for employment; we have such limited job opportunities; we have to get IT/manufacturing/health plants/jobs in the region.

Entrepreneur

Janet, Knox – Entrepreneurship may lead to jobs for students and also may provide funds for college.

Janet, Knox – Incorporate entrepreneurship into the school; must connect work and school.

Career Pathway Centers with KCTCS and Adult Ed.

Ruth, Knox – Most folks who don't finish college leave because they get discouraged; we need to give them a foot in the door with college (credit) before they go; we need to get adult ed. folks introduced to college credit so they can see that they can go to college.

Establish Ed. and Retraining Strategies

Heather, Knox – Here many of us are trained in a specific job (education) but we would have to go back to school for several years to be a guidance counselor; why can't on the job training be available to take the place of the education?

Middle School

Dana, Leslie – We have to start in middle school exploring careers with kids; we often overlook middle school; if you wait until high school, some kids will have dropped out; middle-schoolers start thinking about their future.

What do you see that is working in the region that we should do more?

Janet, Knox – peer mentoring works, where student in middle school shadows high school student before coming over to high school.

Dana, Leslie – GEAR UP is a good program; kids visit college campuses early, this gives them an opportunity in middle school to visit a college; when I was a principal I saw middle-schoolers go to a campus and the kids enjoy it and get things from it.

Becky, Knox – Trade school where kids come out certified with CNA, etc.; this is helpful but the funding is grant-funded and their equipment is outdated, and some students don't know that this is even available.

Janet, Knox – Student teachers seem to get the student loans that are quite considerable; this debt seems to be unsustainable for the type of jobs they are qualified for, we need to help these students.

Kathy, Knox – More folks in the building talking with the students; giving them information (ACT waivers, college applications).

Group – PartnerCorps had an impact – more kids took the ACT, more visits to colleges. We need to get the guidance counselor back doing the counseling; it is critical that someone in the school knows students' names and checks on them.

Last Thoughts

There is a lack of knowledge of scholarships and grants available to pay for college. Do folks have this knowledge early enough to prepare and be competitive for scholarships and funds?

In lots of our schools, guidance counselors have become assistance principals.

PartnerCorps has helped students complete the FAFSA.

Students will approach near-peers for advice, they come forth and ask for help.

It's important to have more than one near-peer in the school because then kids find someone close to them.

It's good that kids see folks from the region back in the school doing service.

We helped kids realize they do not need to take out the full loans.

Real life skills are needed with our students: some kids have no knowledge of practical matters (budgeting, doing laundry, cooking). We have students in the high school who don't know cursive and don't know how to sign their name in cursive. The practical skills are needed.

It is important that the near-peers know about colleges in the region because we need to be able to share this with our students.

PartnerCorps compares favorably to College Coaches where one person was in the school; it is critical that we have multiple folks in the schools.

ONLINE SURVEY OPEN-ENDED COMMENTS

- Focus on the potential of technology. Develop programs that to encourage students to pursue degrees in this area, incentives to start tech companies, and lure external high tech companies to our state as the workforce is developed. Expand upon the current efforts underway at Morehead State with regard to the space industry. Reach higher than call centers.
- Provide training for current unemployed / underemployed workers as they transition out of the coal industry and into the gas industry. Do our leaders have a transition plan in place for these workers who are being displaced?
- Support legislation and tax reform that would encourage industry to come into the coal counties.

- Establish Middle & High School programs that build upon individual leadership, community service and personal accountability while learning long term financial best practices.
- The notion of entitlement needs to be changed in our region, and can only be done at an early age.
- Hire consultants from successful states who have been able to collaborate and secure broad support. Allow new/diverse (ethnicity, socio-economic and gender) individuals to participate with voice.
- Review the disability criteria, identify linkages between high rates of disability and the rural population, and create feasible incentives for returning/beginning work.
- Greatly increase compensation for highly qualified, excellent teachers, who focus on group problem solving, decision-making and other higher-level thinking and collaboration skills. Trust excellent teachers by reducing the burden of administrative paperwork that has seemed to only increase with every new education initiative. Such well- intentioned accountability systems nevertheless crowd out the time teachers have to teach, while also sapping energy and demoralizing the spirit. Accountability yes - Servitude to assessment and measurement no. Mandatory Early Childhood Education for all. Accessible, high quality after-school programming that offers safe, inspiring, academic and physical education space.
- Send in jobs that are contemporary and environmentally friendly. Previous work that was successful was salt and coal in this area. Since HEMP is growing in demand, we should be given the opportunity to work towards bringing that to rural areas instead of urban communities.
- Establish a Morehead State University Lab School-K-12 on MSU's campus. Use this design and replicate in the region. This Lab School would be based on core text and core knowledge principals. Akin to the Craft Center, but focused on all subjects. 2. Establish a Charter School Policy Institute and advocate for charter schools and voucher schools in Kentucky. 3. Expand road construction in East Kentucky and lower tax rates to increase business interest in the region.
- Work related skills are important, but many of our future workers are missing basic social skills, so I suggest the following: 1) Partner with the Ky. Department of Education and/or other related organizations to develop/promote curriculum that teaches and encourages a strong work ethic and basic social skills, such as communication and working with others. 2) Work with parenting organizations, FRYSC's, and other related groups to support and encourage parents and other youth organizations (4H, Girl/Boy Scouts, etc.) to teach and encourage a strong work ethic and basic social skills, such as communication and working with others and why it's important to their futures. 3) Establish a goal area or work group to focus on developing pride in a strong work ethic and doing a good job to break the cycle that someone "owes" us money and the things we need/want because we take up space on the planet. 4) Foster creativity in any and all aspects of education and training. Our region has a huge opportunity within all of the arts, but not everyone will be an artisan by trade. One specific way to foster this is to promote artistic expressions in ALL curricula. Everyone can benefit from the arts by building their creative confidence. Creativity and exercising the right part of our brain manifests in the traditional arts, such as woodworking, painting, pottery, etc. But when we have increased creative confidence and are using the right part of our brain, it also manifests in business and our daily life decisions. Creativity can spill over into our problem solving skills, brainstorming, etc.
- Ensure that the arts are a part of all educational and career planning and preparation in order to best include different ways of learning and regional identity.

- Encourage the development and sustainability of high quality, research-based pre-K programs (child care, Head Start, and preschool) in Eastern Kentucky through access to the Child Care Assistance Program, participation in STARS for KIDS NOW, and on-site collaborations between programs.
- Connect existing and proposed programs that provide financing for residential energy efficiency improvements (like How\$martKY, KY Home Performance, etc) to job training efforts. Residential energy efficiency, when done correctly, pays for itself while creating jobs that can't be outsourced. These investments affect the economy directly through paid jobs, and indirectly by creating disposable income for the customers, which is spent locally. As we expand these programs, we are finding that there aren't enough skilled contractors to keep up with the demand we are creating.
- In my personal opinion I feel that until jobs are created in Eastern Kentucky it will not matter how much training and education we provide. If there are no jobs here for them they are forced to leave this area to find employment. We need jobs with competitive wages, factory work or something brought to this area. We can hand out grant money all day and create case management to work with these individuals but the reality remains the same there are limited employment opportunities.
- Focus on assessing strengths of current industries and potentials and providing opportunities and incentives to expand these industries, i.e. capitalize on the low hanging fruit already present. One example would be the forest and wood industry.
- Fix the actual and perceived problems with existing programs. Avoid starting any NEW programs with additional workforce. If the existing KTCTS, University outreach, Area Technical Center, etc...Programs aren't working, correct the problems instead of reshuffling the issue and creating competing programs, 2. Establish and or promote strategic plans for training and work force development. This allows a greater number of the population to review the metrics used for success of programs and provide input. 3. Create metrics which address the issue and have an end date for the program. Far too often, the reason a program exists is to justify its existence. It provides jobs, but does not effectively address the problems. The Drug Free Community Grant is an example of providing the start up, but it has an end date. 4. Create a culture of building bridges in ATC, KCTCS, and university programs that actively works with current and potential employers to stay on top of the needs of industry so they are proactive in preparing students for employment. 5. Create a competitive and vibrant culture in the retraining and work group development industry. It should not be a safe, stagnant career, rather a calling which requires those involved to constantly move up or out of the program. This will promote new energy and ideas with each change and provide opportunities for more professionals to participate.
- Create a training pipeline for laid-off coal miners that is connected to the community colleges, EKCEP and other existing pipelines in order to share resources and opportunities.
- K-12 advancement: Our schools in eastern Kentucky are, by and large, performing far behind those in wealthier parts of the state. We need more robust pre-k programs to ensure kids are on level when they enter school, and we need increased accountability for teachers and schools as students weave their way through the system. The recommendations above are good- but they are predominately dealing with the immediate challenges of not having a prepared workforce. One way to get future generations prepared? Educate them well, with an eye toward college readiness. One program we've seen that is very successful in moving kids forward is Teach for America. Another is the Robinson Scholars program, but it only captures a limited number of students. We need more.

- As you can see, I have included anything that will target students that are in High School. Educate and train them for work in Regional area to be able to work from day one. We have spent way to much government money trying to get the unemployed to work when they can sit at home and make as much. CONCENTRATE on educating high school students
- It won't be a problem training people. The problem is having them a place to work that offers a descent wage and benefit package. Coordinate a market plan to brand our area to our youth to stay in our region and make their hometown....their home. We educate and raise our children and encourage them to move away to a better place. There's no better place than eastern KY.....they just don't know it because they are not encouraged to stay. It needs to be said and said again. Get an education and come back home and make a difference. It a great place to live and raise a family. Educate our population on what's available in our region.
- Use of WorkKeys certification testing in Adult Education programs and promotion of this program with statewide industry.
- I believe the SOAR group should look at the initiative of the Bluegrass Center for Teacher Quality. This is a non-profit developed to help provide high quality PD for our region and enhance teacher quality through professional learning leadership from the classroom. It is based at Union College.
- Support the development of new local business ventures through startup grants 2. Great example of cultivating prospective entrepreneurs: <http://www.greenvilleseed.com/about.html> 3. Artforce is another great example of a non profit that aids in diversifing economic development in distressed communities. <http://art-force.org/how-we-work-cultural-community-development.php>
- Incorporate personal finance or budgeting segment to any of the initiatives listed, our general population does not have the skills necessary to manage their personal finances well.-include this in the leadership institute
- Create a local board or collaborate with a local advisory team in the area of community organizing, such as Brushy Fork to provide training to local citizens and teen leaders to develop their own communities and make better-informed decisions.
- Develop a non profit agency in Eastern Kentucky to target the needs of our youth-this non profit would concentrate on serving the needs of Appalachian Youth, their needs are very unique and the service provided should be customized to meet their needs. Services should include strong successful adult mentors to train our youth in the areas of leadership, confidence, self worth, exposure to a different cultures, career exploration, educational opportunities, holistic approach to their development both personal and professional.
- Develop an alliance/collation/ collaboration/partnership with the Kentucky Department of Education to strengthen the delivery of the educational outcomes set forth by the KDE. Our schools can no longer can meet these outcomes alone, our students are not graduating college ready, so even if the financial needs are met with scholarships, federal aid, our students cannot compete academically and are not competitive in the collegiate arena.
- Provide a better-educated, trained workforce in our area. This needs to be addressed early on in a student's career and educational pathway. The area of professionalism needs to be included in all avenues of our workforce and student programs—this is a missing link in our students and job applicants

of today's society.

- Develop and implement more hybridized educational degree programs that blend online and traditional on campus learning in the high demand career pathways. Increased capacity is needed to serve additional students beyond current faculty levels and resource allocations. The three primary community and technical colleges should have additional and more consistent articulation agreements with ECU and MSU for their AAS Degrees which will increase student access to transfer with no loss of credits in the high demand career pathways (to include private institutions as needed such as Union College, University of the Cumberlands, and UPike).
- Provide entrepreneurial training in high school and community colleges. These programs should focus on product development and cash flow, and should help connect young entrepreneurs to investment capital.
- Identify investors who would participate in a regionally-focused venture capital fund. Ideally, this fund would be developed with a primary goal of business development, with a secondary goal of investor profit maximization.
- Identify or create a funding stream that will provide revenue to increase after school and summer schooling programs.
- Develop a model of after school and summer school programs that incentivize at-risk children to spend more time at school. This time could be used to introduce cultural and entrepreneurial education. These programs should be formed to be especially desirable (and beneficial) to children from families with a history of dependence on the social safety net.
- Create a means of incentivizing young people to return to the region after college. This could be done through subsidized student loan interest rates contingent upon returning to an ARC county, providing grants for new business start-ups within 5 years of college, etc.
- Kalamazoo Promise, Tennessee Promise, etc. replicated in Kentucky---- guarantee higher education (degree program or technical certification program) for Ky. high school graduates
- If the first line of contact with tourists and/or visitors are the customer service employees, then we should offer a training for direct service employees on a multi-level skill enhancing approach. Improving their personal and professional skills, and their approach with visitors through the service industry would ultimately enhance the way the outside (and many of our own) look at us. We must promote ourselves, and most people do not know how to do that, nor do they know how to provide excellent service.



Working Group Final Report

HEALTH

Chair:

Dr. Nikki Stone

Associate Professor, University of Kentucky College of Dentistry & Medicine

Dental Director, UK North Fork Valley Community Health Center

Director, Eastern Kentucky Ronald McDonald Care Mobile Dental Outreach Program

Charge:

To address emerging opportunities in Eastern Kentucky, which lift up innovative opportunities to enhance regional access to health care and human services, including suggestions for a significant increase in partnership/collaboration across sectors, institutions, and governments. This work must include regional attention to the social determinants of health, as well as the unique opportunities offered by technology and non-health-related institutions to improve regional health outcomes.



SOAR HEALTH WORK GROUP FINAL REPORT

Submitted by the Health Work Group Committee Members
and Nikki Stone, Chair

September 2014

The SOAR Health Work Group is made up of the following Committee Members:

- Paula Arnett, DrPH, MBA, Regional Site Administrator, Rural Physician Leadership Program, University of Kentucky
- Boyd Buser, DO, Dean, Osteopathic School of Medicine, University of Pikeville
- Mike Caudill, CEO, Mountain Comprehensive Health Corporation Federally Qualified Health Center
- Lisa Davenport, PhD, RN, CEN, Project Manager, Appalachia Community Health & Disaster Readiness, University of Tennessee
- Dee Davis, Founder and President, Center for Rural Strategies
- Fran Feltner, RN, DNP, Director, Center of Excellence in Rural Health, University of Kentucky
- David Gross, Director, Northeast Area Health Education Center
- Richard Heine, Executive Director, The Freidell Committee for Health System Transformation
- Susan Howard, Service Region Administrator, Cabinet for Health & Family Services, Eastern Mountain Region
- Reagan Hunt, Executive Director, Kentucky Voices for Health
- Joe Kingery, DO, CEO, Medical Director, UK North Fork Valley Community Health Center East Kentucky Family Medicine Residency Program
- Ancil Lewis, CEO, Big Sandy Health Care, Inc. Federally Qualified Health Center
- Raynor Mullins, DMD, MPH, Emeritus Faculty, University of Kentucky College of Dentistry, Dental Public Health
- Lorene Putnam, RN, Dean, Union College Nursing & Health Sciences
- Jean Rosenberg, Community Advocate/Consultant
- John Rosenberg, Founder/Director (retired), Appalachian Research and Defense Fund (AppalReD)
- Ernie Scott, Director, Kentucky Office of Rural Health
- Dr. Ruth Shepherd, Director, Maternal and Child Health, Department of Public Health
- Nikki Stone, DMD, Dental Director, UK North Fork Valley Community Health Center
- Diana Williams, RN, MSN, Director, Community Resources, Our Lady of Bellefonte Hospital
- Susan Zepeda, Ph.D., President/CEO, Foundation for a Healthy Kentucky

Narrative

During the summer of 2014, the SOAR Health Work Group scheduled a total of 16 separate “listening sessions” around the Appalachian region of eastern Kentucky which were attended by over 350 citizens. Sessions were held in towns like Somerset, Pikeville, Prestonsburg, Hazard, Ashland, Barbourville, Paintsville, Whitesburg, Morehead, Red Bird, and Frankfort. Four additional sessions occurred during the Health Impact Series in which Dr. Thomas Frieden, Director of the Centers for Disease Control and Prevention, made a “house call” to eastern Kentucky with Congressman Hal Rogers to take a look at the health of our Appalachian region. Over 1,000 citizens attended those sessions. All in all, over 1,350 citizens attended the health-related meetings throughout the summer of 2014, sharing ideas and showing support for the SOAR initiative.

Most of the listening sessions held in June and July were general public sessions and others were specialized sessions targeting different groups such as youth interested in health careers, senior citizens/aging council members, or state-level health experts. Most sessions began with a PowerPoint presentation which gave an overview of the SOAR initiative, including the “charge” given to the health work group to lift up innovative opportunities to improve regional health outcomes. Discussions began with our own perceptions and opinions about the health of our region and then moved on to look at the current facts and evidence that have been published about the health of our region. Then we discussed how those two sometimes divergent thought patterns must come together and work synergistically to find appropriate solutions.

Current data on health metrics and statistics were presented on three levels: state, county, and individual, with each person being asked to personally identify the healthiest and the unhealthiest person they’ve known, and then to consider what the reasons might be as well as the obvious differences between those two individuals. State level data was reported from the Kentucky Institute of Medicine’s most recent report (www.kyiom.org) and county-level data was presented from the website www.kentuckyhealthfacts.org. There were discussions about health issues previously identified by state-level health experts, including the Kentucky Institute of Medicine, the Friedell Committee, and the Foundation for a Healthy Kentucky.

Following the initial discussion, the floor was opened up to brainstorming. Attendees were asked to share general comments and suggestions, success stories about health-related programs and activities currently existing in the region, and finally, the freedom to share any and all out-of-the-box, even crazy, ideas that they felt might improve health in our region. A multitude of comments were collected verbally at each session, with minutes taken by ECU intern Zach Holman. Written comments and suggestions were also collected at each session, others came via phone and email, and several were submitted on the SOAR website, www.soar-ky.org.

The listening sessions throughout the summer covered hundreds of topics and suggestions, and in late July, the SOAR Health Work Group Committee took on the task of sifting and sorting through all of those. After identifying common themes and grouping them into topic areas and discussing each of those further. Based on that body of data and information, each committee member was then asked to submit their choices of the top 3-5 topics that they felt needed to be included as priorities in the final report. Topics that the committee decided were most important to include in the final report were as follows: Coordinated School Health, Environmental Health, Smoke Free Initiatives, Substance Abuse, Wellness Initiatives, a Regional Health Clearinghouse, ACEs (Adverse Childhood Experiences), Transportation/Access, Oral Health, and Physical Education in Schools.

Several other topics were suggested, of course, but because of the limited time frame, the committee decided to focus energies on these which found the most support. Subcommittees were formed, with committee members volunteering to delve deeper into each topic and offer background, regional status, and evidence-based suggestions for short, mid, and long term strategies. Those subcommittee reports by topic are included in this report. In addition, some of our committee members felt strongly enough about a few of the issues that did not make the priority list, so in addition to their subcommittee topics, they additionally put time and energy into researching and preparing documents on a few other topics which are included in this final report as well, those include Diabetes, Workforce, Senior Citizens, and Teen Pregnancy.

Many other topics were discussed at various levels, and are very important health issues that need continued consideration as well, when there are more time and resources available for a fuller, more comprehensive report. Some of those include Alzheimer's, technology, local food initiatives, and re-connecting with the healthy parts of our region's heritage. The assumption was made that many of those issues would probably be discussed and developed more fully in some of the other SOAR work groups and/or were already embedded into some of the main topics already chosen.

During the first week of August, a special event was arranged by Congressman Hal Rogers and his staff, a Health Impact Series, in which Dr. Thomas Frieden, Director of the Centers for Disease Control and Prevention, along with several other high level health experts, came to eastern Kentucky to provide a "house call" and look further into the health of our region. Meetings were held in Somerset, Hazard, Paintsville, and Morehead, with hundreds of attendees.

The Health Impact Series included presentations by Dr. Frieden (CDC Director), Congressman Hal Rogers, Dr. Stephanie Mayfield (Commissioner, KY Cabinet for Public Health), Dr. Eli Capilouto (UK President), Dr. Mark Evers (UK Markey Cancer Center), and Dr. Judith Monroe (CDC Deputy Director), Dr. Raynor Mullins (UK College of Dentistry), Dr. Boyd Buser (Dean, KY College of Osteopathic Medicine), and Dr. Ron Waldrige (KYOne and KY Academy of Family Physicians). Many others served as moderators and panelists, and

series of Health Impact Awards were given to various community groups and individuals who have contributed significantly to the health of our region.

Dr. Thomas Frieden's presentations included a list of what he referred to as the five leading causes of death in the 5th congressional district of Kentucky: cancer, heart disease, unintentional injuries, chronic lower respiratory disease, and stroke. He reported that our rates of certain diseases are significantly higher than the rest of the nation: 84% higher rates of heart disease, 67% higher rates of lung cancer, 47% higher rates of all cancers, and 26% higher rates of obesity exist in our region. He suggested smoke-free initiatives, a continued concerted effort against prescription drug abuse, and he was quoted as saying that "Physical activity is the closest thing we have to a wonder drug!"

Dr. Frieden also presented evidence that the greatest impacts for improved health are achieved when society changes the structural context to promote health. In other words, society must make an individual's default decision healthier. For example, fluoride is already in the water system, so we don't have to think about taking a fluoride vitamin supplement daily, it just exists in our environment. Smoke-free environments would be another example of a change that would have the greatest impact by changing the structural context in a community so that not smoking becomes the easiest if not the only way to carry out one's day and then, without much effort, the entire community benefits. Compare that to a single physician spending 2 minutes here and there counselling a few individual patients into smoking cessation classes which would require time, effort, and energy on the part of the patient. According to Dr. Frieden, traditional counseling and education efforts are actually the least effective public health strategies. The most effective, of course, are improvements in socioeconomic factors (poverty, education, housing, inequalities) which are the overarching themes of the entire SOAR initiative.

Dr. Stephanie Mayfield, Commissioner for the KY Department for Public Health, presented Governor Steve Beshear's "kyhealthnow" objectives (advancing our state of wellness). These state-wide efforts are already underway and include the following goals:

- Reduce KY's rate of uninsured individuals to less than 5%.
- Reduce KY's rate of smoking by 10%.
- Reduce KY's rate of obesity by 10%.
- Reduce KY's rate of cancer deaths by 10%.
- Reduce KY's rate of cardiovascular deaths by 10%.
- Reduce the percentage of children with untreated dental decay by 25% and increase adult dental visits by 10%.
- Reduce deaths from drug overdose by 25% and reduce by 25% the average number of poor mental health days of Kentuckians.

Some of the suggested strategies included with the "kyhealthnow" objectives include encouraging cities/counties to implement smoke-free policies and partnering with school districts and universities to implement tobacco-free campuses, promoting diabetes

prevention programs and adoption of healthy concessions and vending policies, expanded screenings for colon/breast/cervical cancer and increasing HPV vaccinations, increasing fluoride varnish efforts in schools and increasing dental partners .

The information gleaned from Dr. Frieden's and Dr. Mayfield's presentations during the Health Impact Series was weighed heavily in each of the subcommittee reports as they chose strategies that would line up with the recommendations and suggestions of those high level state and national health experts. According to a news release from Congressman Hal Rogers' office about the Health Impact Series, "this region has a greater prevalence for heart disease (84% higher), diabetes (47% higher) and obesity (26% higher) than the nation's average. The state's lung cancer mortality rates are the nation's highest, at 67% above average. In addition, Kentucky had the third highest mortality rate of prescription drug overdoses in 2010 (23.6 per 100,000), with the number of all drug overdose deaths more than quadrupling since 1999 (4.9 per 100,000), according to a 2013 report by Trust For America's Health. Nationally the rate has doubled."

The final work done by the SOAR Health Work Group Committee in late August involved looking through the strategies suggested by our subcommittee reports, searching for themes, and developing the most promising strategies in each of three time frame categories: short, mid, and long term. Short term strategies include those that could be completed within one year with minimal costs, mid term strategies would take one to three years and require regional investments, and long term strategies may take up to ten years and require significant resources and time to complete.

The committee felt it was important to paint some overarching blanket recommendations before presenting the specific strategies. In general terms, the SOAR Health Work Group would like to promote and support the concept of "health in all policies" (including those presented by the other nine work groups). Further, we want to continue the collaborative efforts promoted by the SOAR initiative to break down silos and find multi-disciplinary and even trans-disciplinary solutions to promote health in our region. Our hope is that rurality will continue to be the emphasis of activities, since the majority of our citizens live in rural areas, and that transparency will be maintained in all aspects of SOAR-supported activities into the future. Finally, since the present state of health care in the mountains is inextricably linked to the managed care organizations, we want to be assured that the MCOs are truly held accountable to the people of our region; we want to encourage that, during the re-contracting process, there be an inclusion of MCO funded, designated demonstration projects in the region that are aligned with the SOAR health priorities.

This final report of the SOAR Health Work Group is structured to present the recommended specific strategies first, arranged by time frame followed by the full reports on each of the fourteen main topics. Finally, a set of appendices are attached which include references cited in each of the fourteen topic reports, minutes from each of the summer listening sessions, PowerPoint presentations from listening sessions and the Health Impact

Series, and a variety of other collected suggestions and information from emails, website submissions, etc.

A huge thank you goes out to each and every health committee member and to all other contributors and advisors for the hard work involved in developing this report. Special thanks to each committee member who helped coordinate and host a listening session in your sub region. Thanks also to the SOAR co-chairs, Governor Steve Beshear and Congressman Hal Rogers, and to Chuck Fluharty and Teresa Kittridge and all of the staff at RUPRI, to the other work group chairs and the executive committee for the amazing bi-partisan, collaborative, grassroots partnerships that have made this process possible. And finally, a huge thank you to all of the nearly 1,400 regional citizens who took the time to come out and share their thoughts, opinions, ideas, and suggestions; this document is dedicated to each of you in hopes that you and your families will enjoy good health and long lives filled with all the joys that our wonderful Appalachian region holds.

SOAR Health Work Group Committee Suggested Strategies

Short Term Strategies (1 Year):

- 1. Endorse and promote the passage of a state-wide smoke-free legislation.**
 - a. Host a regional conference and press event sponsored by SOAR and including nationally known speakers who can cover each aspect of smoke-free policy (health effects, business & tourism effects, legal implications, national trends).
 - b. Recruit and sponsor a Right-to-Breathe Team in each county. Enact a region-wide educational campaign, providing evidence-based messaging as suggested by the Kentucky Center for Smoke-free Policy and lifting up and identifying successful smoke-free efforts in the region.
 - c. Draft an official letter encouraging passage of state-wide smoke-free legislation. Endorsements and signatures will be sought from the SOAR co-chairs (Governor Steve Beshear and Congressman Hal Rogers), state-level health officials (Dr. Stephanie Mayfield and others), national health officials (Dr. Thomas Frieden, Dr. Judith Monroe and others), and by the regional members of the SOAR Health Work Group.
 - d. Mail or hand-deliver copies of this official SOAR-endorsed letter to all county, district, and region wide officials (mayors, county judges, senators, representatives, chambers of commerce, school boards, etc.).

- 2. Invite the CDC to form a task force to accurately map the current state of health in eastern Kentucky and to create a strategic health plan for the region.**
 - a. Begin this process by sharing with them the information gathered by the SOAR Health Work Group (the key health issues and topics that have been identified as important to our people, the successful programs and projects currently in region, and the suggested strategies in this report).
 - b. Analyze currently available baseline data on all major health concerns and put structures in place to collect data on unknown issues such as:
 - i. ACEs (explore the new research suggesting that adverse childhood events and toxic stress levels in children may cause higher than normal rates of substance abuse, poor mental health, and cancer)
 - ii. Environmental health (explore the new research suggesting that mountaintop removal may cause high rates of birth defects and different types of cancers)

- c. Locate gaps in health care access, wellness programs, health workforce shortages, and then identify organizations in the region who can begin the work of filling those gaps.

3. Start the “Healthy 5 for the 5th” campaign for individual health in an effort to promote wellness in the region.

- a. This campaign involves evidence-based wellness efforts targeted specifically for the 5th congressional district by emphasizing the number FIVE. It includes the following daily challenges: drink 5 glasses of water daily, eat 5 fruits & vegetables daily, exercise 5 minutes 5 times a day (25 min total), choose one of 5 ways to stop smoking, and choose one of 5 ways to stop the drug epidemic. (See WELLNESS subcommittee report for more detailed info.)
- b. Find an entity (such as a university communications department) who can develop a free smart phone “app” to track individual progress and collect data on use in the region.
- c. Challenge regional groups to adopt the “Healthy 5 for the 5th” campaign and encourage competitions between counties or entities such as school districts or police departments to see who can get the most people involved!

4. Explore Coordinated School Health programs for our entire region.

- a. Schedule a summit with entities currently involved in such efforts: Appalachian Renaissance, Race to the Top, various Federally Qualified Health Centers and health departments in region, etc.
- b. Appoint a task force to work collaboratively to develop a strategic plan assuring that CSH efforts are underway in every school district in the region. Offer assistance, expertise, and toolkits to each school district to ensure implementation of all aspects of CSH including nursing services, primary care services, chronic disease management, dental services, and mental health services.

5. Ramp up oral health efforts to encourage school-based oral health services are underway in every school district in the region.

- a. Host a regional oral health conference sponsored by SOAR and the Kentucky Oral Health Coalition. Invite various partners (FQHCs, UK College of Dentistry, MSU, school district personnel, Head Start staff, health departments, etc.) and potential funding sources (ARC, MCOs, foundations, etc.)

- b. Lift up examples of successful programs, identify gaps in services across the region, provide a toolkit of resources to help initiate and/or support existing services. Build upon efforts already underway and recently funded during the Health Impact Series at \$500,000! ☺

Mid Term Strategies (1-3 Years):

1. **Conduct a baseline data pilot project on Adverse Childhood Experiences (ACEs) and then implement strategies to reduce ACEs in the region.**
2. **Broaden the availability of community health workers.**
3. **Develop and implement a plan to coordinate seniors' health care and help seniors age in place.**
4. **Utilize the evidence-based S.T.A.R.T. program as a supplement to UNITE efforts to reduce substance abuse in the region.**
5. **Develop and implement a plan to address and reduce high risk and teen pregnancy.**

Long Term Strategies (3-10 Years):

1. **Develop and implement a sustainable system of drug abuse treatment resources, coupled with strong drug court throughout the region.**
2. **Develop and implement comprehensive school-based health services (including behavioral and oral health), using the CDC model.**
3. **Ask the CDC to help explore environmental effects on health and ensure that the 5th congressional district has clean and safe air, water, and soil.**
4. **Develop and implement a comprehensive, coordinated health workforce plan, expanding the local workforce through use of mid-level practitioners working at the top of their training.**
5. **Create an Appalachian health data center - virtual or otherwise - with CDC support, to better track health issues and the impacts of health interventions.**

In the next several pages, please find detailed information arranged topically and prepared by work group subcommittees. For each of the above suggested strategies, more detailed information can be found. Each topic also includes background, regional specifics, as well as further strategies that could be implemented in short, mid, or long term situations. Subcommittee members are listed and appendices with references are available as well.

SOAR Health Issue:

COORDINATED SCHOOL HEALTH-
WHOLE SCHOOL, WHOLE COMMUNITY, WHOLE CHILD (WSCC)

Inspirational Quote:

“Let’s all work to make our schools a healthy place to work and learn.” OR
“For our children’s health, we all - government agencies, community organizations, schools and other community members- must work together in a collaborative and comprehensive way.”

Summary of the Health Issue:

Students in Appalachian Kentucky struggle with the challenges of obesity, smoking and substance abuse, and difficulty getting access to timely needed prevention and treatment services. Although we know physically active children learn better, many schools have eliminated physical education and sharply reduced opportunities to be active during and after the school day.

Centers for Disease Control and Prevention (CDC) Director Dr. Tom Frieden, speaking in Hazard KY on August 5, 2014, noted these core school-based interventions to prevent obesity:

- Provide high quality physical education programs
- Increase physical activity opportunities before, during and after school
- Reduce screen time (computer games, television)
- Increase walking/cycling to school
- Implement nutrition standards
- Ensure only nutritious foods are sold and marketed on school campuses

Many pediatricians and others concerned about children’s health have developed the “5-2-1-0” guidance: Children should have 5 servings of fruits and vegetables each day, limit screen time to 2 hours, have 1 hour of active play and 0 sugar-sweetened beverages.

The Coordinated School Health (CSH) program developed by the CDC has recently been expanded in partnership with ASCD (formerly, the Association for Supervision and Curriculum Development) and renamed **Whole School, Whole Community, Whole Child (WSCC)** to make clear that schools exist within communities and that the health changes we seek in school-age children require community partnerships.

The ten elements of WSCC are reflected in this diagram:



To have schools where children are healthy, safe, engaged, challenged and supported we need school policies, processes and practices that are aligned with what we know helps them stay well or become healthier. The 10 elements of WSCC vary in the extent to which they require **funding** to implement and the extent to which they require **leadership commitment** and **political will**.

The elements are:

Health Education – Incorporation of age appropriate health instruction at every grade level K-12, that address the National Health Education Standards (NHES), such as those available from ___ along with a commitment to evaluating the impact of these approaches in schools’ assessment of their work in the Practical Living Skills area, can lead to significant improvement in health knowledge. A strong flow of communication between School Wellness Councils and Site-Based Decision-Making Councils is important to curriculum change. <http://cdc.gov/healthyouth/sher/standards>.

Physical Education and Physical Activity – In addition to mandating 30 minutes of physical activity during the school day (something which a recent Kentucky Health Issues Poll shows is supported by 98% of Eastern Kentucky residents, there are many strategies for incorporating physical activity in the academic curriculum (such as Take 10 or CATCH). Other strategies include shared school and community use of school yards for active play and where students live nearer to schools, safe routes to school paths for walking and biking. While formal physical education instruction has costs associated with it, some of the other strategies available require a mix if education and will.

Nutrition Environment and Services - Kentucky’s legislature acted several years ago to limit access to “junk food” in school vending machines. Many schools are moving rapidly to embrace the new UDA nutrition standards (supported by 71% of Eastern Kentucky adults). Some are incorporating fresh Kentucky-grown produce in their menus or availing themselves of the education and nutrition opportunities in “edible school yards” – where students learn about science and measurement while growing fruits and vegetables. Some are challenged by lack of experience in preparing tasty nutritious meals or strategies for engaging students in designing and embracing healthier menus. Here again, retrofitting kitchens for meal preparation “from scratch” can be costly; other strategies call for training and engagement.

Health Services – Some regulatory and reimbursement changes may be needed to support robust provision of school based primary care services (including oral and behavioral health), but partnerships of schools and federally qualified health clinics (FQHCs) and local health departments, coupled with effective use of telehealth strategies hold great promise for cost-effective delivery of robust school-based health services reimbursed by insurance providers.

Counseling, Psychological and Social Services – Building on Kentucky’s framework of Family Resource Youth Service Centers (FRYSCs), coupled with partnerships with community mental health centers, these services could be made more robust with additional funding and service capacity, particularly for substance abuse services.

Social and Emotional Climate – There is a growing awareness of the negative impact of bullying on student performance and of the need to identify and respond promptly to suicide risk. Training and informational materials are available to support this work. A newer area, is our ability to identify and respond effectively to students living with the

effects of adverse childhood experiences (ACEs) – such as the abuse and neglect that can occur in homes where parents are working multiple low-paying jobs, a parent is incarcerated, food and housing are insecure, or substance abuse and mental illness impair parental functioning. Researchers are working to develop effective school-based models of trauma-informed care.

Physical Environment – Clean, well-lit, and well-maintained facilities create a greater sense of safety and encourage learning. Environments that are free of toxins that trigger asthma attacks (this includes second-hand smoke) also are more conducive to learning. While some school buildings may require significant investments to come up to this standard, a community willing to put “sweat equity” into school repairs and faculty and staff committed to a 24/7 smoke free, litter-free environment can go far to improve physical environment.

Employee Wellness – One of the strongest teachers for our children is the behavior of adults they respect and care about. Employee wellness programs help to assure that staff and faculty of schools value physical activity and engage in it; eat and enjoy nutritious foods; and are taking positive visible steps to reduce their own hypertension, manage their diabetes, and quit smoking. Making sure that such preventive activity is covered under health insurance policies and engaging Humana (which oversees state government health insurance) and local health departments in developing innovative programs are relatively inexpensive ways to effect changes in this area. <https://livingwell.ky.gov/Pages/School-Champs.aspx>

Family Engagement – Students learn better when their parents support the healthful messages they receive from teachers and create a home environment that is as safe as the school environment. Long bus rides to distant schools; single parents and parents working multiple jobs; poverty of resources are all challenges to robust family engagement. Still, by engaging family members in identifying strategies that can work in distinctly different Appalachian communities, districts can experiment with cost-effective approaches, and learn from other communities across the nation struggling with similar challenges.

Community Involvement - Strong, informed School Wellness Councils with active community participation can be an effective bridge to the community. Local businesses can “adopt” a school or classroom, to support the teachers and students with investments of time and resources. Communities can celebrate academic and health achievements of local schools as they often celebrate athletic achievement. “Messages” about nutrition, activity and smoke-free living in the community can support what children learn in school. Communities and schools working together to create safe places for active family play, community gardens and farmers’ markets that accept SNAP cards can underscore that the whole community seeks to have children grow up healthier in Eastern Kentucky. In Kentucky, under a CDC grant, Kentucky Department for Public Health (KDPH) and Kentucky Department of Education (KDE) have signed an intermediary agreement with Alliance for a Healthier Generation to enroll more schools in their free online program that is now aligned to CDC’s School Health Index.

Summary of the Health Issue in the 5th Congressional District of Kentucky:

In 5th District Counties, in 2011, 69% percent of enrolled students attending public schools were eligible for free or reduced-price meals, compared to 57% for the state as a whole. (Data Source: Kentucky Dept. of Education, Div. of Nutrition and Health Services via Kids

Count Data Book 2014)

In the state as a whole, in 2011-2012, 36% of children and teens ages 10 to 17 are overweight or obese. (Data Source: National Survey of Children's Health via Kids Count Data Book 2014)

In 2013, 13.5% of Kentucky high school students reported that they smoked cigarettes daily, that is, at least one cigarette every day for 30 days. (Data Source: 2013 Youth Risk Behavior Survey Results; Summary Tables - Weighted Data). In 2013, 12.4% of Kentucky high school students reported having taken a prescription drug (such as OxyContin, Percocet, Vicodin, codeine, Adderall, Ritalin, or Xanax) without a doctor's prescription one or more times during their life. (Data Source: 2013 Youth Risk Behavior Survey Results; Summary Tables - Weighted Data)

In his recent presentation in Hazard, KY CDC Director Tom Frieden noted that nearly a third of Kentuckians are obese, with the highest percentage – 39.9% in Perry County. He touted physical activity as “the closest thing we have to a wonder drug” to control weight, reduce heart disease risk, reduce Type 2 diabetes risk, and increase chances of living longer.

Many adults in Eastern Kentucky understand these risks and want to set our children off on the right path for health. 2014 Kentucky Health Issue Poll results show that in Eastern Kentucky:

- The majority of adults favored tobacco free policies on school campuses (81%)
- The majority of adults favored new school nutrition standards (71%)
- The majority of adults favored requiring schools to provide 30 minutes a day of physical activity to students (98%)

SHORT TERM STRATEGY (could be completed within 1 year):

Every School Board in the District could adopt a 24/7 tobacco free campus policy.

1. Smoking cessation classes could be offered in conjunction with the local health department.
2. Local Boards of Health and School Boards could publicly recognize each new school that puts the policy into effect – celebrating this achievement.
3. Districts could work with local health departments and community health coalitions (where present) to informally monitor the extent to which these policies are being complied with.
4. Local businesses could be invited to offer incentives to 24/7 tobacco free campuses.

MID TERM STRATEGY (could be completed in 1-3 years):

Incorporate 30 minutes of physical activity in to the curriculum at elementary, middle and high school levels.

1. Create a collaborative task force of K-12, community and technical college and university faculty, in collaboration with staff of Kentucky Department of Education Coordinated School Health, to review curriculum options and recommend school policies and processes.
2. Work with Wellness Councils and Site-Based Decision-Making Councils to make curriculum changes that are feasible without School Board action.
3. Recommend to each 5th District School Board policy changes to incorporate physical activity in the school day, K-12.
4. Provide in-service training to principals and teachers, on how to incorporate

required physical activity into the school day.

5. Work with local businesses and larger corporations to “reward” schools that make this change with funds or equipment to support the physical activity programs implemented.

LONG TERM STRATEGY (could be completed in 3-10 years):

Form an alliance to assure cost-effective delivery of health services in 5th District schools.

1. Work with state health officials, Medicaid managed care organizations, federally qualified health clinics and health departments, and the Kentucky Primary Care Association to design a service delivery approach and develop the regulatory framework needed to support school-based primary care services, using nurse practitioners and telehealth.
2. Pilot this approach in at least 3 school sites, in different school districts, in the 5th District.
3. Evaluate the cost effectiveness, health impacts and school performance/attendance impacts of this approach to service delivery. If cost-effective and helpful in assuring children receive timely needed health care, replicate in further districts.

Subcommittee Members:

Susan Zepeda, Raynor Mullins, Eva Stone, Jamie Sparks, Ruth Ann Shepherd

Appendices/References/Other Pertinent Info: See Appendix

SOAR Health Issue:
ENVIRONMENTAL HEALTH

Inspirational Quote:
“Clean Environment – Healthy Communities: Pure and Simple”

Summary of the Health Issue:

Local environment can enhance or harm a community’s health status and quality of life. The air we breathe and the water we drink make a difference. East Kentuckians are in constant interaction with their social and physical environments; therefore, the conditions of their surroundings affect both health risks and individual outcomes. According to Healthy People 2020, surface and ground water quality are elements of the physical environment that are considerable determinants of health. Access to clean water for consumption and recreational use is a primary concern for Kentucky communities due to potential contamination of surface and groundwater in the region. Poor sanitation practices can, unfortunately, release contaminants into nearby watersheds that can lead to adverse health when humans contact affected streams. Specifically, a report of water samples collected in Kentucky water streams revealed numerous contaminants in excess of the Environmental Protection Agency (EPA) recommended and regulative thresholds. Over the course of several sampling events during the years of 2012, 2013 and 2014, many testing sites exceeded the EPA threshold for *Escherichia coli* (*E.coli*), which is a contaminant known to cause mild to severe human illness (Red Bird River Watershed Plan [RBRWP], 2014). Microbial source tracking is necessary to determine actual causality; however, invasion of human waste into surface and/or groundwater is the presumed issue. Additionally, a growing body of evidence suggests mining practices, particularly surface mining or mountain top removal, compromises air, soil and water quality in the Appalachia region where surface mining is prevalent (Hendrx, 2012, Hendryx, 2013, Zullig & Hendryx, 2010). Elevated levels of sulphates, iron, and manganese, all associated with extensive mining in the region, have been found throughout local watersheds (RBRWP, 2014). While the impact of these elevated minerals on human health is unclear, sulphates, iron, selenium and manganese directly affect aquatic life and ecology. Therefore, further research is required to better understand the impact of surface mining on health related effects, such as cancer, birth defects and overall morbidity/mortality for the region. Kentuckians living near mountaintop mining (MTM) sites are exposed to a wide range of health risks. Mining processes can impact air, water, and soil quality, exposure routes for respiratory and cardiovascular diseases, cancers, and developmental concerns. Though state and federal regulations are established to minimize the impact of mining on surrounding communities, not all contaminants are contained on site.

Surface mining, which utilizes heavy explosives, creates large quantities of silicates and dust, known respiratory irritants. Explosives including ammonium nitrate and fuel oil form toxic gasses including carbon monoxide (CO), oxides of nitrogen (NOx), and polyaromatic hydrocarbons (PAH), byproducts that can impact respiratory and cardiovascular health as well as increase risks for cancerⁱ. Exposed coal seams are harvested with heavy machinery and hauled away by dump trucks carrying up to 120,000 tons. While regulations require trucks to cover the coal, many do not, thus releasing dust and rocks along roadways farther from the mining site.ⁱⁱ

Many rural communities in Kentucky's mining regions are not connected to public water supplies and therefore depend on groundwater for basic water needs. Research has shown that mining activities can contaminate water with unsafe concentrations of gasses, metals and chemicals that are linked to negative health outcomes such as cancer, kidney disease, birth defects, low-birth weight, tooth decay, gall bladder disease and increased mortality rates.ⁱⁱⁱ Mining explosives can fracture water tables leading to the contamination of drinking water by heavy metals, acid mine drainage and methane gas. Surface mining contaminates watersheds through multiple routes. In the process of coal extraction, vast new surfaces of rocks are exposed to the sun and rain. Acid mine drainage (AMD) forms through the biological oxidation of metal sulfides in mines or mining waste heaps. When rain washes over the acidified exposed rocks, toxic elements can be released into the streams, groundwater and drinking water including arsenic, lead, aluminum, cadmium, selenium, manganese and copper. While some elements are essential for health in very small doses, all are toxic at a large dosage. Coal ash is sometimes used to neutralize the acid. This acidic environment can release the heavy metals bound within the ash causing them to leach out into the environment.^{iv} Area watersheds are also contaminated when "over burden," a byproduct from the explosions, is pushed into valleys and the headwaters of streams^v or when coal waste containment ponds leak hazardous waste into ground and or surface water.^{vi}

Studies on mountaintop mining communities have indicated increased poverty and mortality disparities,^{vii} birth defects,^{viii} chronic cardiovascular disease mortality,^{ix} higher rates of cancer^x and poorer Health Related Quality of Life (HRQL).^{xi} Other health concerns include increased risk of flooding resulting from land being stripped of trees and vegetation.^{xii} Some communities have self-reported high numbers of gall bladder failure and tumors in eastern Kentucky ^{xiii}, ^{xiv}, ^{xv} and cancer clusters have been observed where water quality has been degraded by mining.^{xvi} Mining explosions have fractured foundations on homes and fly rock and boulders have crashed into homes causing structural damage and loss of life.^{xvii} Such threats can also have a strong impact on psychological health inducing anxiety and fear.

Summary of the Health Issue in the 5th Congressional District of Kentucky:

Kentucky's 5th district has the highest mortality rates and instances of premature death in the state, with Letcher County having the second highest premature death rate (29, 562 premature deaths per 100,000 people, or three times the state average of 9,271).^{xviii} Kentucky's 5th district also has higher than state-average instances of physically unhealthy days per month,^{xix} cancer deaths,^{xx} heart disease^{xxi} and hypertension.^{xxii} Environmental contaminants in air, water, and soil can play a role in triggering, aggravating, or compounding such diseases.

The Gallup-Healthways Well-Being Index (2014) ranks KY-5 at the very lowest among U.S. Congressional Districts with life expectancy now below that of developing countries like Mexico and China. The most recent state-wide appraisal of factors contributing to health, including potable water resources, ranks southeastern KY counties, such as Clay (120th), Leslie (116th) and Bell (108th) among the most disadvantaged of Kentucky's 120 counties (Catlin, Jovaag, Van Dijk and Remington, 2014).

SHORT TERM STRATEGY (could be completed within 1 year):

Perform water quality testing of private wells and/or natural springs in the communities

that is used for a drinking water source. Compare mining zones to those outside of the coalfields. Create a database and map of all homes tested in the region. Identify areas with highest levels of contamination.

MID TERM STRATEGY (could be completed in 1-3 years):

Build upon the Red Bird Watershed Collaborative model to protect and improve water quality across the region:

1. Assess and provide an executive summary report of water, sanitation, and water reservoir needs
2. Design and conduct research examining the relationship of sanitation practices and/or surface mining on water quality and human health
3. Secure funding to implement best management practices for improving waste management, such as sewer/septic system installations or repair to eliminate straight piping and similar discharges
4. Secure funding to help raise awareness and educate communities about wastewater issues and how to protect surface and groundwater quality
5. Examine regional land use planning for proposed, existing and abandoned mining properties.

LONG TERM STRATEGY (could be completed in 3-10 years):

Invite the Center for Disease Control to enter into a cooperative study on health related effects of mountain top mining. The CDC can collaboratively work with existing Appalachia coalitions who are already monitoring health and environmental quality in the region, academic institutions, Appalachian Citizen's Law Center, Kentucky Environmental Foundation, and Foundation for a Healthy Kentucky.

Identify and outline strategies to provide public water treatment systems for communities with the highest concentrations of contaminated water. Develop good land planning and management strategies to prevent the exposure of communities to air pollution caused by mining and other industrial operations.

Subcommittee Members:

John Rosenberg, Dee Davis, Lisa Davenport, Heather Warman

Appendices/References/Other Pertinent Info: See Appendix

SOAR Health Issue:
SMOKE-FREE INITIATIVES

Inspirational Quote:

“A smoke-free workplace is good for workers and good for business.”

Summary of the Health Issue:

There is no safe level of secondhand tobacco smoke. Secondhand smoke is a known cause of heart disease, lung cancer, emphysema, and stroke (U.S. Surgeon General’s reports 2006 & 2014). Research shows **comprehensive** smoke-free policies (covering *all* workplaces) help communities achieve an estimated 15% decline in hospital admissions from heart attacks, 22% fewer Emergency Department visits for asthma, and 22% fewer hospitalizations for Chronic Obstructive Pulmonary Disease (COPD).^{1,2} After Lexington’s law, there was a 32% decline in adult smoking, estimated to save the city \$21 million *per year* in healthcare costs.¹

Summary of the Health Issue in the 5th Congressional District of Kentucky:

Comprehensive smoke-free workplace policies currently cover only 2% of the Appalachian Kentucky population, compared to 31% in Kentucky as a whole and 49% in the U.S.

Ashland, Corbin, London, Manchester, Morehead, Prestonsburg, Somerset, and Williamsburg all have comprehensive smoke-free workplace laws.

London Mayor Troy Rudder said in 2013,

“The smoking ban is a non-issue in London. We all got re-elected and new restaurants have been built. No complaints, not even from the bars.”³

SHORT TERM STRATEGY (could be completed within 1 year):

Large scale paid and earned media campaign over 6-8 months:

- Publicly recognize existing comprehensive SF laws in the region (**see above**) and their advocates, creating a high visibility logo for signs proclaiming Smoke-free status and challenging other counties and communities through media coverage. Convene and recognize the mayors and elected leaders in these cities to form an advisory group to the SOAR health subcommittee.
- Recruit high profile leaders from the region as co-chairs for the SOAR health subcommittee.
- Write articles for earned media and run paid ads in newspapers in at least one city in each Appalachian county.
- Identify key leaders in the region as media spokespersons; Kentucky Center for Smoke-free Policy (KCSP) will train them in evidence-based messaging (consider banking/business leaders, hospital CEOs, public health leaders, school superintendents, etc.).
- Conduct media event showing SOAR along with other key partners in the region signing a resolution to support state and local smoke-free policy.

Create demand for statewide smoke-free law by creating buzz in earned and paid media.

MID TERM STRATEGY (could be completed in 1-3 years):

Educate and build demand for comprehensive smoke-free policies in the region:

- Host a regional conference and press event with nationally known speakers who can cover each aspect of smoke-free policy (health effects, business & tourism effects, legal implications, national trends). Have event culminate with demand for statewide smoke-free law.

- Recruit and sponsor a *Right-to-Breathe Team* in each county (3 key leaders from health, farming, and youth trained in effective messaging) who will speak individually with key local and state policymakers in their county. KCSP is piloting this fall and can train.
- Join with an existing coalition to target Floyd and Pike County Fiscal Court for education and information about the benefits of a *comprehensive* smoke-free workplace policy. Identify a key spokesperson in Floyd and Pike County to help create a tipping point for comprehensive (all workplaces) smoke-free ordinance in Floyd and Pike County.

Organize health coalitions, businesses and other individual supporters to demonstrate support for statewide smoke-free law.

LONG TERM STRATEGY (could be completed in 3-10 years):

Continue to implement and celebrate a smoke-free policies!

- Celebrate each success, big or small
- Celebrate anniversary events of existing smoke-free policies.
- Monitor implementation of policy and enhance where needed
- Measure success of policy in tangible terms in collaboration with KCSP (indoor air quality improvement, smoking rates in youth and adults, changes in health measures over time).

Subcommittee Members:

Jean Rosenberg, , Thursa Slone, Ellen Hahn, Carol Riker, Amy Barkley, Betsy Janes, Tonya Chang

Appendices/References/Other Pertinent Info: See Appendix

SOAR Health Issue:

SUBSTANCE ABUSE

Inspirational Quote:

"To improve is to change; to be perfect is to change often." –Winston Churchill

Summary of the Health Issue:

Prescription Drug abuse is a public health Epidemic (CDC Public Health Policies to Improve Health). . **Kentucky has the Third Highest Drug Overdose Mortality Rate in the United States (TFAH)**. Substance Abuse and Addiction devastation to: our region, our families, our communities, our workforce and our ability to provide a safe home for our children. Eastern Kentucky ranks the highest in the state with 45% of Kentucky adults who know someone who has experienced problems because of prescription drug misuse. (KY Health Issues Poll 2012)

Hospitalizations and emergency department visits for Kentucky babies born with the physical effects of withdrawal because of their mothers' addictions (a condition called Neonatal Abstinence Syndrome) increased 121% from 2011 to 2012 (from 678 to 824). There were only 28 hospitalizations or emergency department visits reported in 2000. (Source: Kentucky Injury Prevention and Research Center at the University of Kentucky, February 2014).

Substance abuse knows no boundaries and affects all socio economic levels which greatly increases medical cost, loss of workforce in the region, and often places children at risk of neglect and abuse. Has a financial impact: judicial, law enforcement, safety of families, state & local government, child welfare agencies, mental & physical health. Substance abuse tears at the very fabric that holds our families together and often leaves the family fragmented and divided.

Summary of the Health Issue in the 5th Congressional District of Kentucky:

Our region has limited resources to combat substance abuse treatment and recovery needs of families. Some barriers to treatment include transportation, child care, and limited intensive outpatient services, residential treatment beds within the district and financial resources for treatment.

- **In Southern and Eastern Kentucky, the average age of first time drug use is age 11.** (Source: Operation UNITE study of all 450 voucher recipients July 2005 to January 2007)
- **Kentucky ranked 4th as the most medicated state in the United States in 2009** (Source: Forbes magazine)
- **The average age of first drug use among rural drug users in Appalachia is about 14 years old, and the most common 'first' drug is marijuana.** (Source: 2011 publication by researchers at the University of Kentucky Center on Drug and Alcohol Research in the American Journal of Drug and of Drug and Alcohol Abuse)
- **60% to 80% of infants exposed to opiates in the womb develop neonatal abstinence syndrome. Opiates include heroin as well as prescription pills.** (Source: 2012 study in the Journal of the American Medical Association)

The 5th congressional district is located in the heart of [Appalachia](#) in Southeastern Kentucky; the [rural](#) district is one of the most impoverished districts in the nation. However it has some of the most creative and innovative networking systems to assist

those in need. The greatest asset in the district is its people and its willingness to create partnerships. This is highlighted with the creation of SOAR (Shaping Our Appalachian Region) Co-chaired by Governor Steve Beshear and Congressman Hal Rogers.

SHORT TERM STRATEGY (could be completed within 1 year):

The Implementation of a START pilot within the 5th congressional district. The Sobriety Treatment and Recovery Team is an intensive intervention model for substance abusing parents and families involved with the child welfare system that integrates addiction services, family preservation, community partnerships, and best practices in child welfare and substance abuse treatment. The program aims to address systems issues that result in barriers to families being able to access services in a timely manner. It requires an approach to service delivery that involves cross-systems collaboration and flexibility to meet the unique needs of this population. The START Model uses evidence based practices; gender specific groups, trauma informed care, Co-occurring Disorders Treatment, Motivational Interviewing, Cognitive Behavioral, Matrix Model, Recovery Dynamics, Seeking Safety, Relapse Prevention, Living in Balance, Helping Women Recover And Helping Men Recover.

START program focuses on family's that have at least one child between the ages of 0-5 yrs of age including substance exposed infants. A full START team typically consists of both 3 or 4 worker/family mentor pairs and a dedicated supervisor. Each worker/mentor pair carries 15 family cases at a time. They are not permitted to go above this due to the intensive contact standards and high risk nature of these cases. So a team of 3 worker/mentor pairs can serve 45 families at once. A team of 4 worker/mentor pairs can serve 60 families at once. Cases remain open on average 14 months Eligibility Requirement.

Note START focuses on our most vulnerable children age group birth to five that cannot defend or meet their own basic needs and depend solely on adult to meet those needs. Pike county in 2012, 2013 & 2014 State Fiscal Years averaged 84% of children entering out of home care under 5 with a substantiated report of child abuse or neglect with Substance Abuse as a Risk Factor which was 9.2% higher than the state average of 74.8%. **The county selected for the START project would be Pike County due to their current community partnerships, substance abuse providers, community mental health providers, judicial and child welfare staff stability and capability to develop resources and support systems. UNITE has partnered and will continue to be a valuable asset in meeting and addressing treatment needs. UNITE has made a commitment to provide a minimum of two treatment vouchers monthly for short or long term residential treatment for START clients.** Financial funding source to be identified by SOARS to

implement the project with an estimated cost of \$1,000,000.00 yearly. However, the financial return of reducing out of home care cost, prevention of further trauma to the child, reduction in medical expenses, increases the employability of the parent and their ability to provide the child with a safe stable environment, as well as the opportunity to break the substance abuse cycle far outweighs the project cost.

Also attached is a project developed in the state of Washington program objectives:

1. To assist substance-abusing pregnant and parenting mothers in obtaining alcohol and drug treatment, staying in recovery, and resolving myriad complex problems relate to their

substance abuse; 2. To assure that the children are in safe, stable home environments and receiving appropriate health care; 3. To link mothers to community resources that will help them build and maintain healthy, independent family lives; 4. To prevent the future births of alcohol and drug-affected children.

MID TERM STRATEGY (could be completed in 1-3 years):

Prevention & Education:

- Educate the public to understand the risks of prescription drug use to avoid misuse in the first place with emphasis of risk factors during pregnancy.
- Emphasis placed on educators to be able to assess and detect substance abuse issues in post and secondary education system. (GAIN)
- Developing a one stop shop site for treatment provider listings (type of treatment provided), substance abuse data, and financial assistance for treatment within the 5th congressional district. Would recommend UNITE Web Site.
- Ensure responsible prescribing practices, including increasing education of healthcare providers and prescribers to better understand how medications can be misused and to identify patients in need of treatment;
- Increase understanding about safe storage of medication and proper disposal of unused medications, such as through "take back" programs (i.e. UNITE Accidental Dealer).
- Expand access to and availability of effective treatment options as a key component of any strategy to combat prescription drug abuse (Evidenced Based Practice).

* Strategies: Trust for America's Health , Healthy American.org & CDC Public Health Policies

LONG TERM STRATEGY (could be completed in 3-10 years):

Ensure responsible prescribing practices, including increasing education of healthcare provider and prescribers to better understand how medications can be misused and to identify patients in need of treatment.

Require a change in the health care curriculum to include a course on drug abuse and addiction and CEUs on changes that occur within this arena every two years.

Subcommittee Members:

Susan Howard CHFS DCBS EMSR, Ruth Shepherd CHFS DPH ACH & Debbie Trusty UNITE Education Director

Appendices/References/Other Pertinent Info: See Appendix

SOAR Health Issue:

WELLNESS

Inspirational Quote:

“An ounce of prevention is worth a pound of cure.”

Summary of the Health Issue:

Everyone has heard that quote, and it has never been more true than in today’s modern society. All bodies of research and evidence, across all disciplines, agree together that prevention is the one and only possible “magic bullet” for improved health worldwide. Preventive efforts hold the highest potential to improve the health of our citizens. Wellness must encompass prevention as a health strategy for our district. Wellness is a holistic term encompassing a person’s overall health and well-being, including both physical and emotional health, living in a healthy community, having hope and opportunities, and a thriving economy. It includes the way we eat, move, live, learn, and think. Wellness and prevention go hand in hand and are the essential threads that go through all discussions related to health.

Summary of the Health Issue in the 5th Congressional District of Kentucky:

Our congressional district ranks LAST in the entire nation on well-being, according to multiple recent Gallup polls. Our region’s horrific rankings in nearly every health measure continue to be covered extensively by the media and the acute awareness of the heavy burden of disease in Appalachia continues to permeate every discussion regarding health in our Appalachian region.

SHORT TERM STRATEGY (could be completed within 1 year):

Start a campaign called “**Healthy 5 for the 5th**” (Five Health Challenges for Every Individual in the 5th Congressional District).

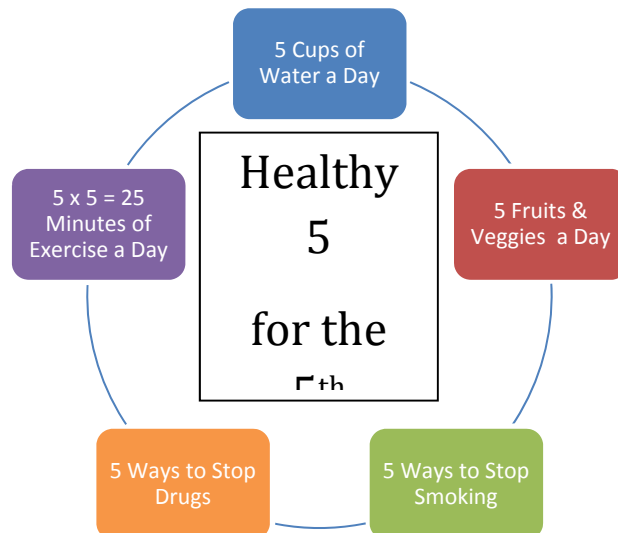
Consider creating a phone app to track progress.

GOAL: Challenge every individual to meet all 5 challenges 5 days a week for 5 months!

1. **Drink 5 cups of water today!** Drink water whenever you are thirsty. STOP POP!
2. **Eat 5 fruits & veggies today!** Choose raw and colorful for the most vitamins and biggest bang for your buck. French fries don’t count! BEANS ARE BEST!
3. **Exercise 5 times today for 5 minutes each time!** That’s a total of 25 minutes. If you don’t have access to a walking track or fitness machines, simply stand up and jog in place for 5 minutes, or longer! NO COST!
4. Choose one of these **5 ways to quit smoking tobacco:**
 - Start by getting your cigarettes out NOW and throwing away 5 cigarettes!
 - Write down 5 reasons you want to quit and post it on your refrigerator or bathroom mirror to remind yourself every day.
 - Call 1-800-QUIT NOW, Kentucky’s free service designed to help you quit. (Or if you are a smokeless tobacco user, go to www.MyLastDip.com.)
 - Ask your doctor about a Cooper Clayton Class in your area.
 - If you are NOT a smoker, you can still help make our state SMOKE-FREE by sending 5 messages supporting smoke-free legislation to the following individuals: (1) your boss, (2) your mayor, (3) your county judge, (4) your senator, and (5) your representative.
5. Choose one of these **5 ways to help stop the drug epidemic:**
 - Spend 5 minutes every morning being thankful for what is good in your life,

pray or meditate. People with a spiritual life live up to 14 years longer than those who don't.

- Spend 5 minutes every afternoon encouraging someone you know who has been affected by the drug epidemic (for example, offer help to a grandparent raising their grandchildren).
- At 5:00 p.m. every evening, get together with your family and friends to eat together, talk together, and just be together! Kids who sit down and eat dinner with their family 5 nights a week or more are less likely to be depressed and less likely to do drugs.
- Take 5 minutes at your next doctor's visit to discuss your mental health and your medications. Ask for a referral to a good mental health specialist if you are battling anxiety or depression. And talk to your doctor about alternative pain management options. Sometimes physical therapy or yoga is more effective than prescription pain pills.
- Take 5 minutes to look through your medicine cabinet at home and get rid of all unused narcotics before they get into the wrong hands. Call your pharmacist to see what to do.



MID TERM STRATEGY (could be completed in 1-3 years):

Work with the SOAR Agriculture Work Group to assure that all local food efforts are promoted and made available to all citizens in the region. For places where gaps exist, consider developing a county-level project such as:

“Grow It-Cook It-Like It-Eat It-Preserve It” – Use a multi-generational approach to teach children and families to re-discover the local heritage of growing their own food, trying new foods and hopefully beginning to enjoy those new foods, re-discovering the importance of cooking healthy foods together at home as a family, and the importance of preserving through canning/freezing/etc. so that healthy local foods can be enjoyed by our citizen's all year long.

These efforts could include school gardens, home gardens, “porch gardens” for those with little to no land, and classes in cooking and canning, etc.

This would require collaborative partnerships with schools, families, churches, local farmer's markets and UK County Extension Agencies, senior citizen's centers, and others.

LONG TERM STRATEGY (could be completed in 3-10 years):

Phase 2 of the short term strategy above would involve EXPANDING the “Healthy 5 for the 5th” Campaign to include every group or organization in the region:

Five Health Challenges for Every **Organization** in the 5th Congressional District

Have each of the following groups come up with their own 5 for the 5th challenge and carry it out. Then, they can CHALLENGE another similar group and compete to see who can do the best! For example, one county school board versus the one in the next county over, or one police department versus another one.

*Find funding to award the 5 most successful, outstanding groups or counties for their efforts!

Examples of groups/organizations could include: school boards, workplaces, employers, health departments, hospitals, city councils, county judges, police departments, doctor’s offices, churches, area development districts, and community wellness coalitions.

Subcommittee Members:

Boyd Buser, Diana Williams, Nikki Stone

Appendices/References/Other Pertinent Info: See Appendix

<p>SOAR Health Issue: A REGIONAL CLEARINGHOUSE FOR HEALTH</p>
<p>Inspirational Quote: “Community solutions for health in the mountains.”</p>
<p>Summary of the Health Issue: One of the barriers to success is the existence of excellent and successful programs that are not implemented to scale. . We know that “if the problems are in the community, the solutions are in the community” We also know that there are many community solutions that work. A clearinghouse for documenting and sharing solutions that have worked specifically in the mountains would contribute to bringing these solutions to scale</p>
<p>Summary of the Health Issue in the 5th Congressional District of Kentucky: There are numerous programs and projects that have been undertaken in various communities across the region but they are often not widely known.</p>
<p>SHORT TERM STRATEGY (could be completed within 1 year): Set up an online resource that could be the repository and documentation for successful community (mountain) programs. Educate communities about available resources. This would require a ‘backbone organization’ that would support, facilitate, organize, seek out, document and continuously update mountain solutions. In the first year, it would seek to identify and document known programs that work. Many have been identified in our listening process. One organizing strategy could be the lifespan scaffold. This should be the work of the VISTA worker hired to assist the SOAR Health Work Group. (See list of Success Stories included in appendix– these are also community wellness initiatives.)</p>
<p>MID TERM STRATEGY (could be completed in 1-3 years): Map the coverage area for current programs. Set up a geo-mapping of solutions and problems and coverage gaps. Set up a speaker’s bureau and consultant list for programs that work and a method to access the speakers to address the gaps. Create a training program and toolkit describing the processes/ procedures/ equipment/ staffing/ etc. needed to replicate successful programs. Attempt to secure start-up grant funds for program expansion.</p>
<p>LONG TERM STRATEGY (could be completed in 3-10 years): Begin to compile the DATA. Strategically study why our region is suffering the way it is. Organize and create subregional alliances (health coalitions) that could serve as the research partners to focus on data collection, community health implementation and innovation. These coalitions would also need staff to insure sustainability and to serve as catalyst, conveners and organizers.</p>
<p>Subcommittee Members: Richard Heine, Mike Caudill, Nikki Stone</p>
<p>Appendices/References/Other Pertinent Info: See Appendix</p>

SOAR Health Issue:

ADVERSE CHILDHOOD EXPERIENCES (ACEs)

Inspirational Quote:

“Every child deserves an equal shot at success in life. You can’t get an equal shot if you don’t get an equal start in life.”

Dr. Michael Lu, Director, HHS Maternal and Child Health Bureau

Summary of the Health Issue:

The Adverse Childhood Experiences Study from CDC demonstrates that adverse experiences put the person at high risk for developing chronic disease, high risk behaviors, maladaptive social functioning, and early death. The American Academy of Pediatrics and the Harvard Center for the Developing Child have identified the mechanism for this increased risk as “toxic stress” – wear and tear on the brain and the body from chronically elevated levels of stress hormones that change brain structure, other systems, and even alter gene expression. Children who suffer toxic stress from poverty, severe family dysfunction, substance abuse in the home, mental health issues in the home, and/or violence in the home are more vulnerable to child abuse and neglect and long term effects of toxic stress. However, toxic stress can be mitigated by a stable, nurturing relationship with a caring adult, and a safe, stable, and nurturing environment. Promoting these protective factors leads to optimal child development and school readiness.

Summary of the Health Issue in the 5th Congressional District of Kentucky:

At least 1 in 4 children in KY live in poverty; in parts of Appalachia, it is 1 in 2. In addition, nearly all the elements of adverse childhood experiences – **(1)substance abuse in the home, (2)mental health issues in the home, (3)family member incarcerated, (4)parent separated or (5)divorced, (6)domestic violence, (7)child abuse and (8)neglect** – are higher in Appalachia compared to the rest of the state. The Appalachian counties are the epicenter of the substance abuse epidemic, and adults who misuse substances are often unable to be a nurturing parent and therefore put the child at risk for toxic stress. Although we don’t know how many children in the region are affected by these ACEs, we can assume that at least half of all children are experiencing one or more, and a subset are probably experiencing all eight ACEs and therefore are living with extremely high levels of toxic stress. The big question is: could this be one of the major unknown factors that has driven the rise of extraordinarily horrific health statistics in our region?

SHORT TERM STRATEGY (could be completed within 1 year):

Provide trainings on Toxic Stress and Trauma-informed care for at least 50% of all Head Start, Elementary school, Family Resource Centers, and child care centers in the 5th congressional district.

MID TERM STRATEGY (could be completed in 1-3 years):

Choose at least 3 communities for a pilot project to develop Community Awareness and Interventions for Strengthening Families, a nationally developed framework for building Protective Factors that support families, create optimal child development, and reduce child abuse and neglect.

1. Partner with the Race to the Top – Early Learning Challenge initiative on the Strengthening Families strategies
2. Hold Community Café’s and other community meetings to plan how to integrate and coordinate systems to better support families. All families go through times of stress, and

all families should be able to get help during those times.

3. Measure community changes by available metrics or surveys.

LONG TERM STRATEGY (could be completed in 3-10 years):

Begin by advancing the short and mid term strategies above, and include in the development of those a data set to study the long term effects of ACEs and toxic stress in our region. Begin by collecting baseline data during the earlier strategies, and then track and continually evaluate any improvements made through the pilot interventions. Successful strategies should then be ramped up and replicated in other counties until the entire region is covered by a blanket of successful protective factor efforts! Continue monitoring changes in other health statistics that may be related to toxic stress (cancer rates, substance abuse rates, etc.).

Subcommittee Members:

Ruth Shepherd, Nikki Stone

Appendices/References/Other Pertinent Info: See Appendix

SOAR Health Issue:

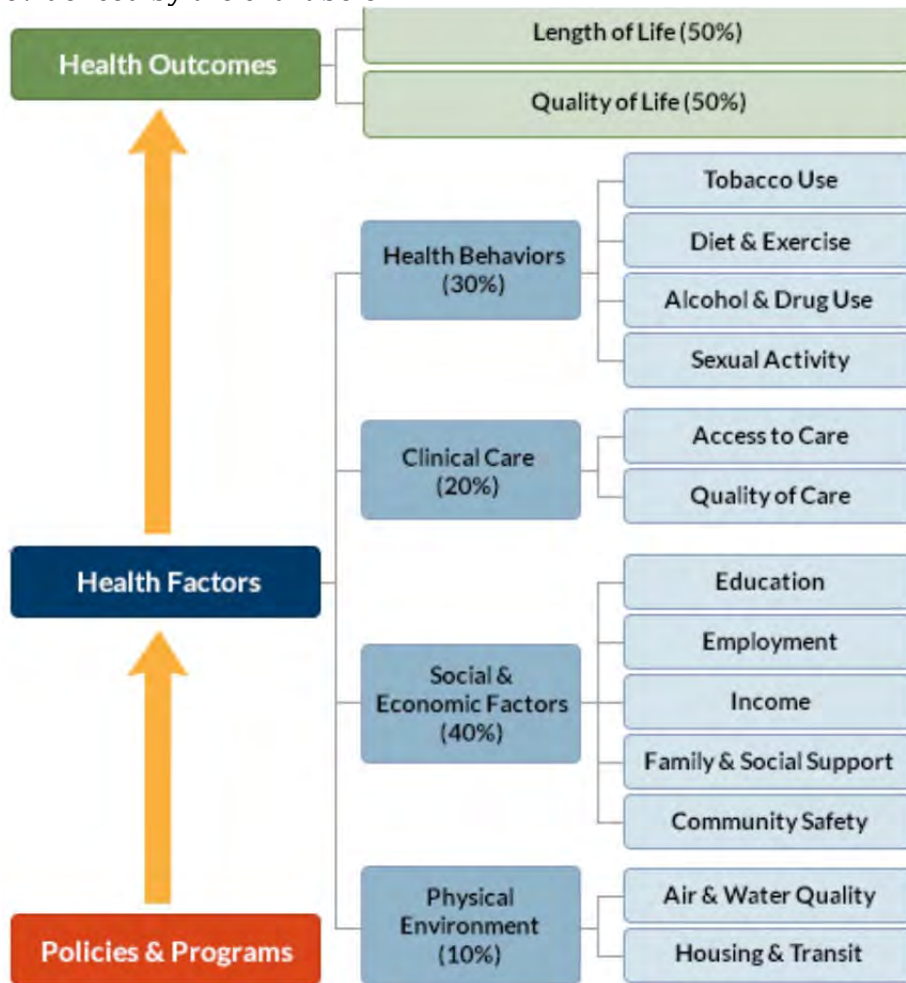
ACCESS TO CARE & TRANSPORTATION

Inspirational Quote:

“Sometimes your only available transportation is a leap of faith.”

Summary of the Health Issue:

A vision of healthy communities cannot disregard or devalue transportation. It influences how our communities are shaped and how they grow. It can either support or hinder critical access—to jobs, healthcare, healthy food, education, and other essential locations. Transportation significantly effects health through traffic crashes, air pollution exposure, access to healthy food and healthcare, access to physical activity and economic opportunity. These implications can have up to a 30% impact on health outcomes as evidenced by the chart below.



Summary of the Health Issue in the 5th Congressional District of Kentucky:

According to a recent poll conducted by The Gallup Organization and Healthways, a Tennessee-based company that provides services to improve well-being, Kentucky ranked 49th (next to last) in perception of well-being and the 5th Congressional District ranked **lowest** of the 434 districts that participated in the survey. Every SOAR listening session that was conducted in the 5th District listed “lack of transportation” as a major barrier to accessing healthcare and healthy food which significantly impacts the perception of health

and well-being in the district.

SHORT TERM STRATEGY (could be completed within 1 year):

- Map out networks of health care services for each sub-region so that all primary and specialty care is available within a reasonable geographic radius.
- Develop community partnerships to fill in the gaps identified in the network. This could include churches (health ministry and faith community nurses), schools, public transportation systems, gas companies (to provide gas cards), etc.
- Educate the community once these networks and partnerships are implemented.

MID TERM STRATEGY (could be completed in 1-3 years):

- Develop strategies to bring services closer to where the people are (in-store clinics, mobile clinics, home visits and telemedicine).
- Medical centers consider implementing non-emergency medical transportation programs similar to the one at Our Lady of Bellafonte Hospital in Ashland (see attached). While OLBH's program provides transportation for outpatient services and campus physician appointments, broadening the scope of the program to include trips to the pharmacy and support groups would be beneficial.

LONG TERM STRATEGY (could be completed in 3-10 years):

- Modify the built environment to facilitate walking and biking. This would include more bike paths, sidewalks and shoulders. All new roads should be required to have bike lanes.
- Policy changes to support these strategies

Subcommittee Members:

Diana Williams, RN, MSN

Appendices/References/Other Pertinent Info: See Appendix

SOAR Health Issue:
CHILDREN'S ORAL HEALTH

Inspirational Quote:
"Expanded Dental Outreach and Dental Homes For All Children "
"Cavity Free Children and Schools"
"Full Integration of Oral Health with Public Health Programs , Coordinated School Health Programs and Primary Care Practice and GetWell Kentucky"

Summary of the Health Issue:
In 2000, the US Surgeon General, for the first time, reported that oral health is essential to overall health. Since then, the systemic links between oral health and stroke, cardiovascular disease, pre-term and low birth weight babies, and diabetes have been reported across the lifespan. Across the United States and Appalachia, lack of access to oral health care contributes to profound and enduring oral health disparities.

Summary of the Health Issue in the 5th Congressional District of Kentucky:
Children's Oral Health in Kentucky's ARC Region
Children in Kentucky's 54 ARC counties have some of the highest rates of urgent dental needs (pain, infection, rampant decay) and untreated dental decay in the nation. These disparities adversely affect normal childhood development and learning. Thousands of high risk children (Medicaid and KCHIP eligible children) in Kentucky's ARC counties do not have even one annual dental visit paid by the Kentucky Medicaid program. Sadly, anecdotal information provided by the Dental Care Organization (DCO) with the largest number of Medicaid covered lives (over 900,000 Medicaid members) indicates four year old children are the most expensive age cohort they currently have in Kentucky (due to high numbers of children with severe and complex dental treatment needs). The indirect and "hidden costs of poor oral health" associated with early childhood and education outcomes, although more difficult to precisely quantify, are huge. This situation exists even though good evidenced based dental preventive methods and delivery models are available, both in Kentucky and nationally, that implemented across the region could substantially improve dental outcomes.

SOAR Assumptions Statement : Children's Oral Health
To improve oral health and childhood outcomes, significant system changes are needed to address: (1) improving the culture of oral health and personal and family behaviors (oral health literacy), and (2) strengthening the public health and health care delivery systems (improving the availability of early preventive services and dental homes). Good oral health requires positive personal and family behaviors. It also regular, appropriate utilization of evidenced-based dental care. Both are necessary. Strategically, improving the Appalachian culture of oral health will require integrated prenatal and early childhood services, including parenting education and support and improvement in infant, preschool and school-linked oral health outreach/chronic disease management services and Medicaid policies. This strategy will also require dental workforce expansion, supportive regulatory and Medicaid financial policies and increased integration of oral health services and dental providers with patient navigation and primary care and public health services in the region. It should also be noted that oral health improvements must be coordinated with and would be significantly leveraged by regional improvements in prenatal services, parenting

education and support and by region-wide implementation of a coordinated school health system. These areas and recommended solutions are presented in other SOAR Health Group Reports.

Medicaid/Medicaid Expansion

Due to the success of Kynect, high numbers of Medicaid and KCHIP children and Medicaid adults in the ARC region now have good dental insurance coverage. However, utilization of dental care across the region is still a major problem. Collaborative care models and networks supported by a strong dental information infrastructure will be essential to improve early access to care and oral health literacy and for measuring and improving **SOAR** and **kyhealthnow** outcomes.

Improved Medicaid and MCO dental policies that incent improvements in early prevention/education and chronic disease management and appropriate use of new and existing dental auxiliary members of the oral health workforce are critical for the success of SOAR. Improved Medicaid financing is essential to developing a sustainable regional infrastructure to enable long-term improvements in children's oral health in the Medicaid/KCHIP populations and the culture of oral health in Appalachia.

Oral Health Workforce

Planning outcomes for the ARC funded Appalachian Rural Dental Education Partnership (ARDEP) included a 2012 assessment of dentist supply in the 54 county ARC region. Kentucky and its Appalachian region have an aging general dentist and dental specialist workforce. Dentists also appear to be delaying retirement decisions. This has resulted in part-time dental practice patterns that were recently documented by the state Deloitte Health Workforce Capacity Report (May 2013). Over the next decade, because of the skewed age profiles, Kentucky will likely lose significant numbers of dentists from its current population of practicing dentists, making it very difficult to maintain current dentist supply levels, particularly in the rural ARC counties.

The ARC counties also have a dentist distribution problem. Newly licensed dentists are locating heavily in the Central Triangle region of Kentucky and not in the ARC or other rural counties. Their decisions are based on a combination of high student debt, corporate and private dental practice opportunities in the Central region, and perceived lack of viability of the private dental practice model in the ARC counties. Dental practice location decisions have also been complicated by recent practitioner experience with Medicaid managed care and the limited number of salaried dental practice opportunities in the corporate and safety-net dental sectors in the ARC counties.

Maintaining and increasing the current supply of dental services in the ARC counties will clearly be challenging. It will require growing a more robust Appalachian dental pipeline, new incentives that attract dentists and dental auxiliaries, rural practice and increased use of dental auxiliaries in the workforce to help reduce patient costs, improve quality and value for patients and improve population outcomes.

Without improved Medicaid financing and policies, it is very doubtful that the long-term goals of improving oral health and changing the culture of oral health in the Appalachian counties can be achieved. Without Medicaid improvements, the private dental sector will continue to shrink, further compounding the current children's dental care access crisis. Medicaid expansion has also recently intensified demands on the fragile supply of Medicaid dental services, adding over 500,000 new Kentuckians, many of these in the ARC counties.

Many of the newly insured are adults with very complex dental needs who were previously dentally un-insured. This has further complicated the private dental practice business model in the ARC counties.

In contrast, Medicaid expansion by significantly reducing the uninsured population, has improved the viability of dental safety-net clinics (part of FQHCs and rural health clinics). Although these dental safety-nets are very important locally, these dental services still represent only a very small portion of the Medicaid dental services provided overall in the ARC counties. Expansion of the dental safety-net sector and collaborative alliances of this sector with universities and the private and public health sectors are needed to achieve SOAR's long-term oral health goals.

Economic Impact

A convincing argument can be made that additional investments in the Medicaid dental program and an expanded dental workforce would have a very positive direct economic impact in Appalachia and also many positive in-direct benefits such improved early childhood and educational outcomes and improved future employability of Appalachian populations. The recent ARDEP economic impact analyses clearly demonstrated that increased dental revenues in-region have a positive multiplier effect locally and a positive economic impact in-region. With Kentucky's favorable Medicaid match rate, the case for increasing dental investments becomes even stronger. Accounting for hidden costs in Kentucky's medical care expenditures would further strengthen these considerations, making such decisions a wise and cost efficient investment of state resources in the future of Kentucky's ARC counties.

A key consideration is good oral health and new workforce models exist that can be implemented across the region for very small (relatively small) oral health investments in strategic areas, given the total scope of Kentucky's Medicaid expenditures.

Consensus

It is the consensus of the oral health sub-group that several substantial changes in state policies and the current oral health delivery system in the ARC counties are needed. Kentucky is favorably positioned to make these changes. Good models and dental expertise exist within the Cabinet for Health and Family Services, in UK Health Care and at existing UK research centers that can provide the blueprint to substantially improve children's oral health and the culture of oral health in Appalachia. The solutions that follow reflect that consensus. However, without new educational, dental infrastructure, and Medicaid investments, the long-term oral health objectives for SOAR will be difficult, if not impossible to achieve.

Solutions

Three strategic solution focus areas have been identified and structured for targeted short and long-term investment.

Short-Term Solutions (within one year)

-Activate a regional dental infrastructure, including information support, to support an ongoing Appalachian Oral Health Network. This should be a joint SOAR initiative organized via UK's Oral Health, Rural Health and CDC Prevention Research Centers, with ARC and strategic foundations as funding partners.

Mid-Term Solutions (one to three years)

Increased capacity in all ARC counties (in conjunction with regional universities and

Kentucky Community College and Technical College System –KCCTS) to educate and employ dental auxiliaries to the ARC oral health workforce.

Long-term Solutions (one to ten years)

Develop and implement a strategic ARC dental pipeline and practice plan to recruit and incentivize dentists and dental auxiliaries to practice in the ARC region.

SHORT TERM STRATEGY (could be completed within 1 year):

- 1) Extend the pilot ARDEP dental pipeline programs across the ARC region (with other regional universities and college’s serving the region). This is currently being developed with Morehead State University and regional AHECs.
- 2) Increase access to evidence-based dental prevention and navigation services in multiple ARC sub-regions (scale-up of nationally recognized dental prevention model at UK Center of Excellence in Rural Health/North Fork Valley CHC, Hazard , Ky.)
- 3) Develop dental information infrastructure for Appalachian Oral Health Network, including network population outcomes and patient quality measures to monitor short and long-term progress towards achieving oral health goals. (coordinated with Kyhealthnow objectives)
- 4) Prepare and begin phased implementation of a strategic, long-term oral health workforce plan for the ARC region, that addresses the future supply of general dentists, dental specialists and dental auxiliaries.

MID TERM STRATEGY (could be completed in 1-3 years):

- 1) Plan and implement region-wide oral health literacy campaigns targeting parenting and early childhood services, with multiple community and organizational partners (Kentucky Oral Health Coalition, Kentucky Voices, , health navigators, public health departments, regional health organizations , school systems, churches, local media , civic clubs and other local community groups).
- 2) Align state and Medicaid regulations, state dental practice statues and regulations and MCO contracts/dental policies to enable utilization of CDHCs and PHDHs (see long-term recommendations below)at appropriate scope of practice in new delivery models.
- 3) Simplify and improve administration of Kentucky Medicaid Program.
- 4) Improve Medicaid dental reimbursement rates, appropriately benchmarked with reimbursements for other areas of health services and also benchmarked with dental practice expenses.

LONG TERM STRATEGY (could be completed in 3-10 years):

- 1) Educate and place teams of community Dental Health Coordinators (CDHCs)/Public Health Dental Hygienists (PHDHs) in all ARC counties.
- 2) Develop and evaluate new Dental Care Models utilizing new dental auxiliary teams/protocols supported by tele-dentistry (with a series of targeted Appalachian Network Children’s Dental Demonstration Projects).

Subcommittee Members:

Raynor Mullins, Jeff Ebersole, Lacey McNary, Nikki Stone

Appendices/References/Other Pertinent Info: See Appendix

SOAR Health Issue:

COMMUNITY HEALTH WORKERS (CHW)s

Inspirational Quote:

“CHWs are trusted members of their communities.”

Summary of the Health Issue:

A Community Health Worker (CHW) is a frontline public health worker who is a trusted member of and/or has an unusually close understanding of the community served. This trusting relationship enables the CHW to serve as a liaison/link/intermediary between health/social services and the community to facilitate access to services and improve the quality and cultural competence of service delivery. A CHW also builds individual and community capacity by increasing health knowledge and self-sufficiency through a range of activities such as outreach, community education, informal counseling, social support and advocacy. (American Public Health Association)

Summary of the Health Issue in the 5th Congressional District of Kentucky:

Residents of rural Kentucky have unusually high levels of certain diseases. These include cancer, heart disease, hypertension, asthma, and diabetes. Lifestyle choices, environmental factors, inadequate health insurance and general lack of understanding of the healthcare system are often cited as contributing to this condition. Kentucky Homeplace was created to help address these issues.

SHORT TERM STRATEGY (could be completed within 1 year):

Recognized CHWs as professional members of the health care workforce who effectively address social determinants of health and reduce health disparities (US Department of Health and Human Services).

MID TERM STRATEGY (could be completed in 1-3 years):

Building on the University of Kentucky Center of Excellence in Rural Health Kentucky Homeplace national recognized CHW model CHWs throughout the Appalachia link individuals to the right care, right place and the right time: Form an State/Appalachian CHW Coalition:

- Develop and implement CHWs core competencies
- Develop and implement CHW scope of work
- Provide evidence base training and continuing education for CHW
- Develop and implement State Certification

Financially support and sustain the work of CHWs

LONG TERM STRATEGY (could be completed in 3-10 years):

CHWs positively contribute towards achievement of the Triple Aim of Healthcare:

(1) Improve Patient Experience

- Effective connectors
- Trusted members
- Unusually close understanding of social context of patient’s lives
- Understand risk behaviors
- Motivate to engage in risk management
- Strengthen patient’s self-efficacy
- Improve medication adherence
- Improve access and quality of care

(2) Improve Population Health

- Integral member of primary care team
- Contribute to chronic disease management through ensuring continuity of care, coordination of care and overall quality of care

(3) Increase use of preventive health services

- Encourage self-care
- Collect accurate patient data and contribute to community based research
- Reducing Costs
- Coaching patients on preventive health behavior
- Reducing ER visits
- Reducing hospital admissions and readmissions
- Navigate and connect patients to community based primary care services
- Enhancing health provider's understanding of patient needs
- Follow-up and appropriate referrals

Subcommittee Members:

Fran Feltner

Appendices/References/Other Pertinent Info: See Appendix

SOAR Health Issue:
DIABETES

Inspirational Quote:

“Type 2 diabetes is a preventable and manageable disease. With increased screenings and education outreach we can reduce the prevalence of diabetes and, as a result, significantly improve the health and economic vitality of our region.”

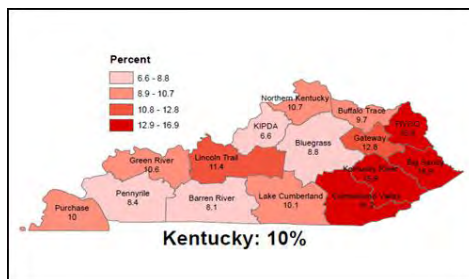
Summary of the Health Issue:

Diabetes is the 7th leading cause of death by disease in the U.S. and Kentucky.^{xxiii} Besides leading to premature death, both type 1 and type 2 diabetes are associated with long-term complications that have high economic and quality of life costs. According to a CDC estimate, diabetes cost the United States \$245 billion in 2012 alone.^{xxiv}

“Diabetes is [also] the leading cause of adult blindness, end-stage kidney disease and non-traumatic lower-extremity amputations. People with diabetes are two to four times more likely to have coronary heart disease and stroke than people without diabetes. In addition, poorly controlled diabetes can complicate pregnancy resulting in preterm birth, preeclampsia, intrauterine growth restriction, congenital anomalies or intrauterine death. Many of these complications and deaths from diabetes can be prevented, delayed or significantly reduced with proven interventions. People with diabetes, along with their support network and their health care providers, can take steps to control the disease and lower the risk of complications by following the medical standards of care identified by the American Diabetes Association.”^{xxv}

Summary of the Health Issue in the 5th Congressional District of Kentucky:

According to data collected in 2010, the Area Development Districts (ADDs) in Kentucky’s 5th Congressional District have an average adult diabetes prevalence of 16.2 percent (Figure 1).



Compared to a statewide prevalence of ten percent, diabetes is 62 percent more prevalent in the 5th Congressional District.^{xxvi} At 20.76 percent, prevalence is even higher among the region’s adult Medicaid members.^{xxvii} This high prevalence has led some healthcare professional to label diabetes as “a crisis of epidemic proportions” in the region.^{xxviii} The resulting health, economic, and quality of life impacts of the district’s high diabetes prevalence is substantial. For example, diabetes-related hospital care cost the district nearly 45 million dollars in 2011,^{xxix} and diabetes accounts for an age adjusted mortality rate of 38.65 deaths per 100,000, compared to only 28.8 in the state overall.^{xxx} The highest diabetes mortality rate in the state is found in the 5th district’s Big Sandy ADD, which has an age adjusted diabetes mortality rate of 45.3 deaths per 100,000: this is 117% higher than the national rate of 20.9 deaths.^{xxxi}

SHORT TERM STRATEGY (could be completed within 1 year):

Secure funding to increase the number of diabetes and pre-diabetes screening events

offered by the Big Sandy Diabetes Partnership.

MID TERM STRATEGY (could be completed in 1-3 years):

Improve diabetes prevention and management in the region by:

- Increasing access to education opportunities to improve knowledge of nutrition, fitness, and disease prevention & management.
 - Offering diabetes prevention classes through the YMCA.
 - Providing helpful information, A1c screenings, and referrals to diabetes prevention and management programs at local fairs and events.
 - Starting a SUGAR Helpers volunteer program to empower community members in creating their own local diabetes support networks.
- Increasing the availability and utilization of physical activity resources.
 - Promoting existing physical activity resources (tracks, recreation centers, fitness programs, etc.) through a comprehensive regional Diabetes Resource Guide.
 - Providing a handout at local doctors' offices detailing simple exercise that individuals can do at home to get moving and reduce their risk of diabetes or diabetes complications.
 - Implementing community-wide events and initiatives such as pedometer give always, walking clubs, and 5k runs to promote fitness in the community.
- Increasing access, availability and utilization of nutritious food and dietary counseling.
 - Promoting existing nutritional counseling resources through a comprehensive regional Diabetes Resource Guide.
 - Doing cross promotions with area farmers' markets and grocery stores to improve access to and awareness of nutritious food options.
 - Hosting events like a diabetes-friendly potluck to give community members a chance to create and taste meal options that are tasty while also being low fat and low sugar.
 - Creating and implementing a nutrition-focused public awareness campaign with print/radio/social media messaging that targets those most at risk for diabetes and pre-diabetes.

LONG TERM STRATEGY (could be completed in 3-10 years):

Continue screening and education efforts over the long term to steadily reduce the region's diabetes-related:

- Emergency room visits & hospitalizations.
- Incidence, morbidity, and mortality of diabetes in the 5th Congressional District.

Subcommittee Members:

Ancil Lewis, John & Jean Rosenburg, Claudia Hartley, and Jeannie Burchett

Appendices/References/Other Pertinent Info: See Appendix

SOAR Health Issue:

HEALTH CARE WORKFORCE

Inspirational Quote:

"Access to health care shouldn't depend on your zip code."

Summary of the Health Issue:

Appalachian Kentucky has a longstanding shortage of health care professionals. This circumstance negatively impacts citizens' ability to access health care services and, ultimately, the region's health status and economic well-being. Prior studies cite multiple factors contributing, for instance, to an undersupply of physicians in Appalachian Kentucky. Among those factors is that a relatively low number of students from within the region are admitted to – or even apply to – medical school.¹ Appalachian Kentucky also has shortages of dentists, optometrists, psychiatrists, and other clinicians.

Summary of the Health Issue in the 5th Congressional District of Kentucky:

The success of the University of Pikeville's Kentucky College of Osteopathic Medicine and the more recent development of the University of Kentucky's Rural Physician Leadership Program in Morehead have the potential to significantly improve access to physicians within Appalachian Kentucky. However, numerous Appalachian Kentucky counties remain federally designated health professional shortage areas for primary medical care (due, in part, to a limited number of rural-focused family medicine residency programs in the state). Furthermore, Deloitte Consulting's 2013 "The Commonwealth of Kentucky: Health Care Workforce Capacity Report," suggested the need for physicians and mental health providers is most concentrated in rural Kentucky, and more specifically that the need for registered nurses is most pronounced along the state's southern border and in its northeastern corner.²

SHORT TERM STRATEGY (could be completed within 1 year):

Secure additional state and/or federal funding for area health education centers (AHECs), which have endured significant budget cuts in recent years despite their mission of enhancing access to quality health care within rural and medically underserved regions. Three regional AHECs (Northeast, based in Morehead; Southeast, based in Hazard; and Southern, based in Mt. Vernon) cover the vast majority of Kentucky's Appalachian counties. Their health careers pipeline initiatives include:

- Health careers promotion (e.g., classroom programs, health occupations workshops, job shadowing opportunities, health-focused internships, etc.);
- Support for health professions students via the coordination of hundreds of clinical rotations each year; and

Provision of continuing education for current health care professionals (i.e., aid in retention by allowing those professionals to receive high-quality educational programming without leaving the region in which they practice).

MID TERM STRATEGY (could be completed in 1-3 years):

The Kentucky State Loan Repayment Program (SLRP) offers an opportunity for practicing health care professionals to receive tax-exempt student loan repayment funding in exchange for a service agreement. These providers must practice in a federally designated Health Professions Shortage Area (HPSA) for a minimum of two years. To be eligible, SLRP dollars must be matched by a sponsoring health care organization (up to \$20,000 per year, depending upon the health profession). In order to recruit and retain quality health care

providers to Appalachian Kentucky, SOAR could:

- Identify the most pressing health care workforce needs in the region, aligned with federally designated HPSAs.
- Work collaboratively to secure funding for sponsorships of the SLRP match.

Collaborate with the Kentucky Office of Rural Health (based at the University of Kentucky Center of Excellence in Rural Health in Hazard) to stay abreast of changes to SLRP qualifications.

LONG TERM STRATEGY (could be completed in 3-10 years):

Despite continued expansion of medical school classes in Kentucky and other states, Medicare-funded medical residency positions have been capped since 1997. This has produced a funneling effect in which many graduates of the Commonwealth's three medical schools have been forced to leave the state for residency training and ultimately establish practices outside of Kentucky. Indeed, studies indicate that most family medicine residency graduates, for instance, practice within 100 miles of their training site.³

Appalachian Kentucky's family medicine residency programs (see URLs below) have a record of success in placing graduates in rural areas, but these programs are small in size and number. To help address this issue, SOAR could work with state, regional, and national leaders to relieve the graduate medical education funding cap, seek reallocation of unused residency slots in other states to residency programs in Appalachian Kentucky, or pursue other creative approaches to incentivizing increased residency capacity within our state's Fifth Congressional District.

Subcommittee Members:

David A. Gross, MPA; Fran Feltner, DNP, MSN, RN

Appendices/References/Other Pertinent Info: See Appendix

SOAR Health Issue:
OLDER ADULTS

Inspirational Quote:

“We've put more effort into helping folks reach old age than into helping them enjoy it.”
~Frank A. Clark

Summary of the Health Issue:

Today, older Americans are living longer. In 2010, nearly 40 million people age 65 and over lived in the United States. This number represents 13% of the U.S. population, or about one in every eight Americans. It is projected that by the year 2030, there will be about 72.1 million people age 65 and over, more than twice their number in 2000. As of 2007, the elderly make up 7.5 million of the 50 million people living in rural America. Elderly who live in rural areas face additional challenges. These include lack of transportation such as rides for essential trips, medical appointments, business errands, shopping and senior activities; lack of access to medical care; unavailable cultural and social services; and lack of adequate housing.¹

Summary of the Health Issue in the 5th Congressional District of Kentucky:

The Appalachian region of Kentucky has an average of 13% of the population over age 65. The county averages range between 11.2% and 18.7% of the population being over 65 per US Census data.

SHORT TERM STRATEGY (could be completed within 1 year):

Secure funding to begin evaluating the needs of and current programs available for the elderly and their care givers in the Eastern Kentucky Region.

MID TERM STRATEGY (could be completed in 1-3 years):

Evidence has been mounting on the effectiveness of programs such as Program of All-Inclusive Care for the Elderly (PACE) programs. JAMA reported that individuals that are participants of PACE had fewer hospital admissions and preventable hospital admissions per thousand patients per month, as well as fewer total and preventable emergency department visits when compared to patients community based services by individual providers. It also showed that PACE participants when compared to other programs. The review article also discussed two other models of comprehensive care of our aging, Geriatric Resources for Assessment and Care of Elders (GRACE) model and Guided Care model, which may be suitable for the Eastern Kentucky Region.²

In the next three years:

1. Assess the effectiveness of comprehensive integrated care models for older adults including potential use of telehealth options in the Eastern Kentucky that would allow aging in place for as long as possible.
2. Attempt to secure funding for piloting a chosen comprehensive integrated care program model.
3. Provide education to communities (elderly and care givers), providers and programs regarding resources currently available for caring for our elderly.

LONG TERM STRATEGY (could be completed in 3-10 years):

Alignment and adaptation of Medicaid and Medicare financing options to incent or pay for the added level of effort associated with integrating care for the older adults.³

Subcommittee Members:

Paula Arnett, David Gross

Appendices/References/Other Pertinent Info: See Appendix

SOAR Health Issue:

TEEN PREGNANCY

Inspirational Quote:

“To succeed in life, you need two things: ignorance and confidence.”- Mark Twain

Summary of the Health Issue:

In a recent study conducted by the Office of Adolescent Health, Kentucky ranked in the top 10 states (including the District of Columbia) for the highest teen pregnancy rates in the U.S (Department of Health and Human Services). According to a report released by the CDC, “teen pregnancy and childbearing bring substantial social and economic costs through immediate and long-term impacts on teen parents and their children” (Center for Disease Control). These impacts include low educational attainment for teenage mothers, only 50% of adolescent parents graduate high school by age 22, compared to women who did not give birth as a teenager (CDC). Further, children of teenage mothers have a higher risk of health defects, educational determent, and incarceration (CDC). Teen pregnancies cost taxpayers an estimated 9.4 billion dollars every year for increased health costs and child care services (CDC). While pregnancy can be easily prevented, many young women do not have access to preventative measures and sex education in Eastern Kentucky.

Summary of the Health Issue in the 5th Congressional District of Kentucky:

A 2014 report titled “The State of American Well Being” ranked Kentucky’s 5th Congressional District in the bottom 5th quintile. The well being of each district was determined by taking six factors into account: life evaluation, emotional health, work environment, physical health, healthy behaviors, and basic access to health care. Further, the study found that the state of Kentucky ranks as follows:

- Life Evaluation: 49th
- Emotional Health: 49th
- Physical Health: 49th
- Healthy Behaviors: 49th
- Basic Access to Health Care: 41st

Kentucky ranked 49th in overall well-being in 2012 and 2013 (Gallup Healthways).

SHORT TERM STRATEGY (could be completed within 1 year):

Secure funding for the creation of a community based learning and mentor program for high school students. This program will give young women access to sex education and peer mediated learning and mentoring. The goal of this community program is to ensure that young women can learn to make healthy and safe decisions about their body while developing their life skills and furthering their education.

MID TERM STRATEGY (could be completed in 1-3 years):

Establish the first Community and Learning Center for Young Women in Pikeville, KY.

Establishing this center would involve the following:

- Hire and train professional counselors on the procedures, goals, etc. of the program.

- Establish transportation routes to and from the center.

LONG TERM STRATEGY (could be completed in 3-10 years):

- By 2025, increase the percentage of persons over 25 with a high school diploma from 71.6% to 75% (US Census Bureau).
- Increase the percentage of persons over 25 with a Bachelor's degree or higher from 12.4% to 18% (US Census Bureau).
- Decrease teen pregnancy rates in the 5th congressional district.
- Create a similar center for young high school men that will help them develop a strong work ethic and healthy habits.
- Attempt to expand to the public school system to help teach young men and women sex education in schools as part of the core curriculum.

Subcommittee Members:

Kay Hammons

Appendices/References/Other Pertinent Info: See Appendix

APPENDIX ONE:

REFERENCES FOR EACH HEALTH TOPIC

<p>COORDINATED SCHOOL HEALTH: Centers for Disease Control and Prevention website for information on CSH – www.cdc.gov/healthyouth/cshp/components.htm and WSCC - www.cdc.gov/healthyouth/wsc/index.htm. Prevention Institute - http://home.preventioninstitute.org/nutrition.html RWJ Foundation, <i>Which Environmental and Policy Interventions Prevent Childhood Obesity? Collecting and synthesizing information about strategies and rating the strength of the evidence for their effectiveness</i> (August 2013). http://www.rwjf.org/en/research-publications/find-rwjf-research/2013/08/which-environmental-and-policy-interventions-prevent-childhood-o.html White House Task Force on Childhood Obesity, <i>Solving the Problem of Childhood Obesity within a Generation</i>. (May 2011). http://www.letsmove.gov/sites/letsmove.gov/files/TaskForce_on_Childhood_Obesity_May2010_FullReport.pdf Let's Move Active Schools, <i>Framework Criteria for Developing an Active School with Let's Move! Active Schools</i>, http://letsmoveschools.org/assets/LMASFrameworkv3.pdf L. C. Leviton, "Children's Healthy Weight and the School Environment," <i>Annals of the American Academy of Political and Social Science</i> 615, no.1 (2008): 38-55.</p>
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<p>SMOKE-FREE INITIATIVES: http://www.mc.uky.edu/tobaccopolicy/KCSP/OnePagers/Summary%20of%20Studies%20July%202013%20FINAL%20EH.pdf Hahn EJ, Rayens MK, Adkins S, Simpson N, Frazier S, Mannino D. Fewer hospitalizations from chronic obstructive pulmonary disease in communities with smoke-free public policies. <i>Am J Public Health</i>. 2014;104:1059-1065. http://www.mc.uky.edu/tobaccopolicy/KCSP/OnePagers/Smoke-free%20Workplaces%20Good%20for%20Business%20FINAL.pdf</p>
<p>SUBSTANCE ABUSE: Article Association of Maternal & Child Health Programs "Washington State The Parent Child Assistance Program", The impact of Sobriety Treatment and Recovery Teams On Family Outcomes by Ruth A. Huebner, Tina Willauer, & Lynn Posze, START in conference, START one page information sheet, Kentucky START Overview, and UNITE Voucher Program.</p>
<p>ACES (ADVERSE CHILDHOOD EVENTS): www.cdc.gov/violenceprevention/acestudy/</p>
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COMMUNITY HEALTH WORKERS

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<http://www.nhlbi.nih.gov/health/healthdisp>

National Support and CHW Recognition

Patient Protection and Affordable Care Act of 2010

CDC Division for Heart Disease and Stroke Prevention 2011

National Prevention Council 2011

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APPENDIX TWO:

COLLECTED INFORMATION (MEETING MINUTES, EMAILED SUGGESTIONS, WEBSITE SUBMISSIONS, ETC.)

Listening Session #1 – Somerset, KY (East Kentucky Leadership Conference)

April 24, 2014

~30 attendees including Health Work Group members: John & Jean Rosenberg, Richard Heine, Mike Caudill, Susan Howard, Raynor Mullins, and Dee Davis

Discussed SOAR Health Work Group's charge/goals/etc. (innovative ideas, complement, don't compete, find existing successes and build on them, and/or new ideas, evidence-based best practices, etc.)

Three main assignments: 1. Asset Map, 2. Listening Sessions, 3. Final Report.

General discussion about state of health in Eastern Kentucky and statistics.

Themes/Ideas/Discussion Items:

WELLNESS

*Nutrition/Exercise/Prevention

COORDINATE

*Substance Abuse

Re-create/Re-discover pride in our heritage

*Grandparents

Under-equipped to raise kids (drug culture)

"A success not shared is a failure."

*Community Involvement

Accomplishments

Motivators

Investment

*Smoke-free -Education and legislation

*Strengthen Families

*Depression

*Comprehensive drug treatment center (1-2 in region)

In-patient

Counseling

Social Work

Volunteer

Psych

(economic \$)

*Online health resource site

*Resource for seniors

*Clean Water! Clean Air! (for health)

*Flip the negative

Pull diabetics to our area to seek healthcare.

*Media campaign to market quality health care in our region.

*Multi-disciplinary innovations

- *Talk to community members
- Policy follows perception
- Economics – 40% higher health care jobs
- KyHealth Now objectives
- Inventory vs. asset What IS working
- *Diabetes (endocrinologists)
- *Keep money in region
- *Smoke Free
- *Substance Abuse #1
- *Obesity/low income
- *Health coaches \$
- *Recreational Wellness
- *Baby Boomer Programs
 - Retirement Mecca
 - End of life services

Suggested Future Listening Sessions Questions

What will it take to have a healthy region?

Where do we want to be in 20 years?

Why are we not healthier?

What are you proud of? What motivates you?

Listening Session #2 – Pikeville, KY (Young Professionals of Eastern Kentucky Forum:
The State of Healthcare in Eastern Kentucky)
May 12, 2014

~40 attendees including Health Work Group members: Raynor Mullins, Ancil Lewis, Susan Howard, and John & Jean Rosenburg

Full day agenda included keynote address by Connie White (Dept. Commissioner of Public Health) and 5 sessions: 1. Smoking, 2. Physician Shortage, 3. Substance Abuse, 4.

Telehealth, 5. Diabetes/Obesity, and lunch panel/SOAR Listening Session.

Discussion Items/ Innovative ideas:

- UNITE has a new mobile drug education vehicle that hopes to visit every school each year and target 7th and 10th graders, an additional innovative idea to supplement this new program would be to teach anti-drug messages to a small group of high school kids with leadership potential who will teach down to another group of kids who will teach down to another group of kids and so on and keep messages active throughout the school year rather than just once yearly, that way all grades are covered, and student ambassadors are in place in each grade to perpetuate the messages.
- Smoke-free initiative should be our #1 priority! Only 9 of 31 counties have any smoke-free laws, and we need to cover the entire region. All statistics show that it improves health, decreases smoking rates, and saves millions in health care costs without negatively affecting businesses.
- Community health workers are most important link to behavior changes, they need to be a part of the health care team, because they can have much more frequent contact and better trust than providers.

- Telehealth needs to be explored and utilized further.
- We need more diabetes educators.
- If we want to focus on the worst areas, then choose Perry, Floyd, Breathitt, and Pike, they ranked the lowest 4 in wellness.
- Need compensation for clinical pharmacy services. Don't forget the pharmacists as part of the health care team!
- Ky Voices for Health (Regan Hunt) offered advocacy, promotion, support, and publicity to help move SOAR's health efforts to the next level!!
- Instill hope and ability to change! Empower our kids to believe that they can be different and better than their parents.
- Map out networks of health care services for each subregion so that all primary and specialty care is available within a reasonable geographic radius, form a network to help fill in the gaps.
- Utilize arts and music friends to help us promote health and wellness messages! Example: quilter's group made quilt acknowledging reasons why quitting smoking was hard for people, and encouraging them that they could do it!
- Form a network of testimonials of people who have quit smoking or improved their health, and make them available to people who are just beginning to try. Maybe YouTube videos?
- Offer tax breaks, incentives to providers to help with recruitment to our region.
- Promote place-based learning, with cultural focus, faith-based, school-based, community-based!
- Utilize apps, twitter, etc. to develop health education materials. Eg., diabetes materials for kids.
- Over-arching theme: children are the answer! Educate them, provide services to them at school, and empower them to carry health messages home to their families.

Listening Session #3 - Prestonsburg Jenny Wiley Lodge (in conjunction with Aging Council)

June 11, 2014, 10:00-12:00

This SOAR Listening Session on Health **followed** a Big Sandy Area Development District (BSADD) Aging Services public forum to obtain "community input" on general questions about the quality of services provided to seniors and individuals with disabilities. The BSADD Forum went on from 10 a.m. to noon with an audience of approximately 30 people. I issued a request for a brief listening session following the forum. I invited everyone to become acquainted with SOAR and voice immediate ideas to improve regional health. I encouraged everyone to sign the "sign-in" sheet to become part of the SOAR email list; twelve names were gathered. The SOAR website and your email was posted on the flip chart for the group.

These are the ideas recorded on the flip chart during the 15 minute session:

- Smoke free workplaces
- Emphasize nutrition education for the young and reinforce by healthy choices in school food AND in sales that accompany extracurricular activities (double standard and mixed message do NOT encourage desired healthy choices). Don't do school fundraising with sugary products.

- Do not serve “pop tarts” as part of school breakfast programs
- Support local farmers with grant funding to encourage the effort
- Promote curriculum in elementary schools that put kids “hands and eyes on” the food chain
- Make school physical education mean more than a reward by evaluating the health status of participants
- Increase mental health services
- Air conditioning subsidy/stipend for low-income people with respiratory conditions
- Reduce exposure to second-hand smoke by banning smoking in outdoor seating/patio areas at restaurants and bars
- **Reduce Kentucky’s cancer rates (which are the highest in the country) by banning mountain top removal mining.**

Listening Session 4 – Hazard (Health Careers Camp)

June 20 thru July 1

Three groups of six 9th & 10th graders came up with ideas on their own, researched the problems with guidance from two MPH students from UK, and presented tri-fold posters on the last day of camp describing the background/data, proposed project activities, and what they hoped their projects would accomplish.

1. Teen Pregnancy
2. Mobile Medical Screenings & Education for the Top Four Health Issues
3. School Wellness Clubs (#TheMovement)

Listening Session 5 – Ashland Bellefonte Center, Ashland, Ky.

June 23, 2014

12:30-2:30

Nikki Stone led the meeting.

Brief summary:

The meetings purpose was to collect ideas on how to improve the health of people in the Eastern Kentucky region. Ideas were collected from the public about healthcare, and other innovative ideas.

Notes:

- Health care is currently the #1 economic engine in the region. But not everyone uses it.
- We have the lowest ranking for health in the country.
- Women in Perry County have the lowest life expectancy in the country.
- We are 50 in the nation (dead last) in total mortality rate.
- 50th in cancer deaths
- 45th in obesity
- The biggest problems in Kentucky are smoking, obesity, and oral health.
- The Kentucky Institute of Medicine recommends no smoking, eating healthy, and regular physical activity.
- An idea to improve is to help coordinate school health.
- Another idea was integrated Mental health and medical services,
- Brent Kimball: “You have to change the culture.”

- You must have generation changes
- We need to bring in sociologists
- Health and Wellness groups are very beneficial.
 - Support groups for people
- Apathy and hopelessness are huge problems for the region.
- Transportation to and from support groups.
- Transportation in general for all health services needs.
- SOAR must reach the youth.
- More daycares for adults are needed.
- There is a huge shortage of Alzheimer's units.
- Eastern Kentucky is great for retirement. This would contribute to the economy. We must repaint our image, and move outside of the walls.

Listening Session 6 – Barbourville Ramsey Center for Health and Natural Sciences

Thursday, June 26, 2014, 1:00-3:00

Nikki Stone led the meeting.

Brief summary:

The meetings purpose was to collect ideas on how to improve the health of people in the Eastern Kentucky region. Ideas were collected from the public about healthcare, and other innovative ideas

Notes:

- Drug Culture is a huge problem in Eastern Kentucky. This must change in order to improve the overall health of the region.
- Alaskan natives are the only group worse than Eastern Kentucky in oral health.
- The Drink pyramid: Water (whenever), Milk (with meals), Juice (just once a day), pop (only at parties).
- Many attendees of the meeting had ideas on how to improve the health of Eastern Kentucky.
 - Ideas that attendees thought best highlighted in yellow.
- We must target young people in order to change health culture. This will reach the parents and families of the young people.
- We must start at a young age for health care recruitment. Sixth grade would be a good starting point.
- Teaching sex education classes at a young age is proven to make teen pregnancy rates drop. (Virginia success story. Recommended 3 through 10 grade.)
- Children also need taught parenting skills.
- Checking and Balancing Government support.
- People need better food options. People eat almost 100% fast food.
- Need more farm-food grants for schools. This also helps the economy.
- Grow Appalachia in Knox County is a success story.
- Addressing poverty helps the health of a region. Economic development = Better health.
- Addressing social issues is very important. Such as air and water quality. There needs to be more research.

- Get money out of politics. This will help greatly.
- SNAP benefits – control what can be purchased. (WIC has been successful in controlling what people can buy with the assistants.)
- **Snap benefits with farmers markets is a success.**
- Five calls per county is considered a “groundswell”, imagine if multiple people per county called.
- Apathy in poverty is a serious problem. It affects attitude and mental health.
- Apathy linked to drug culture.
- **A big problem is that we have raised a generation of kids who do not know how to cook, grow, and can.**
- **Connections between healthy people and workforce development is evident.**
- We need to repackage the image of Eastern Kentucky. Have trial towns for tourism and shift supply and demand.
- Successful initiative:
 - **Healthy 2 Go**
 - **Spread the Health Appalachia (stores adding healthier items.)**
 - **Micro Clinic International (CDC)**
 - **Shared Use (Schools open up for activities, Walking track, and Farm the Schools.**
 - **Ends in September**
- Need health Navigator to help people utilize benefits available.
 - MCO’s require outreach workers
 - Need more partners.
- **Change culture for crisis to prevention.**
 - From pills to prevention. (There is too much focus on pills)
- **Healthy foods by prescriptions.**
 - Doctors prescribing healthy foods.
- **RX – Local Healthy Foods**
 - Groceries sample healthy foods, and gives them incentive.
 - WIC kids taste test.
- Drug testing before benefits.
- Ban convenience stores from using the benefits.
- Backpack programs and summer feeding programs. These programs are considered a success.
- Education for families and caregivers about health concerns and options.
- Cooking and gardening classes for kids.
- Have bike lanes on roads. We should include them on all new roads.
- In order for people to actually bike you have to change the mindset of the people.
- **Have community pride. This brings hope to an area.**
 - Berea is a success story. They have gardens and greenhouses, and the people are very proud of their town.
 - Vaughn Grisham
 - Brushy Fork
- Need more healthy communities grants in the state.

Attendees:

There were 13 attendees at the Meeting.

Listening Session 7 – Floyd County / Prestonsburg Floyd County Extension Office

Tuesday, July 8, 2014. 12:30-2:30

Nikki Stone Presents.

Brief summary:

The meetings purpose was to collect ideas on how to improve the health of people in the Eastern Kentucky region. Ideas were collected from the attendees about healthcare, and other innovative ideas.

Notes:

- Success Story: 2009 smoke free work place, in Prestonsburg (Floyd County)
 - Worked better than in Lexington.
 - Air quality in surrounding areas remained bad, while Prestonsburg's improved.
 - This ordinance is needed regionally. It will help the health and economy.
- Success Story: Pikeville Walking trails/ YMCA/Playgrounds.
 - 10 miles of hiking trails.
- Success Story: Rails to Trails. (Johnson, Magoffin, Breathitt, and Morgan county.)
- Success Story: Floyd county brochure for walking.
- Success Story: Dental partnership with the schools.
 - 69%-42% kids with dental issues.
- Re-evaluate policies on school health.
 - More PE classes.
 - PE/Health teachers need more funding. Maybe MCO's?
 - Go Noodle
 - More funding for school nurses.

- . Good local health equals good local economy.
- Ties between unemployment and welfare. Also mental health in relation to drug use.
 - Improved mental health equals improved economy.
 - The schools need more support on this issue as well.
- Full Coordinated funded health for schools.
- Funded Approach to children's health.
- Bad water quality is caused by coal.
- Stop people from purchasing junk food with food stamps.
- Success Story: Healthier foods cost less than unhealthy foods in Germany.
- Farmers market vouchers to match food stamps. (Floyd Co. already does this.)
- Five calls to Frankfort equal a groundswell.
- Success Story: There are 68 food programs for struggling families in Fayette County. This includes transportation.
 - There are only 2-3 in rural areas.
 - The food pantries in these areas are over whelmed.
 - It costs gas to get to the programs.
 - Very limited delivery services (these people are volunteers.)
 - Mostly faith based.

- Floyd has 12, and Magoffin has 1.
 - Gods panty is expanding in Floyd. (Success.)
- Transportation is the number one barrier to access health care.
 - Though data in Floyd County show it may not be. More research is needed.
- Asthma: Bad home environments.
- Take pop machines out of schools and work places.
- Music can improve overall health
- Arts and Humanities reach more kids than sports.
 - Kids healthier mentally and physically.
- Make schools walkable.
- REACH THE YOUNG.
- Help youth change bad habits and this will help their families.
- “Blue Zones” is a book about people who live in areas where they have a long life expectancies.
 - A lot of them grow their own food.
 - Walking/drinking wine daily/napping.
- BMI’s levels are very high.
 - A1C not always related.
- Kids are a lot more receptive to change. Health wise.
- Diabetes coalitions are needed in schools.
- Collaboration efforts are free.
 - But schools are protective of their teaching and instructional times.
 - Possibly expand school day periods for PE and the arts.
 - Statute is minimum we could choose otherwise.
- Austerity.
- Tax unhealthy foods.
- Kentucky’s cigarette tax is low.
 - Germany has higher tax on unhealthy foods.
- Churches are social structures.
- Line Dancing. Some churches are against this. People are afraid of “getting churched.”
 - Up against peoples cultures.
 - There are benefits of breaking through these barriers.
- Dare to be Different!
- Success Story: European countries have better health rates.
 - Religious institutions may be holding us back in some ways.
- Provide appropriate guidance to kids.
- *Crazy Ideas*
- Natural medicine. Educate natural herbs/medicine here. Example ginseng.
 - Economic development.
 - Ginseng is a multi-generational hobby.
- Elderly felt needed. (Blue Book.)
- Needle exchange for drug users.
 - Dampen HIV, HEP B.

- Put a Focus on Point of Intervention. Spectrum approach.
- YOUTH INVOLVEMENT!
- Getting inside schools.
- Life care facilities for elderly.
- Telehealth: Support and group counseling.
 - Mental health
 - Helps with transportation and stigma barriers.

Attendees:

24 people were in attendance.

Listening Session 8 – Johnson County US 23 Country Music Museum, Paintsville

Wednesday, July 9, 2014, 2:00-4:00

Nikki Stone led the meeting.

Brief summary:

The meetings purpose was to collect ideas on how to improve the health of people in the Eastern Kentucky region. Ideas were collected from the attendees about healthcare, and other innovative ideas.

Notes:

- Floyd County smoke free data. Promote to get statewide legislation.
 - We need to spread the word around the State.
- Identify clusters in region collaboration.
- Healthcare coordinator.
- Get healthcare folks to work together.
 - Better healthcare.
 - More jobs.
 - Corporate buying power.
- Decide what we want to be.
- Why do people smoke?
 - Mental issues.
 - Peer pressure.
- We need to start sex Ed classes much earlier. Possibly 4th grade and on.
- Earlier intervention.
 - Coordinate with head start programs.
- Substance abuse is a huge problem that needs to be addressed.
 - Mental health issues branch out from addiction problems.
 - Possible coping mechanisms.
 - Leads to families failing.
 - 2nd generation raising kids.
- School based therapist in five county areas.
 - Attendance increased in schools.
 - Referrals come from parents/teacher/FRYSC/self-referrals.
 - Funding for coping programs needed.
- No specific bullying programs used.
 - “Rachel’s Challenge” murder victim from Columbine.
- Involve pastors with schools to help with bullying issues.

- Olweous – Floyd county bullying grants. (Bullying has physical consequences.)
 - School curriculum time. This is a barrier to health.
 - Religion barrier to sex ed as an example of a barrier.
- Arts and music.
 - Important for wellness.
- Clearing house/Guide to healthcare in region.
 - Dispel myth that healthcare is better in urban areas.
 - Need to know what exists, and make it user friendly.
- Hands, First Steps, etc. Are local programs.
- Elderly Services.
- Health and PE in schools.
- Eating healthy is expensive.
- Transportation and public systems in region!
 - Need to places like pharmacies.
 - School buses could be used in their downtimes.
- Long-term care facilities challenge.
 - Transport?
 - Doctor comes to them?
- Use of ER related to transportation.
- Trauma/Substance abuse for women.
 - We need to help to get the services.
 - Success Story: Casey Family/Partnership in Johnson Co.
- Doctors giving out narcotics to substance abusers. RX.
- Floyd Co. 5th grade screening for diabetes.
 - Obesity may not be related to A1C.
- Parent classes needed in schools.
 - HANDS, for first time parents.
- Johnson Co. library
 - Community of Hope.
 - Since last fall they have added parent classes.
 - Nutrition.
 - AAP manuals etc.
- Dietitians needed.
 - But people can not afford fruit and veggies.
 - Need to collaborate with local farmers.
 - Fruit and veggies cost less in Lexington.
- Need to add more exercise facilities.
 - Exercise is a stress relief.
 - Helps with substance abuse.
- Funding for exercise facilities is needed.
- Shared Spaces with schools for exercise?
 - Laurel County already does this.
 - A legal agreement is needed.
- Winchester – Walking track built in a field for people to walk.

- Churches could be used as rec. centers.
- Jenny Wiley dance pad.
- Bike paths needed in communities.
 - We need to promote what's already available
 - Rails to Trails.
- Education on topics is key.
- Community wants better environments.
 - Primary care.
 - Non-smokers with breathing troubles.
- Fast food is a major problem.
- Warning labels need to be more clear.
- Everyone needs to start cooking again.
 - #cookingcrazy
- Grow your own food.
- There are only five nutritionists locally.
- 70 to 41 health department employees.
- Gas card incentives for transportations?
 - Ask gas companies to give gas cards.
- Military tradition.
 - Use as motivation to be healthy.
 - If you are unhealthy, you cannot join the military.
- Surface mining effects on air and water quality.
- 30% of high school graduates go on to college and higher education.
 - 70% do not know what to do. We need to help them find jobs.
 - Find things for the young people to do.
- Why do we rank so low?
- Farmers markets.
 - Double benefits for food – SNAP.
- We have Resources. Develop them.
 - Good roads. Etc.
- State funding is way down. Several cuts have been made, and more to come.
- Hope. Have a culture of encouragement.
 - Give kids hope.
- Collaborate with media.
 - PSA's
- Uber and Lifts.
 - Craig's list taxis.
- Trolleys are cheaper than buses and are a good tourist attraction.
- ESX stations.
 - Sightseeing trains.
- MCO's sponsor and help pay for exercise facilities in the communities.
- Lack of clean drinking water. Buying bottled water is not always economically feasible.
 - Issues relating to coal.

- Lack of healthier options from at the grocery store due to this being impoverished areas. Have to travel over hundreds of miles to find healthier food stores.
 - Also costs of the healthier foods.
- Change the Ky SNAP food assistance program. Make sure the benefits can only be used for food and limit amount of soda that can be purchased.
 - No Energy drinks.
 - Provide education courses on nutrition and how to prepare meals.
 - And how to shop wisely on a budget.

Attendees:

There were 54 people in attendance.

Listening Session 9 – Letcher County Extension Office Whitesburg

Tuesday, July 15, 2014, 12:30-2:30

Nikki Stone led the listening session.

Brief summary:

The meetings purpose was to collect ideas on how to improve the health of people in the Eastern Kentucky region. Ideas were collected from the attendees about healthcare, and other innovative ideas.

Notes:

- Smoking, drinking, and not exercising are bad health habits.
- Working, cooking, and staying active are good health habits.
- Educate the young people. Teach them good health habits.
- Simply get some exercise throughout the day.
- Many young people do not know what some vegetables even are.
- Staying Active throughout your entire life.
- Eating well and cooking your own food. No fast food.
 - Also growing your own food is important.
- People must take personal responsibility. Do not blame someone else for your decisions.
- Life style choices affect your health, but so does heredity.
- Cheaper food choices are unhealthy. Healthy food = expensive.
- Using roots and other herbal remedies.
- A lot of people who lived long never drove cars.
- We must focus on prevention vs. treatment
 - Early intervention.
- Body issues are important issues to consider.
- Hardworking farmers tend to live longer.
 - They grew everything they ate.
- We must start with young people.
- We must put smoking bans into place.
- Good health is cradle to grave.
 - No control over genetics. But we have control over everything else.
 - “do the most we can with what we got.”
- Preventative care.
 - Stop things from escalating.

- Gardening is very important.
 - Being active.
- Reaching the young people at a young age.
 - This is very important.
 - Some kids can't be reached, however, due to parents.
- Need community areas to be physically active.
 - Community based.
- Germany has taxes on unhealthy food.
 - Most European countries do this and have great health.
- People trade food stamps for drugs.
 - The drug culture is rampant.
- Food stamps are used to buy junk food.
- People abuse benefits.
- Community involvement is important.
- Farm to school initiatives.
- Coordinated school health is very important.
 - Not many people looking at mental health issues.
- Success Story: AppleTree is a pilot project. The hope is it could be replicated.
 - Work with access to farmers markets.
 - Benefits available to use at farmers markets.
 - Match the benefits.
- Success Story: Grow Appalachia
 - Gives jars and supplies to can.
 - Summer feeding programs.
- Mountain garden initiative. (Letcher Middle school – pilot school)
 - Helps start school gardens
 - Gardening classes
 - Farm to school grants needed.
 - Local grown food in cafeterias
- How many local hospitals are shutting down?
 - If you lose your hospitals, you lose healthcare.
 - We should market our healthcare.
 - Encourage health providers to stay/come.
 - What we have and what we need. ADVERTISE.
- Young people do not think/or know of the healthcare available.
 - If healthcare improves then everything improves.
 - Healthcare is an engine.
 - Healthcare providers need to join forces.
- Coal WILL NOT be our economic savior.
- Substance abuse needs to be addressed.
 - It destroys families.
 - Recovery is a lifetime process.
 - They are not very many places to be treated.
 - Treatment facilities are very expensive.
 - We need more funding for treatment centers.

- We should flip the negative to a positive.
 - We could have the highest rate of people with diabetes here because we have the very best treatment.
 - “Healthiest people with diabetes in the country live here!”
 - This would also bring in so much income.
- Gardening as a career?
 - People don’t always have the time to garden.
- Obesity rates are so high. This also needs to be addressed.
- Transportation to and from treatment/pharmacy/support groups etc. is a huge issue.
- We need to sell/advertise the mountains.
- You have to have things to do in communities. For all ages.
 - Entertainment is essential.
- There will have to be a cultural change.
- Healthcare is sometimes extremely expensive.
 - It is an economic driver.
 - State laws have some restrictions.
 - Make a mecca for nursing homes and elderly care facilities.
 - Health fields have many challenges, but they also have many good things as well.
- Patient portals in Letcher County are coming soon. Some are already there.
- We need TV stations to help get the word out of all the good things available.
- Phone apps for healthcare? Coming soon?
 - This would get the word out to patients and doctors sooner.
- We need to solve problems with our own people.
 - Train our people.
- More funding for nurses.
 - Each and every school needs at least one school nurse.
- Some kids are just unable to get to the healthcare that is available.

Attendees

There were 23 people in attendance.

Listening Session 10 – Perry County Hazard UK Center for Rural Health

Wednesday, July 16, 2014, 12:30-2:30

Nikki Stone led the meeting.

Brief summary:

The meetings purpose was to collect ideas on how to improve the health of people in the Eastern Kentucky region. Ideas were collected from the attendees about healthcare, and other innovative ideas.

Notes:

- Patient centered care
 - Liaisons/advocates/navigators needed.
 - Include dental/mental/nutritionist/spiritual
- Success Story: Ky homeplace

- Funding needed to continue and spread. As of right now it is a “well kept secret.”
- Crazy Idea: drive thru veggies. Also veggie food trucks.
 - SNAP benefits should be able to be used at the veggie food trucks.
 - School buses should be used to transport people too.
- Success Story: Health department, cancer patient navigators.
- Diabetes case management in Floyd County.
- Crazy Idea: physical education MUST be brought back into schools.
 - This needs to be part of the curriculum!
 - It must be required.
 - Should be taught daily.
 - This will lead to less behavioral problems, and better learning.
- ARH fitness fairs!
 - Grow it.
- Health dept. Boot camp!
 - Funding is gone.
- Crazy Idea: Breakfast should be 2nd period.
 - Also brushing teeth.
- Funding cuts are hurting everyone.
- Food stamps
 - Pop – swap/trade
- Tax sugar/H.F.C.S.
- Cost a lot of money to eat healthy.
- Crazy Idea: Germany/other European countries healthier food cheaper.
 - Higher taxes higher on junk food.
- Disincentive smoking – tax it.
- Crazy Idea: Food bucks.
- Easier to change behaviors in children than adults.
- How do we change a culture?
- Economics – Walmart forcing organic prices down.
- Produce is less expensive Lexington.
- Increase demand for fruits and veggies.
- Multiple ways – church VBS.
 - Schools serving healthy foods at churches.
 - Kids would not eat it at first, but the next year they did.
- Parents buy in is very hard.
 - It is hard to change an adults mind.
- What happens to farmers when prices go down?
- Community gardens/farmers/co-ops
 - Crazy Idea: Use strip mines?
 - Involve prisons/jails/probation
- On the job farm programs.
 - Summer?
 - Community farmer.

- Food hubs
 - Sell it to places.
 - Farm classes?
 - Teach people how to farm.
- Education into schools for farming.
 - Camps for kids – they grow it and eat it.
- Dept. of labor grants possible?
- Regional pride from growing food in the community areas.
- Success Story: Grow Appalachia – 41 sites in the area.
 - Farmer to school.
 - Learn to can/grow
- Success Story: USDA grow it, try it, like it.
 - Preschool
 - Funds needed.
- Gardening = physical activity, and its hard work!
 - Maybe why people don't do it?
- A lot of kids have two parents who both work.
- People have children/work commitments.
- There is interest in backyard gardening.
- Crazy idea: porch gardening
- Success Story: East Perry has a school garden.
- Rediscover community. Porch sitting, etc.
- Have a canning party.
 - Cheese making
 - Cooking,
 - Etc.
- These things are a stress reliever.
 - This helps mental health.
- Blue Zones: place where people live into their hundreds.
- Mental state. we don't have mental issues awareness in our schools.
- Need holistic approach to health in schools.
 - It needs to be community based.
 - Local families may access it.
- Include Sex Ed in curriculum.
- Up to 82% of kids are raised by their grandparents.
- Perry County wellness coalition.
 - Business plan for a wellness center.
- Transportation is a problem. Cannot get to some areas.
- New law stating that schools are not liable after hours.
 - Open up the gyms in the evening.
- Change children's minds before parents.
 - Focus on the youth.
- Crazy Idea: Media plays a huge roll. They can help bring hope for families into the area.

- What is good about our culture instead of the bad.
- Why do people love living here?
- There is a “throw away” generation.
- Crazy idea: Community challenges.
 - County wellness challenge?
 - Encouraging everyone.
- Crazy idea: WYMT “A little good news.”
 - Good things going on in the area.
- Crazy Idea: every road project must include plans for bike path.
- Crazy Idea: kitchens for people to cook/learn/watch/and eat.

Attendees:

There were 20 attendees present.

Listening Session 11 – Rowan County Center for Health, Education, and Research

Morehead

Thursday, July 24, 2014, 4:00-6:00

Nikki Stone presented.

Brief summary:

The meetings purpose was to collect ideas on how to improve the health of people in the Eastern Kentucky region. Ideas were collected from the attendees about healthcare, and other innovative ideas.

Notes:

- Mental Health.
 - Need way more research.
 - Affects most of parts of health.
 - Underlying Theme.
 - Drugs, Obesity, etc.
 - Learn coping skills, and Early intervention.
- Resources for 25+ age group.
 - Coping skills.
 - Self Responsibility.
 - Apathy (And/Also VS either/or)
- No mental health.
 - Should be a priority. This is a huge concern.
 - Reimbursement for mental/substance abuse tax.
- Local low scores
 - Leadership
 - Community norms
 - Grassroots
- Apathy VS personal experience.
- Social Determinants. Hopelessness/Jobs
 - Holistic approach is best.
 - Access to family planning.
- Success Story: Miami had mental health programs in middle school. Part of the school based programs.

- Letcher County once had mental health in schools.
 - Saved \$1 million.
 - Used telehealth.
- Need reimbursement clarified.
 - Local schools lost nurses.
- Licensure. Mental health provide.
- #1 Risk: Tobacco!
 - SMOKING BAN!
 - Evidence based, and well documented.
 - Immediate impact.
- Success Story: The Truth Campaign.
 - Smoking for teens and kids.
 - The program was defunded.
- We need an effective way to communicate!
 - Use people kids look up to. (Calipari, Sports Figures)
- Graphic results of choices.
- Lay people – community health workers.
- Cigarette Butts are by the tobacco free campus sign.
 - Policy/Enforcement
 - Can establish community norms.
- Tax on cigarettes = direct economic benefits!
 - Ecigs/Vaping add to policy.
- Look at the root causes
- Healthy mascot challenge. (UK and UofL)
 - Engage the kids.
- How do we get people involved?
 - Their healthcare?
 - Involve churches
 - Support groups
 - Walking
- What are contributing factors to causes of death? Eg. Heart disease – diabetes.
 - Was 11.2%, now in 85 counties.
- Good diabetes coalitions but no CDE's.
 - Few endocrinologists.
 - By 2050, projected 1 in 3.
 - Diet and physical Activity.
 - Personal responsibility.
 - PRIDE
 - Apply these principles in health.
- Poor diet. Easier and faster for busy and overwhelmed families.
- Kids Bucks – Farmers markets.
- Eating healthy is expensive. “Cooking matters @ the store.”
- WIC vs SNAP policies. Need to change.
 - State supreme court would not allow.
 - We need more data.

- Physical activity: Worries about violence/safety.
 - Taken out of school.
 - Need to be put back in.
 - Kids do better in school!
 - Establish a community norm.
- Less P.E. teachers. Responsibility falls on others.
- No sidewalks or shoulders.
- We need more bike paths.
 - Need P.O.T buy in.
- Other governmental agencies need to consider health.
 - Training for health – based decisions.
 - Develop organized trails with a targeted approach!
 - Impact studies needed.
 - Geographic challenges.
 - Feasibility.
- Success Story: Winchester field turned into walking trail.
- Success Story: Older schools – shared use of gyms in Bell County.
- Success Story: 3rd trail town designated.
 - Hike/Bike rides.
 - Farmers market pavilion.
 - Senior vouchers.
- Crazy Idea: Ban Pepsi Co. products.
- Tax on pop.
- Affordable care act. Lots more people with health care. Not enough primary providers.
 - Training programs.
- Success Story: Letters from home.
 - N.E. AHEC – Keep local kids engaged, encouraged to come back to region.
- Now west Ky has more shortage than east.
 - We have medical school/residential programs etc..
- Identify young leaders.
 - Need pipeline to bring kids home to practice.
- Eastern Ky solutions founded in East Ky.
- Expense of providing healthcare.
 - Student loans.
- Wellness counteracts access less need.
- Workplace wellness with financial incentives – share the savings.
 - Need more data to support it.
- Data – we do not have mechanisms to collect local data.
 - Need benchmarks.
- “Shhh, it’ll go away.” We are operating on perceptions not facts.
- Telemedicine funding cut.
- Create East Ky bridge to share. This way East Ky doesn’t rely on UK or UorL.)
- Wolfe Co. –mobile units.

- Come to primary care locations.
- Appalachian health & research.
 - Center – MSU/UK/St. Clair’s.
 - Link State office rural health.
 - LOS for all.
 - ADDS also should know.
- Address Drug problem in a meaningful way.
 - Helps economy.
 - Attract industries.
 - Control prescriptions.
 - Need better workforce.
 - Perception.
 - House Bill 1 – need data.
 - Car crash rates dropped.
- Heroin demand going up.
 - Cyboxone.
- Dental providers giving RX pain pills for fillings?!
- Reimbursement – best practices.
- Plea for data!!!
 - We won’t get anywhere without data and info.
- TX facilities for subs abuse.
 - Out of balance.
 - Beds are full.
- Need a box on death cert. for drug related death. (Diabetes too.)
 - Investigate death.
 - Sensitivity.
- Overdose deaths in ER. Cause not listed?
 - Not enough certainty.
 - Do not always draw blood.
 - How do we spend our money?

Attendees:

There were 25 attendees present.

Listening Session 12 – Pike County Pikeville Medical Center Pikeville

Tuesday, July 29, 2014, 12:30-2:30

Nikki Stone led meeting.

Brief summary:

The meetings purpose was to collect ideas on how to improve the health of people in the Eastern Kentucky region. Ideas were collected from the attendees about healthcare, and other innovative ideas.

Notes:

- Success Story: Mason county farmers market teaming up with health dept.
 - Health vouchers for farmers market.
 - Floyd county doubles vouchers.
- Prosperous areas have better health rates.

- Poverty = worse health.
- Need more research.
- No tax money for reimbursements.
- Need more research on how to improve economic.
- People with no hope = do not care about health.
- Medicare going to start paying for drug tx./mental health.
- Infrastructure.
- People loss sense of pride about Eastern Ky.
- How do we make people care?
- Can we influence children?
- Healthy food is more expensive.
- Unhealthy food is more expensive.
- Unhealthy food tax.
 - European Model = disincentive for unhealthy people.
 - Older adults mentor for young adults.
 - 5K, color runs, etc. becoming popular.
 - Must also stress the walking part.
- No whole foods.
 - But more expensive.
 - Driving to Lexington to get fruit and veggies.
- Farmers market open on Tuesday.
- Teaching along with poverty programs.
 - Gardening
 - Make it a requirement.
 - Cannot force, but can incentivize.
- In Pikeville farmers market – only produce from Pikeville.
- After/during school – learn how to grow food.
 - Sell it at farmers market.
 - Helps family and helps students.
 - Make it a requirement. Students must take.
 - Physical education, Gardening classes.
- How can we get healthcare partner with school?
 - Work together.
- Kentucky should requirement: High Schools require.
 - 1 semester of health.
 - 1 semester of PE.
- Is there any data on coal booming economy?
 - Were we healthier then?
 - No.
- Smarter people leave. They do not stay around.
- Floyd county: smoking ban in workplace.
 - Did not go county wide.
- Opportunity to impact lots of people.
 - Costs effective.

- Air and water quality. Need Research.
- Develop political will to go smoke free.
- Smoking Ban
 - Smoking Ban State wide.
 - Not county by county.
- Crazy idea: employers give farmers market vouchers.
- Physical Ed. Required for all kids.
- Kids often sit down during recess/PE.
- Physical Ed. Requirement to graduate.
 - Extending school day. (By 30 mins.)
- Make the PE class mean something to the kids. What should PE be to them?
 - Not your mothers PE class.
- Kids are throwing away healthy foods.
- Backpack food programs for kids.
 - Still use unhealthy food.
 - Maybe fruits and veggies instead.
- More places for physical activity in areas.
- Success Story: Rails to Trails.
 - Painesville to Salyersville.
- City VS county discrepancies.
- Open gym at the schools.
- Turn trains into Passenger trains.
 - Could help with the transportation problem.
 - Also could be a tourist attraction.
- Inside walking areas.
- Mason county open up Gym's for public.
- Corp. Responsibility.
 - Advertising for healthy foods and healthy topics.
 - Marketing campaign.
- Money in politics.
 - BAD.
 - Pepsi co.
- Ban pop machines in all schools.
 - Also unhealthy snacks.
- Teachers give sweets as incentives.
 - Give healthy foods instead.
- Fitness tech.
 - Market being healthy.
 - Apple, Nike, Etc.
- Bill Gates foundation – healthy funding.
 - Possibility.
 - Presentation for foundations.
- County by county challenges.
 - 100 miles feud.

- More events for kids.
- Elkhorn City: 100 mile run/race.
 - 40 hour limit.
 - Oct 4 and 5.
 - International race.
 - Generate interest in walking and running.
- Get a student on health boards.
 - Partner schools with health dept.
- Herbs – economic development.
 - Ginseng, etc.
 - Manual labor/Exercise.
 - Education on ginseng.
 - Natural medicine.
- Incentive wellness savings.
 - Employers share savings.
 - Prevention.
- We need more rehab facilities.
 - Less reliance on pills.
- Smoking ban.
 - Business push back.
 - Local politicians get involve.
- What are the roadblocks to smoke free Kentucky?
- Smoking ban = less smoke breaks. Drastically cuts the breaks.
- Presentation done in Lexington about benefits or smoking ban.
- Drug culture is very bad in the Eastern area.
- House bill 1. Any impact?
 - # of pill mills gone down.
 - Motor vehicle deaths down.
- Babies being born with drug addictions.
- Most mental health Pts taxed for drug abuse are not hitting rock bottom.
 - Working people are using.
- Cyboxane Controversy. Drug of choice.
- More kids going to foster care.
- Punishments Vs encouragement criminalized people.
- Colorado crime rates have fallen drastically.
- Legalize marijuana.
 - Maybe the best solution.
 - Good economic boast.
- Jobs help with drug problem.
 - Get people jobs.
- Drug court – testimonies.
 - Worked.
 - Tough but effective.
 - Touch love.
- Black market is available.

- Stigma for students to access mental health services.
- Mental health issues effect overall health statistics.
- Incentive for ADHD diagnosis.
 - Children.

Attendees:

There were appx. 25-35 attendees present.

Listening Session 13: Red Bird Mission Senior Center

July 24, 2014

Meeting led by Lisa Davenport.

Number of persons attending: 12

First and foremost, the seniors indicated they are very proud of their community and heritage.

The senior center is open 3 days/week. Exercise classes and educational sessions are offered 2-3 times/week. It is a place that promotes socialization. Also, seniors are able to work on crafts, such as quilting, sewing or making jewelry. Approximately, 16-20 seniors participate in activities at the center.

The seniors expressed appreciation for the accessibility of basic health and dental care at Red Bird Mission. Many of the seniors can drive to Red Bird Mission or receive transportation to the mission. However, there are some issues that impact their ability to fully access the care they need:

1. For specialty care, the distance of travel is often very long, such as 2 hours to Lexington or 45 minutes to 1 hour to see a heart doctor in Hazard. Lengthy transportation is very costly to those who are on a limited income.
2. The closest pharmacy is in Manchester, KY. For some seniors, it is difficult to get transportation even to Manchester for pharmacy needs.
3. Pre-arranged transportation must be done 2-3 days ahead of time. If there is an immediate need, seniors may not get the help that is required.
4. Emergency Response time is typically 30-45 minutes and is dependent upon where an individual lives.

The seniors expressed worries about the lack of jobs in the community, homeless individuals and families, illegal drug use and inadequate access to clean water. The most common mental health concern was depression.

Ideas/Suggestions to improve health:

1. Community walking trails
2. Satellite pharmacy close to Red Bird area
3. Access to Life Alert systems for seniors to get help if needed
4. Nutritional classes
5. Home repair assistance for structural issues that promotes mold growth
6. Access to mental health resources

Special Session –Youth (9th & 10th Graders) Health Career Camp

June 20, 2014 through end of camp.

Meeting led by Nikki Stone. Research project support provided by UK CERH staff, AHEC staff, and UK MPH students.

3 projects completed by groups of students:

1. Teen Pregnancy-begin sex education classes in elementary school, follow successful model employed in Virginia which brought rates down
2. Mobile Medical-screenings for top 4 major health issues in 4 county area
3. #TheMovement-student led wellness clubs at each school

Special Session –Frankfort / Health Experts

July 18, 2014

Present: Chair Nikki Stone, Richard Heine, Regan Hunt, Raynor Mullins, Ruth Ann Shepherd, Susan Zepeda

Nikki noted a number of themes running through the varied listening tour sessions to date, including anger, pain, food insecurity, mental health, substance abuse, unhealthy air quality and water quality. Those present spoke about the need to say what's uncomfortable, including ways in which coal mining is impacting air and water quality, and the roles of mental illness, poverty and substance abuse in creating childhood trauma, or what's often called ACEs – adverse childhood experiences.

It was noted that the flip side of the “transportation” problem is strategies to bring services closer to where people are – in-store clinics, mobile clinics, home visits and telemedicine were among the strategies named.

This led to a deeper discussion of resources available. In the ACEs area these programs were noted as building protective factors in families:

Centering Pregnancy

Centering Parenting

HANDS

Efforts to create a career path for community health workers

Better cross-departmental care coordination

Centers for Disease Control and Prevention (CDC) has a new take on Coordinated School Health – now a ten-point plan called Whole School, Whole Community, Whole Child.

Parent Café (developed by Annie E Casey Foundation) notes 6 protective factors for raising a healthy child:

Parental resilience (grit)

Social connections for parents

Concrete supports in times of need

Knowledge of child development

Tools to help parents help children manage their emotions

Nurturing and attachment

It was noted that “Race to the Top” – the educational effort has a “strengthening families” component. Susan expressed appreciation that the Appalachian Renaissance Initiative’s race to the top program includes a wellness component. Richard Heine suggested that the Pritchard Committee should take on school-based health and wellness.

Ruth Ann Shepherd and Susan expressed the strong desire to have the next BRFSS (Behavioral Risk Factor Surveillance System) survey include the CDC’s ACEs questions, to establish a baseline in Kentucky.

After considerable discussion, the group present named these as their top SOAR priorities:

- Creating a clearinghouse for health innovation and coordination
If possible, aligning health-behavioral-hospital-DCBS and ADD service districts

- A partnered approach to provision of oral health, behavioral health and primary care services to children in schools
Using the CDCs new model
Using resources of federally qualified health centers, public health departments, telehealth
“Health Teacher” has an age-appropriate health curriculum
- Recognizing the need for health in all policies – the other SOAR working groups to be made aware of the interrelatedness of jobs, housing, education and health
- Healthy air and water – particulate in air, second hand smoke, groundwater contamination were noted as priorities
- Aligning the healthcare workforce and healthcare payment (for example, payment for dentist, dental hygienist, teledentistry)

More Notes from same meeting:

1. ACES Blanket
2. Coordinated School Health
3. Clearinghouse for Health Innovation & Coordination (strategies, catalytic work, infrastructure, discourage competition)
4. Create a Culture of Health / Health in All Policies (eg. Smoke-Free, Coal’s Detrimental Health Effects, Workplace Wellness, Schools Adopting Healthy Policies-PE, Health Classes, etc.)
5. Healthy Environments (Smoke Free? Coal?)
6. Transportation

IDEAS SUBMITTED TO WEBSITE:

From: Holly Brown

Subject: Eastern KY Deserves Protection from SHS

Thank you for contacting SOAR. Here is the message that you sent:

I grew up in Eastern KY and want the region to do well. Politicians and community activists are always talking about some new way to revitalize Eastern KY's economy and improve the health of the people living there, but one painfully obvious solution tends to get overlooked. Eastern KY has high rates of cancer, heart disease, strokes, etc. at least in part due to secondhand smoke exposure that is still legal in most Eastern KY businesses and public places. **Supporting smoke-free laws** would be a great way to improve the health of Eastern KY citizens, increase their work productivity, and maybe even bring new jobs and tourism to the region! I hope this issue gets more consideration from those trying to improve the quality of life for Eastern Kentuckians in the future

From: Ellen Kershaw

Subject: Reduce disease burden in Eastern KY

Message Body:

To the Health Committee,

Thank you for accepting this input from the American Lung Association in Kentucky. We are very concerned that Kentucky leads the nation in prevalence and death from both lung cancer and COPD, with a particularly high burden being carried by Eastern Kentuckians. Two ways that can make a big difference in preventing these and other smoking-related diseases are (1) increasing education about the harmful effects of smoking and second-hand smoke, along with supporting and increasing local resources/programs to help people who want to quit; and (2) supporting a **comprehensive smoke-free workplace and public places law**. Research shows that smoke-free laws have a beneficial effect on preventing people from starting smoking, encouraging people to stop smoking and improving lung health.

Thank you!

From: Tonya Chang

Subject: Recommendation for a Health Priority

Thank you for contacting SOAR. Here is the message that you sent:

I am writing to recommend that the SOAR initiative adopt support for the **statewide smoke-free effort** as a policy priority.

For the last several years Smoke Free Kentucky, a statewide coalition comprised of more than 500 organizations has pursued legislation at the state level that would prohibit indoor smoking in workplaces and public places. Exposure to secondhand smoke is an unnecessary public health hazard that poses serious health risks to non-smokers. The state spends hundreds of millions of dollars treating smoking-related disease. Unfortunately, the smoking rate is higher in Eastern Kentucky than the rest of the state so Eastern Kentuckians are disproportionately affected by smoking-related diseases.

About one-third of the state lives in an area covered by a smoke-free local law. Several communities in Eastern Kentucky have passed local smoke-free laws, but the majority have not. We believe that all Kentuckians should be protected from secondhand smoke, regardless of where they live or work. We urge the SOAR initiative to join in support of this important public health initiative.

Sincerely,

Tonya Chang

KY Director of Government Relations

American Heart Association

859-492-2882

OTHER IDEAS/SUGGESTIONS:

Packet of Info Given to Work Group:

Article from Nov. 3, 2011 Floyd Co times interviews UK Markey Cancer Center Director Dr. Mark Evers (speaking to the Tobacco Settlement Agreement Fund Advisory Committee), 83% of 5th Cong. District Counties have high lung cancer rates
38% of other counties statewide

--only 4% difference in smoking rates, so this higher incidence of cancer cannot be attributed to smoking alone. Even taking into account genetic factors, there's something environmental in this region causing this very high incidence... you can map out the counties that have highest level of arsenic and chromium to those with highest lung and colorectal cancer rates. These metals damage DNA once absorbed into the body.

2011 study published in "Environmental Research" (U Washington and West Virginia) found significantly higher prevalence rates for 6 of 7 birth defects in mountaintop mining areas, and it is becoming significantly worse in more recent years, even after accounting for socio-economic risks, so probably water and air pollution from mountaintop mining are the contributing factors, these impacts last even after mine reclamation, and extend beyond county lines, impacting nearby counties. "The findings documented in this study contribute to the growing evidence that mountaintop mining is done at substantial expense to the environment, to local economies, and to human health." From Nina McCoy, biology teacher in Martin County, sponsor of Environmental Club at Sheldon Clark High School.

Email:

Dear Nikki, Johnathan, and Phil,

Teresa and I just shared a very energizing call with Phil regarding his Arts, Heritage, and Culture Working Group meeting, scheduled for Prestonsburg on the 19th. He has decided to divide his Working Group geographically, to ensure granularity within the space, across the region. As we were discussing next steps, Phil shared an idea, which I really like. He indicated the new UK Hospital Tower is filled with artwork, and Phil was just noodling the idea of how we might align the work of local artists in the region with the various hospitals and health services facilities. It would be neat if the three of you would continue to think about this—I think it's a great idea!

Best to all, and thanks for your continuing great work.

Best,
Chuck

Email:

FRANKFORT, Ky. (May 13, 2014) – Kentucky has been chosen as one of only seven states to participate in the National Governor Association's (NGA) Health Workforce Policy Academy beginning this month in Washington, D.C. The academy is designed to help states develop and implement statewide plans for their health care workforce with the goal of improving the quality of health care and controlling its cost.

In an effort to build upon that success, Gov. Beshear launched [kyhealthnow](http://kyhealthnow.com), which provides a detailed blueprint of the state's future health and well-being, laying out seven major goals and targeted means of addressing each one. Specifically, the program seeks

to:

- ☐ Reduce Kentucky's rate of uninsured individuals to less than 5 percent.
- ☐ Reduce Kentucky's smoking rate by 10 percent.
- ☐ Reduce the rate of obesity among Kentuckians by 10 percent.
- ☐ Reduce Kentucky cancer deaths by 10 percent.
- ☐ Reduce cardiovascular deaths by 10 percent.

- ☒ Reduce the percentage of children with untreated dental decay by 25 percent, and increase adult dental visits by 10 percent.
- ☒ Reduce deaths from drug overdose by 25 percent, and reduce the average number of poor mental health days of Kentuckians by 25 percent.

Vilsack said that \$48 million in loan guarantees for local food projects is now available through USDA's [Rural Development's Business and Industry Guaranteed Loan Program](#), and \$30 million is available through competitive grants via the Agricultural Marketing Service's (AMS) [Farmers Market and Local Foods Promotion Program](#).

Good morning, John!

I am on the Friedell Committee and read this note with interest. I am writing today to let you know of the groundbreaking work 3 of my graduate students are doing in Appalachia this summer during their Advance Practice Clinical course. These students are unable to attend the SOAR listening sessions due to travel distance and time. Their work is remarkable and I thought it might be of interest to you and your group. If so, read on! Graduate nursing education has new CCNE Master's Essentials that include competencies in Population Health. While graduate nursing education is making these changes to curricula, I know that graduate medical education lags. The theory and clinical courses that address these new Essentials have been part of the new MSN curriculum at Western since Spring 2013. This is my clinical area of expertise and I am faculty for these required courses in the nurse educator track.

The 3 grad students in their clinical portion this summer are all nurse educators at Southeast Community and Technical College in Bell County. Population health is out of their comfort zone and is generally a difficult concept to grasp. These students have not only grasped the concept but have embraced it this summer.

They are required to complete a community health needs assessment, two community nursing diagnoses, and research and write an evidence-based practice intervention proposal. In the clinical portion of the course, they implement their EB project with community partners and a preceptor.

Here is what they are doing:

Lana Brooks:

New Colorectal Cancer Screening Program for Bell County: Community partner is neighboring Knox County Health Department, who has grant funding to establish the 'Hit by a Fit' program in Bell County. The grant information was unknown to Lana when she started, yet Janet Luttrell in Frankfort was instrumental in securing this internship for Lana in Knox County. Her preceptor is local MD Dr. Vora. He is the local healthcare provider of colorectal cancer screening. She is also partnering with the KY Cancer Program and will be presenting tomorrow at Pine Mountain for the local community health coalition meeting. Earlier this week she attended training in Frankfort. She has been on conference calls, webinars, and will be attending the Pine Mountain meeting with the KCHD and Dr. Vora.

Jane Harper:

NAS (Neonatal Abstinence Syndrome): This is an emerging and enormous problem in KY, particularly in Appalachia. In addition to teaching, Jane works in the NICU at Pineville Community Hospital, which is trying to get a comprehensive program together to stem this

tide of NAS. Like Lana she is working from the meta level all the way down to individual home visits with the local HANDS health department workers in Whitley County, her community partner. Her preceptor is an MSN at the health department. Jane has had a challenging time trying to find out who is on the Perinatal Advisory Committee and what they are doing. This is a newly formed committee but they have met. Jane is working to gain more information and plans to attend their fall meeting in Frankfort in October. She does go on the home visits with HANDS and is doing patient education for NAS in that capacity. She has facilitated a collaborative meeting the neighboring Indian Mountain Clinic in Jellico, TN that will lead to partnering across state lines for NAS. She is working with her nurse colleagues and inter professionally at the local hospital to draft protocol for NAS.

Terri Jackson:

Lack of physical activity: Terri has partnered with the Bell county UK cooperative Extension service to implement 'Get Moving' to a summer class of 18 nurse aide students and faculty. All participants are female ages 18-45, her target population group. This has increased physical activity in this group and will change the face of nurse aide programming locally as they plan to continue this in future classes.

I have found that the UK Extension Service is much more amenable to partnering with the grad students to deliver EB practice population health interventions than local health departments. The extension agents for Consumer and Family Sciences are master's prepared, which is a requirement for our preceptors. Most local health departments do not have a master's prepared nurse on staff and generally are not that interested in our focus. I think that we are still in the transition from health departments' focus on providing indigent care to population health. The UK Extension service has a health promotion mandate and has been implementing EB programming for several years. Are there some lessons for us here?

I have other grad students in other areas of the state, but these 3 are in Appalachia. For Lana and Jane in particular, their work this summer will not only improve the health of their community, it will impact their careers in new and exciting ways. They both will be continuing their work long after the course is completed. All three students will graduate with MSN in Nurse Education in December 2014.

I live in far Western KY in Graves County but hope that this information on our students in Appalachia is helpful in your work with SOAR. If you would like more information, I will provide their contact information or will try to help you myself. If you have information or suggestions for these students, I will put you in contact or pass the word along to them.

Thanks for listening and have a great day!

Carol

Carol Bradford, MSN, RN, FCN

Graduate Faculty

The School of Nursing

Western Kentucky University

270-217-9949

Email:

The Appalachian Pregnancy Care Center offers a comprehensive system of support and service for women experiencing unplanned pregnancies and their newborns. It provides necessary pre and post natal education resources and helps new mothers avoid the pitfalls

that often accompany an unplanned or unwanted pregnancy. We connect our clients with a broad based network of support agencies in their community. We help them make positive choices involving their and their babies' health. We counsel the mothers about financial and educational options. We try to help them maintain stable relationships and work with the entire family unit. What we provide is a viable non-abortion alternative in cases of unwanted pregnancy. We give compassionate, confidential care for expectant mothers experiencing a difficult and frightening period of their young lives.) Kay Hammond Kay Hammond is the director of the Appalachian Pregnancy Care Center in Pikeville, serving 12 counties. Her latest newsletters are attached. She is also the UPIKE campus minister and President of the UPIKE Alumni Association. Kay is eager to get involved with SOAR and would be a great resource for your committee moving forward. I wanted to go ahead and connect the two of you via email so you can share future communications. Kay's phone numbers are 606-433-0700 and cell is 606-422-6720.

Email:

Doctor's Give RX for Fruits & Veggies

Below is a link to the prescription program that I referenced during the meeting. It doesn't look like they have active participation yet in Kentucky.

<http://wholesomewave.org/fvrx/>

Hope this is useful to you,

Timothy McNeilly, Rural Development Coordinator

USDA Rural Development

100 Fortress Properties Street, Suite 3

London, KY 40741

606-864-2172 ext 133

Cell: 606-356-8700

Email:

Dear Zach,

Gabriela Alcalde and I spoke with Nikki Stone this morning, and I offered to connect you with our Community Health Research Officer, Rachelle Seger, as well as to some websites and work products that may be helpful in your efforts to develop a health "asset map: for Appalachian Kentucky.

Foundation for a Healthy Kentucky's website is www.healthy-ky.org On it you can find published reports on findings of the annual Kentucky Health Issues Poll – an Eastern Kentucky regional recap is due out shortly. Rachelle is lead on KHIP study design and report publication (KHIP is a partnered effort with Cincinnati-based Interact for Health). We also fund a website – www.kentuckyhealthfacts.org – Rachelle is lead on this as well. It's a collaborative project of our Foundation, the state Department for Public Health and epidemiologists at UK to get county level Behavioral Risk Factor Surveillance System (BRFSS) survey data down to the County level. This site also has information from the Kentucky Health Market Report – the most recent report was done for us by Alison Davis at

CEDIK (at UK) – the pdf of the report itself is
at http://cedik.ca.uky.edu/files/HCM_Report_FINAL_revised0912.pdf
Each year we update our directory of health coalitions in Kentucky, also on the
Foundation's website - <http://www.healthy-ky.org/sites/default/files/Kentucky%20Health%20Coalition%20Directory%202013.pdf>
A few years ago, we funded a study mapping out substance abuse resources in the state –
done by Mike Childress at UK. <http://odcp.ky.gov/nr/ronlyres/fc37df44-f516-41a9-83ba-9803cc11d50a/0/kentuckysubstanceabusetreatmentproviderdirectory2011.pdf>
Interact for Health also funds a useful mapping project – Health Landscape -
<https://www.healthlandscape.org/>
And the Centers for Disease Control and Prevention supports Community Commons -
<http://www.communitycommons.org/tag/cdc/>

Hope these help! Rachelle may have additional ideas and resources to share.

Warm regards,

Susan

Susan G. Zepeda, Ph.D.

President/CEO

Foundation for a Healthy Kentucky

1640 Lyndon Farm Court, Suite 100

Louisville KY 40223

(502) 326-2583

Fax (502) 326-5748

Toll-Free (877) 326-2583

szepeda@healthy-ky.org

www.healthy-ky.org

Investing in communities. Informing health policy

From Amanda Fryman at ARH:

Nikki, I was in your SOAR session at last week's conference for the health work group representing Appalachian Regional Healthcare. I recently received the below e-mail about a Community Health Coalition Directory being updated by the Foundation for Healthy Kentucky. Below is a link to the older directory and contact information regarding compiling the new one. Thought this may be helpful.

Thank you for your leadership,

Amanda Fryman

Appalachian Regional Healthcare, Inc.

2285 Executive Drive, Suite 400

Lexington, Kentucky 40505

(859) 226-2433

Fax (859) 226-2602

From: Angela Koch [<mailto:AKoch@healthy-ky.org>]

Sent: Thursday, April 24, 2014 11:06 AM

To: afryman@arh.org

Subject: Foundation for a Healthy Kentucky 2014 Health Coalition Directory

Good morning!

The Foundation for a Healthy Kentucky is in the process of updating our [Community Health Coalition Directory](#) for 2014. Beginning in 2011, the Foundation for a Healthy Kentucky undertook an effort to identify community coalitions, collectives, collaborations, groups, networks and partnerships working to improve the health of the citizens of Kentucky. We were interested in organized and semi-organized groups of concerned citizens working to make Kentucky a healthier place to live. The purpose of this effort and the resulting directory is to foster collaboration, build local capacity, provide technical assistance, promote the Foundation's funding opportunities and celebrate successes.

If you would like the **Southern Floyd County Healthy Youth Coalition** to be included in the directory, please [complete this survey](#). If you have any questions, please feel free to contact me. Thank you!

Angela Koch

Grants Manager/Communications Associate

Foundation for a Healthy Kentucky

1640 Lyndon Farm Court, Suite 100

Louisville, KY 40223

Voice (502) 326-2583

Toll Free (877) 326-2583

Fax (502) 326-5748

www.healthy-ky.org

(c)space™

Join us for our (c)space Open House May 19, 2014 at 4:30 p.m!

RSVP to [Alexa Kerley](#)

Hi Nikki,

Below is the link to Appalachian Regional Healthcare's Community Health Needs Assessment Final Reports. These will be updated every three years.

www.arh.org/CHNA

We worked with the University of Kentucky's Community & Economic Development Initiative of Kentucky (CEDIK) to assist us in completing our needs assessments. I know they worked with over 20 not-for-profit hospitals across Kentucky on their assessments. They are also the group that is conducting the listening sessions in the Promise Zone counties. So they may also be a good resource for you. Dr. Allison Davis and Marisa Aull were the two ladies that we worked with from CEDIK.

Let me know if you have questions or need additional information from us.

Thank you,

Amanda Fryman

Grants Administrator

Appalachian Regional Healthcare, Inc.

2285 Executive Drive, Suite 400

Lexington, Kentucky 40505

(859) 226-2433

Fax (859) 226-2602

Thought this might be useful.

From: FitzGerald, Marisa E [<mailto:marisa.aull@uky.edu>]

Sent: Wednesday, April 30, 2014 12:33 PM

To: FitzGerald, Marisa E; Martha Roberts; Walling, Elizabeth X; Crissy Carter; Sandy Bailey; afryman@arh.org; Joe Murrell; John Countzler; J.D. Mullins; Donna Carman; Melody Nall; Samantha J. Richardson; Cheryl Wall; Sheila Tomlinson; bpoe2011@gmail.com; terrecaaworkman@gmail.com; mnull@murraystate.edu

Subject: Healthcare Profiles Good Afternoon, We recently discovered a few online glitches with our healthcare profiles, they have been fixed and updated for you to view and share. Thank you! http://cedik.ca.uky.edu/data_profiles/healthcare
Marisa Aull

Senior Extension Associate, CEDIK
Agricultural Economics
404 C.E. Barnhart Building
Lexington, KY 40546-0276
859-218-4385
marisa.aull@uky.edu



Working Group Final Report

INFRASTRUCTURE

Chair:

Jack Sykes
Chairman of the Board, Summit Engineering, Pikeville

Charge:

To address emerging opportunities in Eastern Kentucky across all infrastructure needs except broadband, including multi-modal transportation needs, water and wastewater, energy efficiency, housing , as well as regional opportunities to use joint planning and investment strategies at the regional level to lower overall costs and enhance integrated service.

SHAPING OUR APPALACHIAN REGION INFRASTRUCTURE WORKING GROUP – FINAL REPORT

September 15, 2014

Introduction

As part of the Shaping Our Appalachian Region (SOAR) initiative, the Infrastructure Working Group was tasked with addressing all infrastructure needs except broadband, including multi-modal transportation needs, water and wastewater, energy efficiency, and housing. In addition to addressing these needs, the committee was tasked with examining regional opportunities to use joint planning and investment strategies at the regional level to lower overall costs and enhance integrated service.

The infrastructure of the region is vital to future growth and development opportunities. Based on the Executive Committee's direction, this working group focused on job creation and industrial parks. If the region cannot meet the infrastructure requirements of industry, it is impossible to attract that industry to the area. Every industry has demands for water, sewage capacity, and suitable transportation access. In order to plan effectively to meet the infrastructure needs of the region and support job creation, it is necessary to understand the current infrastructure. Thus, this working group undertook an extensive asset mapping project to properly inventory current infrastructure in the SOAR region.

In addition to the standard infrastructure requirements, the Infrastructure Working Group was tasked with examining housing and energy efficiency. As jobs are created, and household incomes increase, there will, undoubtedly, be a demand for improved middle income housing in the region. To address this need, the working group attracted a number of housing experts in the Commonwealth to provide insight and strategies into addressing this housing as well as the energy efficiency of homes and businesses.

Finally, the working group attracted a number of experts in planning and financing of projects. This group of individuals identified a range of actions that could be taken to improve funding opportunities for projects in the SOAR region, require suitable regional planning so that the most beneficial projects are funded, and make the region more attractive to industry or "business friendly."

Working Group Composition

The Infrastructure Working Group was subdivided into 4 smaller groups to examine specific portions of the Executive Committee's charge.

- **Chair** - Jack Sykes, PE, PLS – Summit Engineering, Inc.
- **Vice Chair** – Philip Elswick, PE – Summit Engineering, Inc.

- Transportation Sub-Group
 - Kevin Damron, PE – Palmer Engineering
 - Clint Goodin, PE, PLS – Vaughn & Melton
 - Steve Waddle, PE – Kentucky Transportation Cabinet
- Water/Sewer Sub-Group
 - Kevin Howard, PE, PLS – Summit Engineering, Inc.
 - John Covington – Kentucky Infrastructure Authority
- Housing & Energy Efficiency
 - Vonda Poynter – FAHE, Inc.
 - Brenda Weaver – Kentucky Housing Corporation
 - Alex DeSha – Sierra Club
 - Eddie Coleman – Green Fuels
 - Jason Coomes – Mountain Association for Community Economic Development
 - Ginger Watkins – ORB Technologies
- Planning & Investment Strategies
 - Denise Thomas – Big Sandy Area Development District
 - Gail Wright – Gateway Area Development District
 - John Covington – Kentucky Infrastructure Authority

Meeting Information

Asset Mapping – Water & Sewer Infrastructure – April 18, 2014

Jack Sykes, Philip Elswick, and Kevin Howard met with John Covington, Adam Scott, and Rusty Anderson of the Kentucky Infrastructure Authority (KIA) to discuss available data depicting water and sewer infrastructure within the SOAR region. Attached to this report are two documents prepared by KIA – *Water System Planning Information* and *Wastewater System Planning Information*. These documents present information, by county, regarding the 2010 population and households, 2020 population and households, serviceable households currently, the percent serviceable currently, and planned costs from 0 to 10 years. Interestingly, the documents indicate that currently 95% and 34% of households in the SOAR region have access to water and sewer infrastructure, respectively.

Data provided by KIA as well as the Area Development Districts, were used to generate mapping depicting water and sewer infrastructure in proximity to each of the defined industrial parks within the SOAR region. These exhibits are included with the final report and are available in the following PDF link to the industrial park infrastructure exhibits <https://files.palmernet.com/urlcglqjng1nnskq>

Initial Listening Session – Somerset, KY – April 24, 2014

The initial listening session was held as part of the East Kentucky Leadership Foundation meeting in Somerset, KY. The session was attended by 25 individuals representing engineering firms, environmental groups, private industry, housing organizations, and state and municipal government. As part of this meeting, KIA gave a presentation regarding existing water and sewer infrastructure, needs, and concerns in the SOAR region including multiple and inefficient systems in close

proximity, combined sewer overflows, inefficient appliances that use more water than necessary, and insufficient utility rate structures.

The listening session also focused on multi-modal facilities. According to Kentucky Transportation Cabinet officials present in the meeting, as well as representatives of engineering firms, there are not many of these facilities in Kentucky. Reference was made to a facility in Somerset.

Energy efficient homes were also a significant area of interest. Eleven former houseboat facilities have been repurposed to construct energy efficient homes, which can sell electricity back to the grid. Finally, as part of the housing discussion the need for middle income housing in the SOAR region was discussed. Currently, there is a plethora of sub-standard housing in the SOAR region. As the economy of the region improves and jobs are created, there will be a need for improved housing, which is energy efficient.

Asset Mapping – Transportation – May 15, 2014

Philip Elswick met with representatives of the Kentucky Transportation Cabinet including Steve Waddle, State Highway Engineer, Brandon Sanders, Travis Jones, and Lindsay Carter in Frankfort on May 15, 2014. The purpose of the meeting was to discuss asset mapping of transportation infrastructure in the vicinity of the region's industrial parks as well as existing and proposed access, based on the Six Year Highway Plan, airports, railroads, available buildings based on the Cabinet for Economic Development databases, and state and federally designated truck routes. The series of maps are included as part of this final report.

Listening Session – Morehead, KY – June 26, 2014

As part of this listening session, the Regional Collaboration and Infrastructure Working Groups met jointly. Including the working group members and the public, there were 31 participants. The purpose of the meeting was to examine ways to blend the boundaries of the region, improve quality of life, and prepare infrastructure to meet industrial demand.

The Regional Collaboration working group had prepared four questions to stimulate discussion as part of its listening session, which corresponded with the four sub-groups of the Infrastructure working group. As part of this meeting, each of the Infrastructure sub-groups also discussed one of the Regional Collaboration questions during the breakout sessions.

The Planning & Investment Strategies sub-group discussed assets in the community that could aid in job creation and expand growth. The discussion centered on supporting local businesses with state price contracts, planning dollars, and building capacity.

The Housing & Energy Efficient sub-group discussed those characteristics that make the region unique and how they affect our efforts to move forward. The region's natural beauty was a topic of discussion as well as training contractors on energy efficient construction, establishing mortgage programs that incentivize the purchase of energy efficient homes, and educating the general public on energy efficiency.

The Water and Sewer sub-group discussed the benefits and challenges of regional collaboration. This group discussed combining smaller, inefficient, poorly operated utilities to form larger, more

efficient, more technically developed regional utilities. Additionally, the group discussed using the SOAR initiative as a conduit to seek changes to state and federal regulation to offset the difficulty in utilities seeking rate increases.

The Transportation sub-group discussed those items they found to be valuable in their communities. The discussion centered on transportation infrastructure expansion and ensuring job creation at the ends of the road projects. Additionally, there was discussion of seeking ARC funding, or some other source of funding, for counties with county seats located more than 50 miles from an interstate. Finally, this sub-group discussed using transportation infrastructure to support adventure tourism within the region.

Informational Meeting – Louisville, KY – July 10, 2014

Sandy Runyon of the Regional Collaboration working group and Kevin Howard of the Infrastructure working group updated the SOAR region county judge/executives at the Kentucky County Judge/Executive Association meeting in Louisville. The purpose of the meeting was to update the judges on the activities of the two working groups.

Working Group Meeting – London, KY – August 7, 2014

The working group's vice chair met with the sub-group leaders as well as two sub-group members to discuss and prioritize each sub-groups' recommendations for the Year 1, Years 1-3, and Years 3-10 timeframes.

Working Group Recommendations

Year 1 Recommendations

1. Complete a SOAR Transportation Planning Study for the Region

The purpose of this study is to evaluate transportation needs and propose regional priorities for future highway and other transportation investments to better align with SOAR economic development goals. This study would evaluate the 2014 Highway Plan, Kentucky Transportation Cabinet District Transportation Plans, and the Kentucky Transportation Cabinet Long Range Plan to identify those projects that are important to improving the economy in the SOAR counties. This study would also seek and recommend new projects that are not currently being planned that have a regional economic significance. Transportation projects to improve access to industrial development sites and support adventure tourism should also be considered. Another goal of this study would be to support the local economic development centers in the SOAR region that are doing well and to identify infrastructure improvements that also include riverports, railroads, and airports.

Budget \$500,000 KYTC funded

2. In order to identify the most important and cost efficient solutions or projects, require participation in a regional planning process as a condition for funding

The concept for this priority is rooted in the planning processes that exist such as the Area Development District Regional Transportation Committees and Water Management Councils and is centered on a regional approach that encourages collaboration and raises the standards for determining appropriate investments of public funding. The purpose is to include investments in those projects that most positively benefit the largest number of individuals in the region or make the greatest economic impact for the region.

3. Promote utilization of MACED's How\$mart Program/Existing Programs

How\$mart is currently available in the SOAR area and MACED will move from a pilot scale to target 1000 retrofits/year at an average of \$8,000 per retrofit; an investment of \$8,000,000 in the region. This investment would be paid through electric cooperatives to trained local contractors and generate additional jobs. How\$mart will improve housing energy efficiency with payment for the improvements covered by the unit's savings in utility costs. Utilization of the program would provide training opportunities for appraisers to measure and value energy efficiency and HERS training (available through FAHE) as well as PowerSaver mortgages for energy efficient new construction and rehab. Kentucky Housing Corporation Home Performance with Energy Star can track impact and document energy savings (energy reduction reports) to be provided to generate additional leads with increased homeowner participation and trained contractor participation.

4. Reform the financing, permitting, and policing of water and sewer systems within the SOAR region to improve service.

Mindset – Change bias from “no because” to “yes if.” Regulators often seek to find obstacles to problems rather than facilitate projects, which are beneficial to the region.

Guidelines – Economic development (industry) requires more water than most systems can deliver. For example, 39,090 gallons of water are required to build a car and 713 gallons of water are required to make a tee shirt (U.S. Environmental Protection Agency). As a result, the working group suggests that funding guidelines be altered to make excess capacity for economic development an eligible activity for funding applications.

Training – Offer vocational training to increase the supply of certified operators for utilities.

Bidding Procedures – Revise procurement codes to allow extremely disadvantaged communities to employ local contractor preference policies.

Reform Funding Goals – Build stronger utilities by promoting mergers and consolidations. Develop financial incentives, such as debt forgiveness, to encourage achievement of this goal.

Public Service Commission – Limit PSC jurisdiction to investor owned utilities. Allow utility districts to alter their rate structures to respond to rapidly changing economic conditions (i.e., customer out migrations, declining demand from water conservation, pass-through for fuel/power increases, etc.) If this is not possible, offer utilities expedited rate adjustment mechanisms.

Prevailing Wage & Hour – Eliminate prevailing wage and hour requirements for state funded water/sewer capital works projects to maximize utilization of the ‘infrastructure’ dollars. If this is not possible, alter the threshold for applicability from \$250,000 to \$750,000.

Privatization – Encourage private capital to enter the utility industry. Provide an equitable process for valuation and purchase of utility systems.

Policing – Require compliance orders to establish a compliance cost. Require enforcement to notify PSC of compliance orders that will necessitate a rate increase.

Reality – Recognize that some areas are source water limited and simply unsuitable for large scale economic development, i.e., limited to residential or commercial uses only. Do not fund additional capacity development in source water limited regions.

5. Create a SOAR economic development organization

The Infrastructure working group recommends that the Kentucky Cabinet for Economic Development devote several staff members to the SOAR region and form an organization solely dedicated to improving economic opportunities in the region. Rather than reacting to industry inquiries into a certain site or industrial park, the Cabinet’s staff should be proactive in attempting to attract industry to the region. In an effort to ensure accountability and promote the region in its entirety, a panel of individuals from the region, i.e., an individual from each Area Development District, should be created to work with the Cabinet’s staff. This panel would provide the Cabinet’s staff with individuals familiar with every area of the region, its potential development sites, strengths, weaknesses, etc.

Years 1 – 3 Recommendations

1. Establish a SOAR Transportation Construction Contingency Account in the 2016 Kentucky Transportation Cabinet budget.

Include in this State Supported Construction Program \$20,000,000 in each fiscal year to support the state construction projects that develop during the 2016-2018 Biennial Highway Construction Program. The purpose of these funds will be to support new projects that are not funded in the 2016 Highway Plan and become necessary through the various SOAR efforts to stimulate economic growth in the region. To qualify for these funds, the project must be located in a SOAR county and recommended by the Economic Development Cabinet and the executive leadership of SOAR.

Budget \$20,000,000 of KYTC State Funding in each fiscal year

2. Create a pool of state funds with the flexibility to address multiple needs such as economic development, planning and design, feasibility studies, incentives for regionalization, etc. Likewise, initiate a continue budget stream from each Executive Branch cabinet for projects that address focus areas through the SOAR region.

A funding stream will be required over the long term to make significant impacts in each of the focus areas of the SOAR Initiative. The problems and issues facing the region will not

be resolved in the short-term. At least a portion of the funding for projects should come from state government resources that would require participation by most/all state agencies in order to affect positive change in each focus area. The region will benefit from a funding stream that is dedicated to projects for the region that fall both within and outside of traditional economic development funding criteria. This would require some 'body' to determine qualifiers for projects, a process, and make recommendations to address needs and fund projects.

3. Increase energy efficiency in residential and commercial buildings

For commercial and government buildings, increase energy efficiency utilizing energy Performance Contracts to optimize energy use. The Local Government Energy Retrofit Program (LGERP) was created to educate local governments about managing their rising energy costs through energy-savings performance contracting (ESPC) and to increase the number of local governments that enter into these contracts. Based on the characteristics of the housing unit and the occupant, the needs for energy efficient retrofit or renovation activities will vary. A streamlined questionnaire could be developed to help guide the homeowner to the correct program which is critical to measure the energy savings. For residential buildings EE toolkit includes How\$mart, FAHE PowerSaver mortgage funds, affordable housing development, HBEER modular & SWAP mobile home replacements.

Budget: \$10,000,000+

Various Loan/Grant Programs from USDA, Kentucky Housing Corporation, FAHE, MACED, Department for Local Government, Department of Energy, White House Rural Council Investment Fund for Job-Creating Infrastructure Projects in Rural America

Years 3 – 10 Recommendations

1. Complete critical highway improvements in the SOAR region

Completing the reconstruction of regional highways is critical to creating a sustainable economy in Eastern Kentucky because it improves access to the interstate highway system and other economic centers in Kentucky and adjoining states. Complete the Mountain Parkway between Campton and Prestonsburg in Wolfe, Morgan, Magoffin, & Floyd Counties. Complete the Appalachian Development Highway System in Pike and Letcher Counties. Continue improving KY 15 between Campton and Whitesburg in Wolfe, Breathitt, Perry, Knott, and Letcher Counties. Program future funding for those priority projects identified in the proposed SOAR Transportation Planning Study.

2. Plan allocation of LGEDF spending so that it corresponds with a growth plan and emphasizes infrastructure projects for economic development purposes.

More effective use of limited LGEDF dollars is necessary as we move forward, which may require a more stringent following of current law. Significant investment in infrastructure is necessary to serve the existing economic development sites and any future sites by providing sufficient water/sewer/broadband/natural gas capacities that industry expects to be in place

before locating in the region. This long-term investment will reap long-term benefits by providing an inventory of sites appropriate for economic development activity.

3. Build a sustainable energy efficient housing industry in the SOAR region

This can be done through rehab, maintenance, preservation of existing housing/commercial units as well as energy efficiency standards for new construction. Implementation would be based on need and available funding and demand with education and publicity of SOAR utilized to attract interest in energy efficiency and increase knowledge of resources that are available.

Conclusion

Infrastructure is vital to the future growth and economic development of the SOAR region. Although the Infrastructure Working Group did not receive significant input from the SOAR region or identify specific projects to undertake in the future, the group has provided significant recommendations to prepare the region for future development. These recommendations include regulatory and funding reform, requiring participation in planning studies, promoting utilization of energy efficiency programs, funding planning studies for transportation projects, development of an economic development organization dedicated to the SOAR region and creating dedicated funding streams for projects in the SOAR region. In addition to these recommendations, the working group has prepared a series of exhibits depicting infrastructure assets throughout the region, which can be used for future planning and development activities of the region's industrial parks.

Legend

- ◆ Available Building
- Industrial Site Point
- ✚ Airports
- ▬ Major Highway Projects
- ▬ Other Highway Projects

Truck Routes

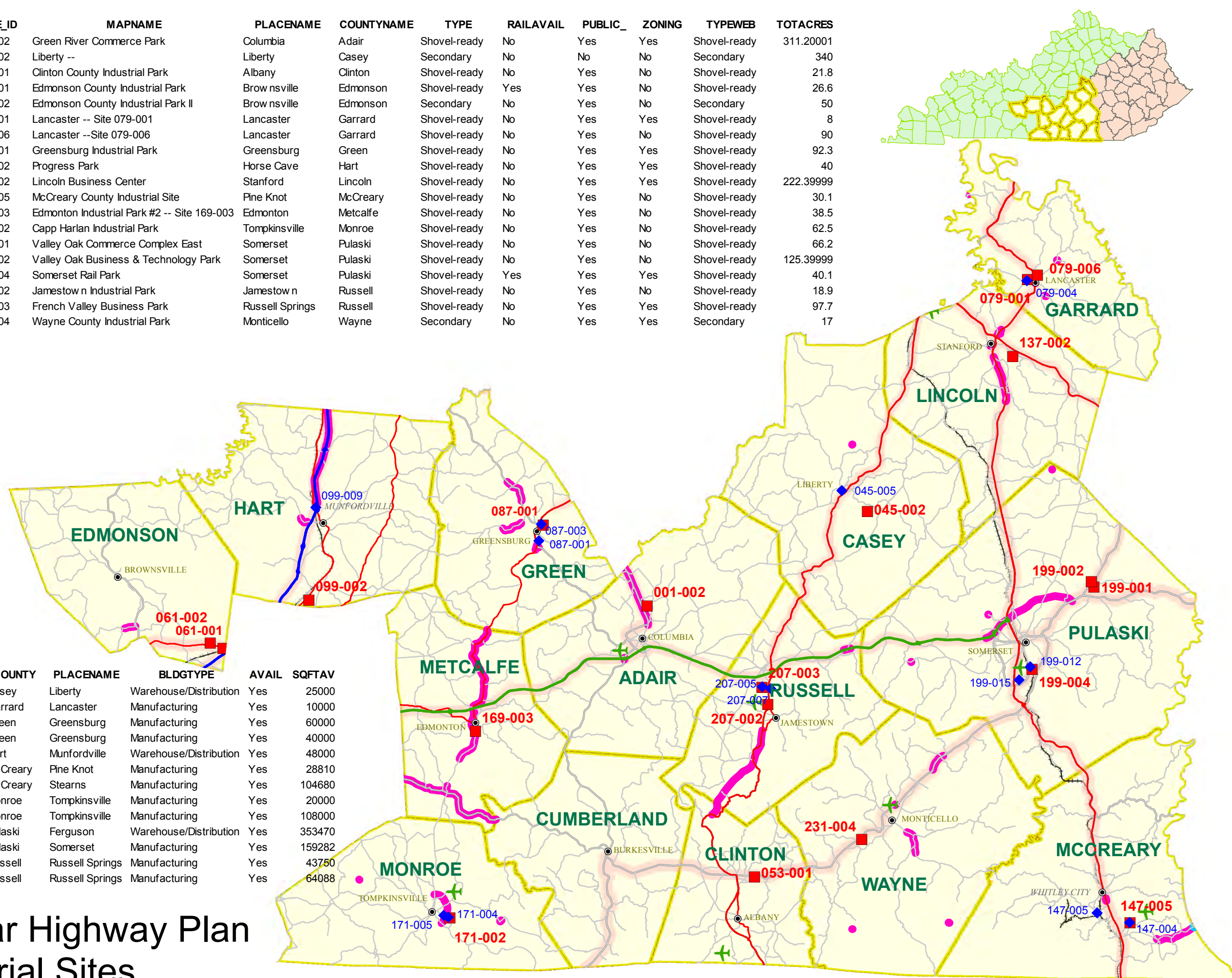
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- Federal Truck Route
- State Truck Route
- Active Railroad
- SOAR_cos_W

SITE_ID	MAPNAME	PLACENAME	COUNTYNAME	TYPE	RAILAVAIL	PUBLIC_	ZONING	TYPEWEB	TOTACRES
001-002	Green River Commerce Park	Columbia	Adair	Shovel-ready	No	Yes	Yes	Shovel-ready	311.20001
045-002	Liberty --	Liberty	Casey	Secondary	No	No	No	Secondary	340
053-001	Clinton County Industrial Park	Albany	Clinton	Shovel-ready	No	Yes	No	Shovel-ready	21.8
061-001	Edmonson County Industrial Park	Brownsville	Edmonson	Shovel-ready	Yes	Yes	No	Shovel-ready	26.6
061-002	Edmonson County Industrial Park II	Brownsville	Edmonson	Secondary	No	Yes	No	Secondary	50
079-001	Lancaster -- Site 079-001	Lancaster	Garrard	Shovel-ready	No	Yes	Yes	Shovel-ready	8
079-006	Lancaster --Site 079-006	Lancaster	Garrard	Shovel-ready	No	Yes	No	Shovel-ready	90
087-001	Greensburg Industrial Park	Greensburg	Green	Shovel-ready	No	Yes	Yes	Shovel-ready	92.3
099-002	Progress Park	Horse Cave	Hart	Shovel-ready	No	Yes	Yes	Shovel-ready	40
137-002	Lincoln Business Center	Stanford	Lincoln	Shovel-ready	No	Yes	Yes	Shovel-ready	222.39999
147-005	McCreary County Industrial Site	Pine Knot	McCreary	Shovel-ready	No	Yes	No	Shovel-ready	30.1
169-003	Edmonton Industrial Park #2 -- Site 169-003	Edmonton	Metcalf	Shovel-ready	No	Yes	No	Shovel-ready	38.5
171-002	Capp Harlan Industrial Park	Tompkinsville	Monroe	Shovel-ready	No	Yes	No	Shovel-ready	62.5
199-001	Valley Oak Commerce Complex East	Somerset	Pulaski	Shovel-ready	No	Yes	No	Shovel-ready	66.2
199-002	Valley Oak Business & Technology Park	Somerset	Pulaski	Shovel-ready	No	Yes	No	Shovel-ready	125.39999
199-004	Somerset Rail Park	Somerset	Pulaski	Shovel-ready	Yes	Yes	Yes	Shovel-ready	40.1
207-002	Jamestown Industrial Park	Jamestown	Russell	Shovel-ready	No	Yes	No	Shovel-ready	18.9
207-003	French Valley Business Park	Russell Springs	Russell	Shovel-ready	No	Yes	Yes	Shovel-ready	97.7
231-004	Wayne County Industrial Park	Monticello	Wayne	Secondary	No	Yes	Yes	Secondary	17

BLDG_ID	BLDGNAME	RAIL	COUNTY	PLACENAME	BLDGTYPE	AVAIL	SQFTAV
045-005	Industrial Development Authority Bldg #2	No	Casey	Liberty	Warehouse/Distribution	Yes	25000
079-004	100 Precision Court	No	Garrard	Lancaster	Manufacturing	Yes	10000
087-001	Heartland Regional Micro - Enterprise Park	No	Green	Greensburg	Manufacturing	Yes	60000
087-003	Green County Spec. # 1	No	Green	Greensburg	Manufacturing	Yes	40000
099-009	polymer central	No	Hart	Munfordville	Warehouse/Distribution	Yes	48000
147-004	McCreary Co. Speculative Bldg.	No	McCreary	Pine Knot	Manufacturing	Yes	28810
147-005	Highway 1651	No	McCreary	Stearns	Manufacturing	Yes	104680
171-004	Tompkinsville Spec Building	No	Monroe	Tompkinsville	Manufacturing	Yes	20000
171-005	Kentucky LAJAT Bldg.	No	Monroe	Tompkinsville	Manufacturing	Yes	108000
199-012	Somerset Rail Park Warehouse	Possible	Pulaski	Ferguson	Warehouse/Distribution	Yes	353470
199-015	Somerset Houseboats	No	Pulaski	Somerset	Manufacturing	Yes	159282
207-005	Russell County Spec Building	No	Russell	Russell Springs	Manufacturing	Yes	43750
207-007	Hitachi Cable Building	No	Russell	Russell Springs	Manufacturing	Yes	64088

2014-2020 Six-Year Highway Plan with Industrial Sites





SITE_ID	MAPNAME	PLACENAME	COUNTYNA	TYPE	RAILAVAIL	PUBLI	ZONING	TYPEWEB	TOTACRE
013-004	Pine Mountain Regional Business Park	Pineville	Bell	Secondary	No	Yes	No	Secondary	663.59998
013-014	Whitimer Industrial Park	Middlesboro	Bell	Shovel-ready	Yes	Yes	Yes	Shovel-ready	22.4
013-018	Bell County Technology and Training Park	Middlesboro	Bell	Shovel-ready	No	Yes	Yes	Shovel-ready	13
051-003	Elk Hill Regional Park	Manchester	Clay	Shovel-ready	No	Yes	No	Shovel-ready	303.29999
109-001	Jackson County Regional Industrial Park	Anville	Jackson	Shovel-ready	No	Yes	No	Shovel-ready	41
121-001	Barbourville -- Site 121-001	Barbourville	Knox	Shovel-ready	Yes	Yes	Yes	Shovel-ready	137.3
121-002	Corbin Tri-County Industrial Park	Corbin	Knox	Shovel-ready	No	Yes	Yes	Shovel-ready	186
121-003	Southeast Kentucky Regional Business Park	Corbin	Knox	Shovel-ready	No	Yes	Yes	Shovel-ready	479.89999
125-001	London-Laurel County Industrial Park # IV	London	Laurel	Shovel-ready	No	Yes	No	Shovel-ready	36.2
125-006	Dennis Karr Airpark	London	Laurel	Shovel-ready	No	No	No	Shovel-ready	24.1
129-001	Lee County Industrial Park	Beattyville	Lee	Shovel-ready	No	Yes	No	Shovel-ready	27.6
151-001	Richmond Industrial Park South II & III	Richmond	Madison	Shovel-ready	No	Yes	Yes	Shovel-ready	173.7
151-002	Berea Industrial Park	Berea	Madison	Shovel-ready	Yes	Yes	Yes	Shovel-ready	47.4
151-017	Pennington Brothers Industrial Site	Berea	Madison	Shovel-ready	No	No	Yes	Shovel-ready	19.43
151-019	Berea -- Menelaus Industrial Park	Berea	Madison	Shovel-ready	No	Yes	Yes	Shovel-ready	319
189-001	Lone Oak Industrial Park	Booneville	Owsley	Shovel-ready	No	Yes	No	Shovel-ready	76.1
203-002	Rockcastle Business Park South	Mount Vernon	Rockcastle	Shovel-ready	No	Yes	No	Shovel-ready	90.4

BLDG_ID	BLDGNAME	RAIL	COUNTYNA	PLACENAME	BLDGNU	BLDGTYPE	AVAIL	SQFTA
189-001	Owsley County Spec	No	Owsley	Booneville	1967	Manufacturing	Yes	25920
121-003	Southeastern Kentucky Wood Products	Possible	Knox	Corbin	1562	Manufacturing	Yes	20000
121-005	Corbin Regional Speculative Bldg	No	Knox	Corbin	1564	Manufacturing	Yes	54195
151-031	1100-1102 Mayde Road	No	Madison	Berea	1753	Warehouse/Distribution	Yes	69690
151-032	Light House Products	No	Madison	Berea	1754	Manufacturing	Yes	385889
151-033	NIC Industries	No	Madison	Richmond	2369	Manufacturing	Yes	24800

Legend

- Airports
- Available Building
- Industrial Site Point
- Major Highway Projects
- Other Highway Projects

Truck Routes

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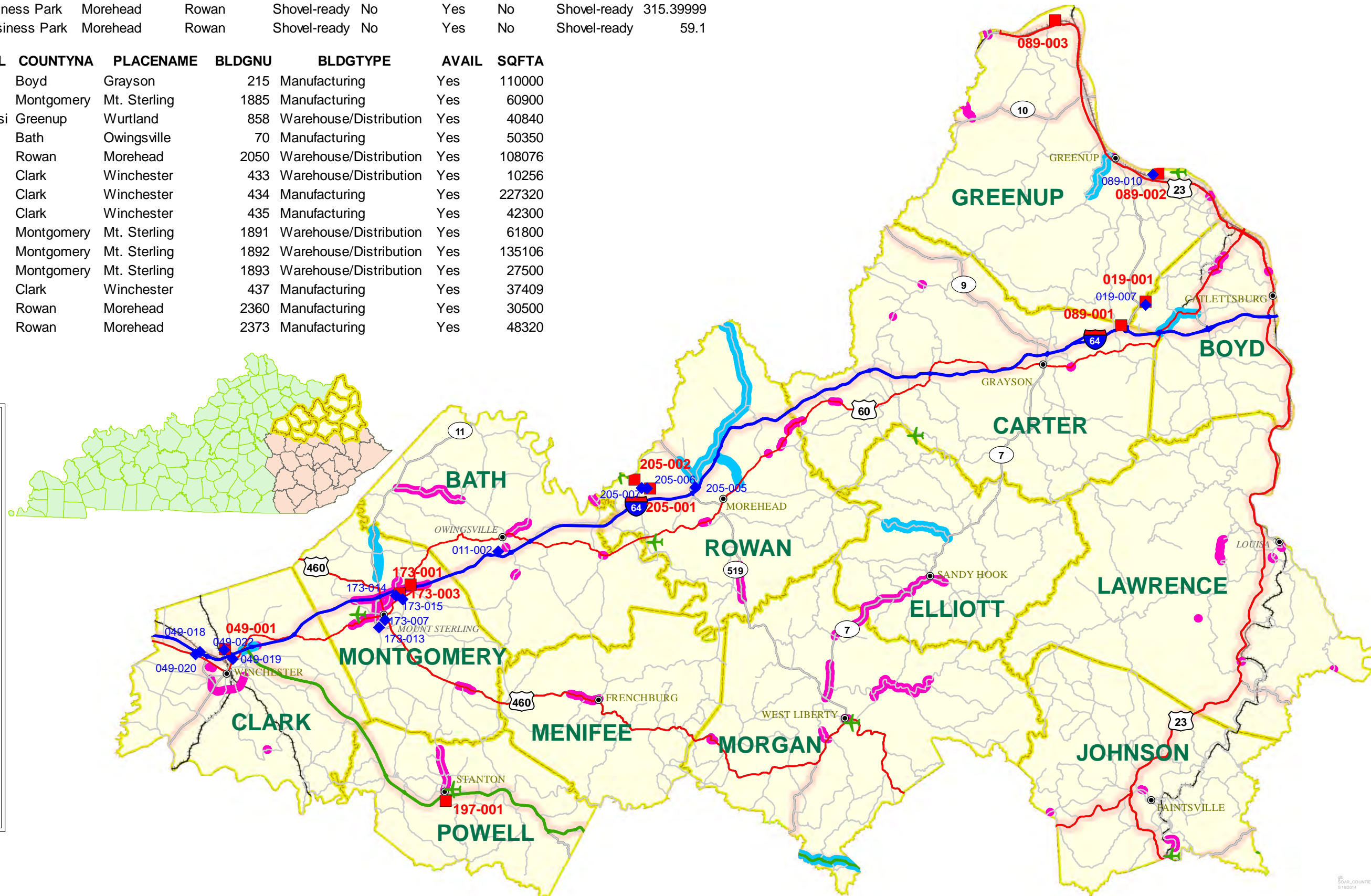
- Federal Truck Route
- State Truck Route
- Active Railroad

2014-2020 Six-Year Highway Plan with Industrial Sites

2014-2020 Six-Year Highway Plan with Industrial Sites

SITE_ID	MAPNAME	PLACENAME	COUNTYNA	TYPE	RAILAVAIL	PUBLI	ZONING	TYPEWEB	TOTACRE
019-001	EastPark- Site B	Ashland	Boyd	Shovel-ready	No	Yes	No	Shovel-ready	497.10001
049-001	Winchester Industrial Park	Winchester	Clark	Shovel-ready	Yes	Yes	Yes	Shovel-ready	258.79999
089-002	Wurtland -- Site 089-002	Wurtland	Greenup	Shovel-ready	Yes	Yes	No	Shovel-ready	27.8
089-001	EastPark- Site A	Ashland	Greenup	Shovel-ready	No	Yes	No	Shovel-ready	109.7
089-003	Siloam and Eastern Terminal Land Cos.	South Shore	Greenup	Secondary	Yes	No	No	Secondary	402
173-003	Midland Trail Industrial Park	Mt. Sterling	Montgomery	Shovel-ready	No	No	No	Shovel-ready	11.5
173-001	Woodland Industrial Park	Mt. Sterling	Montgomery	Shovel-ready	No	Yes	No	Shovel-ready	177.10001
197-001	Reed & Manning Industrial Park	Stanton	Powell	Shovel-ready	No	Yes	Yes	Shovel-ready	30.6
205-001	John Will Stacy MMRC Regional Business Park	Morehead	Rowan	Shovel-ready	No	Yes	No	Shovel-ready	315.39999
205-002	Morehead-Rowan County Aviation Business Park	Morehead	Rowan	Shovel-ready	No	Yes	No	Shovel-ready	59.1

BLDG_ID	BLDGNAME	RAIL	COUNTYNA	PLACENAME	BLDGNU	BLDGTYPE	AVAIL	SQFTA
019-007	East Park South Shell	No	Boyd	Grayson	215	Manufacturing	Yes	110000
173-007	Gateway Manufacturing Building	No	Montgomery	Mt. Sterling	1885	Manufacturing	Yes	60900
089-010	Big Sandy Distribution Bldg.	Possi	Greenup	Wurtland	858	Warehouse/Distribution	Yes	40840
011-002	Cintas Manufacturing	No	Bath	Owingsville	70	Manufacturing	Yes	50350
205-005	150 Old Cranston Rd.	No	Rowan	Morehead	2050	Warehouse/Distribution	Yes	108076
049-018	Mecondor LLC	No	Clark	Winchester	433	Warehouse/Distribution	Yes	10256
049-019	Leggett & Platt	No	Clark	Winchester	434	Manufacturing	Yes	227320
049-020	Tierney Storage, LLC	No	Clark	Winchester	435	Manufacturing	Yes	42300
173-013	EAS	No	Montgomery	Mt. Sterling	1891	Warehouse/Distribution	Yes	61800
173-014	Langley Foods	No	Montgomery	Mt. Sterling	1892	Warehouse/Distribution	Yes	135106
173-015	Gateway Cold Storage	No	Montgomery	Mt. Sterling	1893	Warehouse/Distribution	Yes	27500
049-022	Custom Cylinders International,	No	Clark	Winchester	437	Manufacturing	Yes	37409
205-006	Simba	No	Rowan	Morehead	2360	Manufacturing	Yes	30500
205-007	MMRC Spec. Building	No	Rowan	Morehead	2373	Manufacturing	Yes	48320



Legend

- Airports
- Available Building
- Industrial Site Point
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- Other Highway Projects

Truck Routes

COMMACC

- Federal Truck Route
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2014-2020 Six-Year Highway Plan with Industrial Sites

BLDG_ID	BLDGNAME	RAIL	COUNTYNA	PLACENAME	BLDGNU	BLDGTYPE	AVAIL	SQFTA
153-002	Don Bailey Facility #1	No	Magoffin	Salyersville	1783	Manufacturing	Yes	21600
025-001	Breathitt County Spec Building	No	Breathitt	Jackson	260	Manufacturing	Yes	40500
195-002	Hobbs Warehouse	No	Pike	Robinson Creek	1990	Warehouse/Distribution	Yes	50000
193-007	Amerian Woodmark Facility	No	Perry	Chavies	2349	Manufacturing	Yes	311000

SITE_ID	MAPNAME	PLACENAME	COUNTYNA	TYPE	RAILAVAIL	PUBLI	ZONING	TYPEWEB	TOTACRE
025-001	Panbowl Lake Industrial Park	Jackson	Breathitt	Shovel-ready	No	Yes	Yes	Shovel-ready	31
071-002	Prestonsburg -- Stone Crest Site 071-002	Prestonsburg	Floyd	Secondary	No	Yes	Yes	Secondary	64.5
129-001	Lee County Industrial Park	Beattyville	Lee	Shovel-ready	No	Yes	No	Shovel-ready	27.6
133-002	Gateway Regional Business Park	Jenkins	Letcher	Shovel-ready	No	Yes	No	Shovel-ready	261.89999
153-006	Salyersville -- Site 153-006	Salyersville	Magoffin	Secondary	No	Yes	No	Secondary	48.6
159-002	Honey Branch Regional Business Park	Inez	Martin	Shovel-ready	No	Yes	No	Shovel-ready	186.8
193-001	Coal Fields Regional Industrial Park	Hazard	Perry	Shovel-ready	No	Yes	No	Shovel-ready	235.89999
237-002	Pine Ridge Regional Business Park	Campton	Wolfe	Shovel-ready	No	Yes	No	Shovel-ready	112.5

Legend

- + Airports
- ◆ Available Building
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Truck Routes

COMMACC

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Water System Planning Information SOAR Planning Area

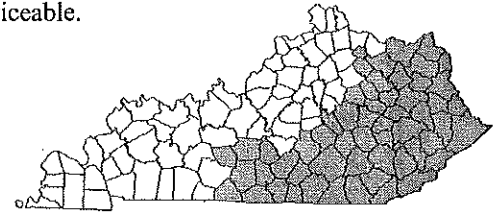
April 2014

Kentucky
Infrastructure
Authority
Office of the Governor



SOAR Study Area

- 2010 census population of 1,246,407 (568,374 households) with 95% serviceable.
- Projected 2020 population of 1,283,591 (change of 37,184).
- 26,255.63 miles of existing water lines.
- 1072.00 miles of line extensions proposed in the next 10 years.
- 362.00 miles of line rehabilitation proposed in the next 10 years.
- 194.00 miles of transmission lines proposed in the next 10 years.
- Estimated funding needs for projects from 0 to 5 years: \$576,268,540.
- Estimated funding needs for projects from 6 to 10 years: \$80,599,612.



SOAR Study Area has a 2010 census population count of 1,246,407 (568,374 households) with a projected 2020 population count of 1,283,591 (526,666 households). Public water is currently available to approximately 95 percent of the study area's households based on 2010 census counts. Over the next ten years approximately 31,615 serviceable households will be added through the construction of 1,072.00 miles of water line extensions and approximately 745,462 instances of improved service through the rehabilitation of 362.00 miles of existing water lines and other appurtenances. 194.00 miles of transmission lines are also proposed within the SOAR study area.

County Summary for SOAR Study Area

County Name	2010 Population	2010 Households	2020 Population	2020 Households	Serviceable Households	Percent Serviceable	Planned Cost 0 to 10 Years
Adair	18,656	8,568	20,052	8,151	7,698	90%	\$ 17,932,215
Allen	19,956	9,307	22,366	9,171	9,029	97%	\$ 4,030,970
Barren	42,173	19,188	46,361	19,245	19,086	100%	\$ 13,064,000
Bath	11,591	5,405	12,132	5,006	5,154	95%	\$ 4,260,070
Bell	28,691	13,154	27,648	11,714	12,853	98%	\$ 11,568,978
Boyd	49,542	21,803	49,446	20,040	21,737	100%	\$ 5,970,000
Breathitt	13,878	6,231	12,495	5,046	5,005	80%	\$ 20,095,596
Carter	27,720	12,311	28,459	11,508	11,572	94%	\$ 6,445,000
Casey	15,955	7,487	16,433	6,791	7,305	98%	\$ 8,119,000
Clark	35,613	15,706	37,985	15,800	15,486	99%	\$ 69,891,655
Clay	21,730	8,875	20,289	7,421	8,355	94%	\$ 10,560,200
Clinton	10,272	5,311	10,896	4,755	5,166	97%	\$ 5,122,700
Cumberland	6,856	3,690	6,649	2,840	3,482	94%	\$ 4,954,000
Edmonson	12,161	6,467	12,628	5,283	6,380	99%	\$ 4,675,203
Elliott	7,852	3,371	8,078	3,011	3,068	91%	-
Estill	14,672	6,865	14,359	6,115	6,660	97%	\$ 5,217,950
Fleming	14,348	6,623	14,880	6,231	6,501	98%	\$ 7,835,000
Floyd	39,451	18,175	37,153	15,594	17,475	96%	\$ 15,924,195
Garrard	16,912	7,463	19,122	7,917	7,343	98%	\$ 744,010
Green	11,258	5,324	11,112	4,660	5,201	98%	\$ 13,805,900
Greenup	36,910	16,330	36,923	15,046	15,114	93%	\$ 15,266,398
Harlan	29,278	13,513	26,099	10,856	12,811	95%	\$ 5,712,809
Hart	18,199	8,559	18,690	7,604	8,442	99%	\$ 24,036,783
Jackson	13,494	6,523	13,771	5,961	6,101	94%	\$ 5,990,246
Johnson	23,356	10,624	23,265	9,647	9,858	93%	\$ 551,978
Knott	16,346	7,461	15,635	6,332	6,026	81%	\$ 23,609,823
Knox	31,883	14,485	32,132	13,362	14,145	98%	\$ 9,399,150
Laurel	58,849	25,446	64,713	26,415	25,255	99%	\$ 25,517,076



Lawrence	15,860	7,286	16,192	6,647	6,605	91%	\$ 2,900,200
Lee	7,887	3,436	7,820	3,014	3,131	91%	\$ 2,546,936
Leslie	11,310	5,278	10,603	4,377	4,291	81%	\$ 4,287,900
Letcher	24,519	11,601	24,237	10,161	7,749	67%	\$ 28,622,388
Lewis	13,870	6,481	13,899	5,717	6,149	95%	\$ 7,896,000
Lincoln	24,742	10,819	26,170	10,762	10,566	98%	\$ 7,947,631
McCreary	18,306	7,507	18,314	6,819	6,268	84%	\$ 25,822,727
Madison	82,916	35,043	95,333	38,093	34,783	99%	\$ 29,064,457
Magoffin	13,333	5,950	13,587	5,696	5,770	97%	\$ 13,075,150
Martin	12,929	5,164	12,055	4,410	5,085	99%	\$ 1,374,478
Menifee	6,306	3,744	6,038	2,422	3,487	93%	\$ 1,698,150
Metcalfe	10,099	4,681	10,329	4,306	4,503	96%	\$ 5,736,207
Monroe	10,963	5,204	10,405	4,423	5,065	97%	\$ 38,013,200
Montgomery	26,499	11,699	30,750	12,483	11,657	100%	\$ 8,000,445
Morgan	13,923	5,830	14,023	5,126	4,724	81%	\$ 2,447,000
Nicholas	7,135	3,261	7,411	3,012	3,157	97%	\$ 8,722,150
Owsley	4,755	2,328	4,704	1,971	2,211	95%	\$ 9,798,960
Perry	28,712	12,791	28,137	11,637	11,264	88%	\$ 21,831,089
Pike	65,024	30,304	61,991	26,357	27,599	91%	\$ 10,591,653
Powell	12,613	5,598	12,319	4,860	5,484	98%	\$ 3,161,311
Pulaski	63,063	31,443	71,036	29,901	30,540	97%	\$ 34,994,194
Robertson	2,282	1,095	2,364	965	1,081	99%	\$ 2,185,000
Rockcastle	17,056	7,703	17,593	7,308	7,425	96%	\$ 5,368,076
Rowan	23,333	10,102	24,708	9,546	9,711	96%	\$ 3,782,400
Russell	17,565	9,993	18,782	8,112	9,729	97%	\$ 5,585,885
Wayne	20,813	10,942	22,128	9,686	9,748	89%	\$ 15,273,500
Whitley	35,637	15,166	35,256	14,048	14,589	96%	\$ 12,208,127
Wolfe	7,355	3,660	7,636	3,285	3,117	85%	\$ 3,632,033
Totals	1,246,407	568,374	1,283,591	526,666	537,796	95%	\$ 656,868,152

Percent Increase in Households Serviceable by Public Water Systems from 2000 to 2010

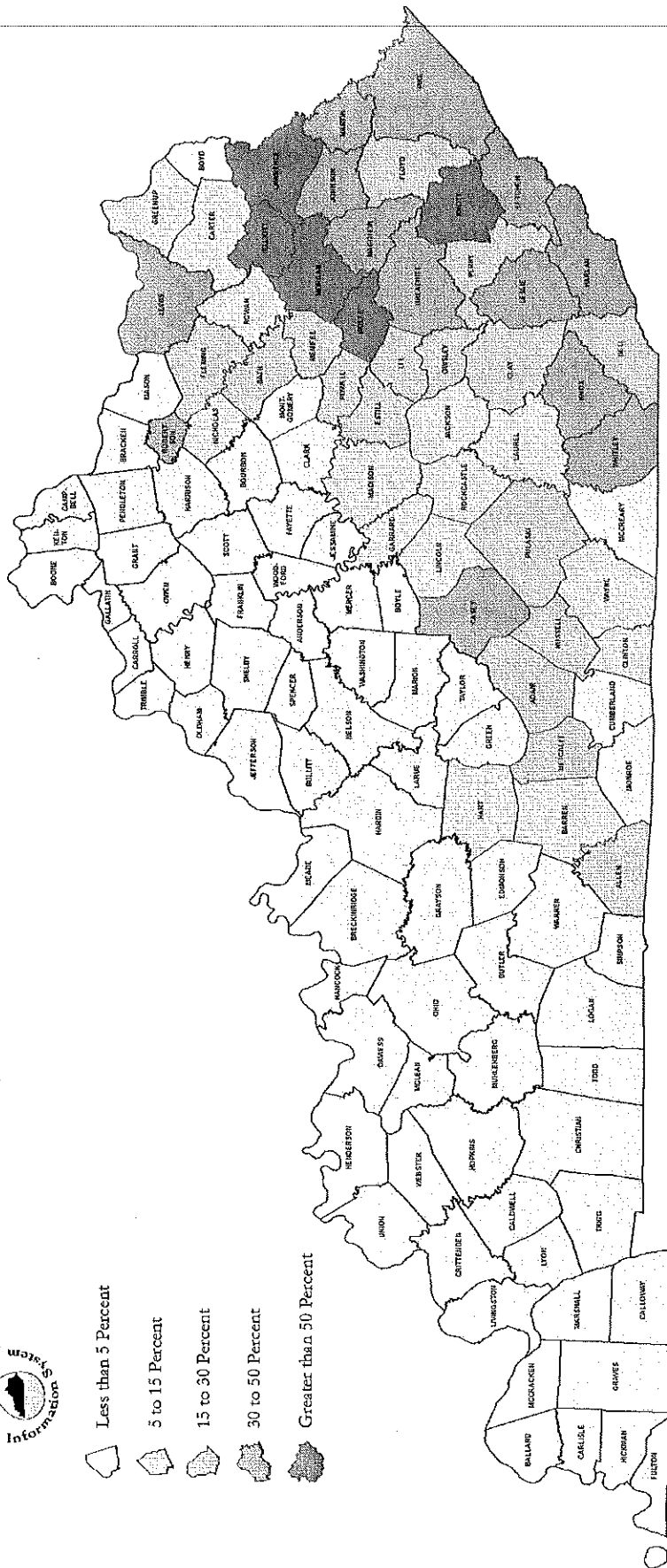
Prepared By:
Kentucky Infrastructure Authority

Kentucky Infrastructure Authority
 1024 Capital Center Drive
 Frankfort, KY 40601
 (502) 573-0260
<http://kia.ky.gov>

April, 2014



- Less than 5 Percent
- 5 to 15 Percent
- 15 to 30 Percent
- 30 to 50 Percent
- Greater than 50 Percent





**Wastewater System Planning
Information
SOAR Planning Area**

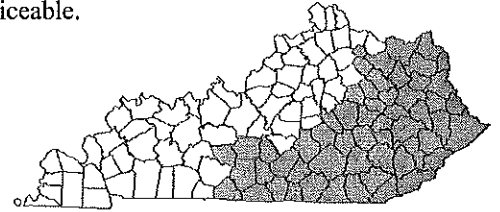
April 2014

Kentucky
Infrastructure
Authority
Office of the Governor



SOAR Study Area

- 2010 census population of 1,246,407 (568,374 households) with 34% serviceable.
- Projected 2020 population of 1,283,591 (change of 37,184).
- 3,838.15 miles of existing sewer lines.
- 1460.00 miles of line extensions proposed in the next 10 years.
- 170.00 miles of line rehabilitation proposed in the next 10 years.
- 163.00 miles of interceptor lines proposed in the next 10 years.
- Estimated funding needs for projects from 0 to 5 years: \$647,693,076.
- Estimated funding needs for projects from 6 to 10 years: \$257,275,704.



SOAR Study Area has a 2010 census population count of 1,246,407 (568,374 households) with a projected 2020 population count of 1,283,591 (526,666 households). Public sewer is currently available to approximately 34 percent of the study area's households based on 2010 census counts. Over the next ten years approximately 45,088 serviceable households will be added through the construction of 1,460.00 miles of sewer line extensions and approximately 161,614 instances of improved service through the rehabilitation of 170.00 miles of existing sewer lines and other appurtenances. 163.00 miles of interceptor lines are also proposed within the SOAR study area.

County Summary for SOAR Study Area

County Name	2010 Population	2010 Households	2020 Population	2020 Households	Serviceable Households	Percent Serviceable	Planned Cost 0 to 10 Years
Adair	18,656	8,568	20,052	8,151	1,970	23%	\$ 8,671,500
Allen	19,956	9,307	22,366	9,171	2,043	22%	\$ 8,936,000
Barren	42,173	19,188	46,361	19,245	8,862	46%	\$ 27,973,000
Bath	11,591	5,405	12,132	5,006	1,739	32%	\$ 5,600,634
Bell	28,691	13,154	27,648	11,714	6,308	48%	\$ 18,242,885
Boyd	49,542	21,803	49,446	20,040	17,597	81%	\$ 29,420,750
Breathitt	13,878	6,231	12,495	5,046	1,401	23%	\$ 14,306,150
Carter	27,720	12,311	28,459	11,508	2,873	23%	\$ 8,055,033
Casey	15,955	7,487	16,433	6,791	1,055	14%	\$ 4,709,000
Clark	35,613	15,706	37,985	15,800	11,106	71%	\$ 34,588,250
Clay	21,730	8,875	20,289	7,421	1,834	21%	\$ 17,086,503
Clinton	10,272	5,311	10,896	4,755	1,297	24%	\$ 10,096,000
Cumberland	6,856	3,690	6,649	2,840	820	22%	\$ 3,500,000
Edmonson	12,161	6,467	12,628	5,283	704	11%	\$ 11,158,771
Elliott	7,852	3,371	8,078	3,011	368	11%	-
Estill	14,672	6,865	14,359	6,115	2,217	32%	\$ 47,473,000
Fleming	14,348	6,623	14,880	6,231	1,649	25%	\$ 13,653,883
Floyd	39,451	18,175	37,153	15,594	5,030	28%	\$ 27,079,061
Garrard	16,912	7,463	19,122	7,917	1,854	25%	\$ 4,616,420
Green	11,258	5,324	11,112	4,660	1,459	27%	\$ 1,290,000
Greenup	36,910	16,330	36,923	15,046	9,185	56%	\$ 26,292,360
Harlan	29,278	13,513	26,099	10,856	5,544	41%	\$ 24,889,630
Hart	18,199	8,559	18,690	7,604	2,362	28%	\$ 1,850,000
Jackson	13,494	6,523	13,771	5,961	487	8%	-
Johnson	23,356	10,624	23,265	9,647	2,956	28%	\$ 18,173,900
Knott	16,346	7,461	15,635	6,332	889	12%	\$ 12,697,348
Knox	31,883	14,485	32,132	13,362	4,632	32%	\$ 9,337,446
Laurel	58,849	25,446	64,713	26,415	9,281	37%	\$ 109,426,550



Lawrence	15,860	7,286	16,192	6,647	1,934	27%	\$ 13,983,260
Lee	7,887	3,436	7,820	3,014	962	28%	\$ 8,000,000
Leslie	11,310	5,278	10,603	4,377	664	13%	\$ 5,970,000
Letcher	24,519	11,601	24,237	10,161	3,303	29%	\$ 14,757,000
Lewis	13,870	6,481	13,899	5,717	1,759	27%	\$ 10,345,500
Lincoln	24,742	10,819	26,170	10,762	2,678	25%	\$ 15,503,420
McCreary	18,306	7,507	18,314	6,819	1,730	23%	\$ 10,123,985
Madison	82,916	35,043	95,333	38,093	21,940	63%	\$ 76,249,994
Magoffin	13,333	5,950	13,587	5,696	1,329	22%	\$ 13,795,700
Martin	12,929	5,164	12,055	4,410	566	11%	\$ 9,623,550
Menifee	6,306	3,744	6,038	2,422	547	15%	\$ 5,950,540
Metcalfe	10,099	4,681	10,329	4,306	808	17%	\$ 1,375,000
Monroe	10,963	5,204	10,405	4,423	1,506	29%	\$ 3,013,000
Montgomery	26,499	11,699	30,750	12,483	6,264	54%	\$ 5,240,589
Morgan	13,923	5,830	14,023	5,126	848	15%	\$ 5,063,029
Nicholas	7,135	3,261	7,411	3,012	1,262	39%	\$ 525,000
Owsley	4,755	2,328	4,704	1,971	393	17%	\$ 9,526,000
Perry	28,712	12,791	28,137	11,637	3,518	28%	\$ 25,084,897
Pike	65,024	30,304	61,991	26,357	6,584	22%	\$ 62,731,742
Powell	12,613	5,598	12,319	4,860	1,919	34%	\$ 6,990,650
Pulaski	63,063	31,443	71,036	29,901	7,011	22%	\$ 16,924,000
Robertson	2,282	1,095	2,364	965	263	24%	\$ 2,724,000
Rockcastle	17,056	7,703	17,593	7,308	1,991	26%	\$ 27,838,000
Rowan	23,333	10,102	24,708	9,546	5,600	55%	\$ 3,988,633
Russell	17,565	9,993	18,782	8,112	2,956	30%	\$ 7,146,566
Wayne	20,813	10,942	22,128	9,686	2,924	27%	\$ 20,011,000
Whitley	35,637	15,166	35,256	14,048	4,917	32%	\$ 23,111,051
Wolfe	7,355	3,660	7,636	3,285	359	10%	\$ 248,600
Totals	1,246,407	568,374	1,283,591	526,666	194,057	34%	\$ 904,968,780



Working Group Final Report

LEADERSHIP DEVELOPMENT AND YOUTH ENGAGEMENT

Chair:

Johnathan Gay
Executive Director, Morehead State University Innovation and Commercialization Center,
Morehead

Charge:

To address emerging regional opportunities in Eastern Kentucky which advance the collective energies of the next generation, including mentoring programs, internships, linked organizational exchanges, etc. This region must focus on all its youth, not only its high achievers, and find ways to involve youth and young adults in more creative ways in their communities, so that leadership can be learned while doing. Specific attention should be given to coordinating and partnering with all the existing leadership and youth engagement organizations, perhaps around a common SOAR Next-Generation Initiative.

The necessity of engaging our best and brightest young leaders is of paramount importance. The challenge of reaching them and engaging them is incredible. In East Kentucky, we face the typical problems that any rural area would face. How do we keep our youth here? How can we compete with the bright lights and big cities? Of course our problems are amplified. Our communities face poverty. Scale is an incredible difficulty; how do we connect kids who often live miles from towns? How do we connect kids from different communities when the drives are long and windy? How do we break through to families who may not place the same premium on education that plants seeds for middle class success? And how do we create opportunities for young people who return to or stay in East Kentucky, in the face of economic decline?

Final report, as presented by the Working Group

Leadership Development & Youth Engagement Working Group **Draft Report for the Shaping Our Appalachian Region Initiative**

Introduction

The most valuable natural resource in our region is our youth. Our Working Group's effort has been driven with this idea foremost in our minds. It is not simply a cliché to say that our youth are our future, it is reality.

The young students attending school today will, in the not-so-distant-future, have to decide whether they stay in their region or leave, whether they attend college or vocational training or seek an immediate job, whether they will start a path of being involved in their communities or stay at home.

For college students, the choices are even more imminent: do they come home or move to urban centers with more jobs and social opportunities? Can they make a decent living if they come home? Will they be able to mold their communities to shape their needs or will they be ignored?

For young professionals living in the region, the choices are already here. They face them daily. Do they stay or leave? Do they become an entrepreneur or take a job? Do they get involved in the civic, political and social organizations or do they simply stay at home?

These decisions, made by young people across eastern Kentucky, accumulate to make a tremendous impact on our Appalachian region. We cannot afford to lose these young people. We can't allow their talents to be wasted.

Another issue relating to youth is the prospective migration of new talent. Increasingly, our region is seeing new talent move into the area. Lured by our natural beauty and unique culture, they are coming to places like Hazard and Oneida, Pikeville and Morehead. In an area where outsiders have not always felt welcome, it's incumbent on us to make them feel a part of the area lest they leave.

As our working group went around the region, these challenges were stated over and over. Young people feel disengaged from their communities and worry about their economic future. However, the picture painted wasn't all bad: despite our challenges, young people retained an incredible commitment to their communities and a desire to be a part of an effort to revitalize the region. They expressed strong interest in learning new skills, such as entrepreneurship and new modes of agriculture, and in finding new outlets for their talents. They feel SOAR can make a difference and help them meet their needs as emerging citizens and leaders in Appalachia.

Our Journey- Meetings Dec. 2013-August 2014

Plenary Meeting: Pikeville, December 9, 2013

Before there was a working group for leadership development and youth engagement there was a conversation. At the SOAR Summit at the Eastern Kentucky Expo Center in December, Haley McCoy led a facilitated conversation about the future of the region's youth. It was a wide ranging discussion but a few themes began to emerge. Quite a bit of the conversation focused on arts. Arts Extension Agent Stephanie Richards led a conversation on the virtues of arts education. She explained that theatre has particular value for young people as it not only increases their arts education but also provides them with organizational and presentational training. Broadband was discussed at length. The Kentucky Innovation Network talked extensively about the need for entrepreneurship opportunities and entrepreneurial education. The Young Professionals of East Kentucky, represented by Kevin Smith, talked about the need to provide young leaders the opportunity to "Connect, Grow and Lead." Representatives from the STAY Project (Stay Together Appalachian Youth) spoke of the need for more interns program similar to their own. President Joe Stepp of Alice Lloyd College spoke about the need for affordable higher education. At the end of that particular session, the young people reassembled for the plenary session and watched with pride as fellow young leader Haley McCoy addressed the crowd of nearly 2,000 people to report on some of the priorities of the region's youth.

Initial Working Group Meeting: Somerset, April 24, 2014

The Leadership Development and Youth Engagement working group was first convened in Somerset on April 24th, 2014. That day we held our first meeting. Leaders from a wide variety of organizations and institutions attended including EKU, MSU, MACED, PRIDE, the Center for Rural Development, Young Professionals of East Kentucky, Bank of McCreary County, Forcht Broadcasting, Young Professionals of East Kentucky, Kentucky state government, and more. The committee membership was publicly announced at that time. The list of members included:

- Allison Ball, Friend Law Firm
- Josh Ball, Big Sandy Community and Technical College
- Chris Bowersock, Gateway Community Action Agency
- Ivy Brashear, Mountain Association for Community Economic Development
- Joel Brashear, Hyden Citizens Bank
- Terry Gray, Leadership East Kentucky; Eastern Kentucky University
- Yvonne Lovell, Executive Director, Gear Up Kentucky, Counsel on Postsecondary Education
- Marty Myers, Owner, Ashland Orange Leaf; founder, local incubator
- Warren Oliver, Real Estate Agent, Rednour and Associates
- Delaney Stephens, Pulaski County and Center for Rural Development
- Kevin Smith, Young Professionals of Eastern Kentucky, President
- Amy Stroud, Forcht Broadcasting
- Stephanie Richards, Extension Service, Agent for the Arts
- William Roach-Barrette, College Student, Morehead State, Space Science Center
- Ashley Wilcox Traylor, CEO, Sarah's Place in Sandy Hook

- Tammie Wilson, CEO, Operation PRIDE
- Dale Winkler, Associate Commissioner, Kentucky Department of Education-Office of Career and Technical Education

The group also included the following advisory members:

- Jenn Carter, MSU, Space Science Center; STEM/Space Science Camp for Girls
- Jacob Colley, Vice President of Operations, Southeast Kentucky Chamber of Commerce
- Dr. Amon Couch, Superintendent, Clay County Board of Education
- Noel Crum, Johnson County Board of Education; Principal, Johnson Central High School
- Travis Fugate, Veteran, Iraq War
- William Hatcher, Professor of Government, Eastern Kentucky University
- Bobby Jones, Harlan, KY National Guard

The group discussed the wide range of challenges facing eastern Kentucky youth. Ultimately, it was decided to focus our efforts in the following areas:

Entrepreneurship and Technology: how can we improve entrepreneurial education and opportunity so that young people learn to and get help business creation and expansion?

Arts and Heritage: how can we create more pride in place among our youth? Can we do so in a way that also teaches them leadership, organizational and presentation skills?

Engagement: how do we make them feel they are a part of their community and that their opinions count?

To facilitate recommendations in the above fields it was decided that the following working group members would head up sub-committees focused on the above described areas:

Engagement

Alison Ball- Attorney and Co-Chair of Young Professionals of East Kentucky; licensed attorney for 6 years and community activist.

Kevin Smith- Entrepreneur; law student at the University of Kentucky, College of Law; Masters degree from Princeton; former White House intern

Entrepreneurship and Technology

Amy Stroud- former field representative for the Kentucky Governor's office; Digital Media Director for Forcht Broadcasting.

Delaney Stephens- Community Liaison and Youth Programs Director for the Center for Rural Development in Somerset.

Arts and Heritage

Stephanie Richards- Extension Agent in the Arts for the UK Cooperative Extension service for 10 years; board member of the Hatfield and McCoy Arts Council Inc; former public school teacher in Elkhorn City (Pike County).

Joel Brashear- Producer of the TV show “Our Mountains”; Community Outreach & Business Development director for Hyden Citizens Bank; former freelance producer for WYMT; former school teacher at Leslie County High School.

These talented young leaders were asked to work in their respective fields to design recommendations that could ultimately be adopted by our working group. Additionally, we decided to hold a number of working group “Listening Sessions” around the region that would accommodate everyone having an opportunity to attend.

Finally, it was agreed that our working group would focus on creating recommendations that had the potential to impact the lives of three groups of young people: young workers (from the mid-30’s and younger), traditional college students and teenagers.

Listening Session: Beattyville, May 28, 2014

Our working group began its Listening Session tour in Lee County at the Pep Encouraging People building. Among the locals present were: Superintendent of Lee County Schools, Jim Evans; Chuck Caudill of PEP; Paul Wright of MACED; various teachers and former teachers from Lee County Schools; and several students, recent grads and parents of recent students from Lee County. The conversation was moderated by Johnathan Gay and Delaney Stephens.

An early theme focused on educational opportunities. Two Lee County High School students spoke about their activities in FBLA and FFA. They also talked about the lack of funding these programs often face. Much of the conversation focused on broadband and the critical need for it in Lee County. The Superintendent talked extensively about Kentucky Valley Educational Cooperative and its members’ Race to the Top educational grant. There was discussion about the need to reach out to students who weren’t in the top academic tier(s). It was agreed that these students often suffer from a dearth of programming while upper echelon students have access to high quality programming like Rogers Scholars and Robinson Scholars. There was some conversation about students who live many miles from the county seat: their location often makes it infeasible for them to participate in extracurricular activities. Entrepreneurship and the Kentucky Innovation Network and MACED were discussed at length and some discussion was had about the work of the Young Professionals of East Kentucky. Chuck Caudill referenced the

need for a jobs club¹ for the youth of Lee County. Ray Tucker talked extensively about the potential for the region to be a hub for beekeeping.

One of the biggest themes that emerged from our conversations was the need to better connect high quality programming to eastern Kentucky counties. By virtue of geography, culture, and budget issues, school aged kids and young workers who live in the region often don't know what's available to them. That isolation seemed to be the key theme for the evening in Lee County.

Listening Sessions: Whitesburg and London, June 9, 2014

Our 2nd and 3rd listening sessions were held in Whitesburg at Appalshop and in London. In attendance in Whitesburg were members of the Kentuckians for the Commonwealth, the Kentucky Innovation Network, UPike, UVA Wise, and Appalshop. Facilitating this discussion were working-group members Ivy Brashear, Amy Stroud and Johnathan Gay. Ivy Brashear led this discussion.

Much of the conversation focused on creating a sense of heritage and of place and on entrepreneurship, both for younger workers and as educational in nature for high school students. Justin Prater talked about the newly created Kentucky Innovation Network office in Pikeville and how that state-wide network with offices in London and Morehead was growing. There was also some discussion about how the state should comply with new regulations concerning carbon emissions and whether these regulations would, despite some of their negative impact, also create new potential for alternative energy businesses. UPike's representative spoke at length about the potential for roof top solar.

The theme of this session was heritage and entrepreneurship: how do we create opportunities for young people to take ownership of their heritage and in the process learn new skills? And how do we create the right conditions for them to become entrepreneurs?

Simultaneously, at the other end of the region, in London, Kevin Smith and Allison Ball led a small listening session. In attendance were teachers from Clay and Jackson County Board of Education, a recent grad from Floyd County High School, and Ray Tucker.

Among the ideas discussed at this session: the need for more extracurricular education for high school students, fundraising models (Jackson County model), Clay County schools' efforts to promote fitness opportunities, the need for more musical offerings, the work of the Young Professionals of East Kentucky, and the need for better engagement. It was also suggested that the group could learn from Appalshop how to get story telling captured with 21st century technology.

¹ After this session Chuck followed up with many of the contacts he met and heard about that evening. As a result, a Jobs and Entrepreneurship Club has already been formed in the county. This can serve as a model for what should be happening in every county in our region.

Broadband deployment and adaptation (including using it for more online coursework), better engagement models, and more entrepreneurship were themes here as in Lee and Letcher County. Two of the more entrepreneurial ideas were Bees in a Box and Owsley County's efforts to promote chef training.

Listening Session: Buckhorn, July 15, 2014

Our fourth listening session was held at Buckhorn State Park in Perry County. Johnathan Gay led this session. In attendance were Buckhorn Mayor, Pat Wooten; Robin Gabbard, Foundation for Appalachian Kentucky; Samantha Bachelder with the Army Corps of Engineers; Heather Tackett with the Children's Law Center (of KY); Greg Pridemore with the USDA; Justin Prater of the Kentucky Innovation Network; Ethan Hamblin, a recent grad of Berea College; and several others. WYMT's Tanner Hesterberg covered the day's event.

The ideas discussed at this session included more agricultural opportunities, a focus on commercially harvesting natural herbs and roots (such as ginseng), entrepreneurship, the distance rural communities like Buckhorn have to overcome, and the potential to partner and work with the Army Corps of Engineers- which has a big presence at Buckhorn Lake.

Three areas received particular attention:

First, Ethan Hamblin and Robin Gabbard, natives of Gays Creek, spoke extensively on the value of engagement projects such as the one spearheaded by the Appalachian Foundation. Allowing young people an opportunity to be a part of their community and exercise ownership and leadership on special projects is seen as a way to ensure these kids will return to their home communities later in life following college. Hamblin spoke of the need to reach the children as early as possible. There was much discussion about ways SOAR could take a premise such as this and create a region-wide program.

Second, several former VISTA workers who chose to remain in Perry County after their assignments expired spoke of the need for more social opportunities in their communities. They described feeling disconnected, as non-natives, and expressed interest in creating their own young professional group or in becoming a branch of Young Professionals of East Kentucky, an organization they viewed favorably, but not one they'd had an opportunity to connect with.

Third, there was some discussion about STEM education and aerospace education. The discussion focused on themes such as the need for student involvement beyond the top tiers, the need for more extra-curricular programming tied to careers, and the possibility of tying a STEM education to Agriculture. Several potential partners for improving STEM education were mentioned including Project Lead the Way and the Kentucky Institute for Aerospace Education. Johnathan Gay and Justin Prater discussed the potential for the Kentucky Innovation Network to help in this arena. The recently created Joe Craft STEM Academy at Morehead State was also cited as a possible anchor partner on any efforts to improve STEM and entrepreneurship.

Finally, Mayor Wooten expressed an interest in seeing aerospace programming for kids, particularly a focus that would include Hazard Community & Technical College and helicopter maintenance.

Listening Session: Inez, July 24, 2014 (Joint Session with the Broadband Working Group)

Our 5th listening session was held in Inez at the Roy F. Collier Community Center in conjunction with the Broadband Working Group. Eric Mills of the Broadband working group and Johnathan Gay of the Leadership Development & Youth Engagement working group jointly led that meeting. In attendance were teachers from the Martin County Board of Education, a representative from the Kentucky Innovation Network, a representative from ConnectedNation, Pike County Magistrate and State Representative-Elect Chris Harris, Martin County Judge Executive Kelly Callaham, interns from Mike Duncan's program at Inez Deposit Bank, and several others.

Themes hit on that evening included STEM education, entrepreneurship, coding, broadband, agriculture for youth, and a sense of disengagement from many of the more innovative programming going on around the state. Eric Mills discussed the need for broadband at length as well as the need to ensure the capacity to use broadband be present once it's built. There was discussion about entrepreneurship and ways the Kentucky Innovation Network can help support that, both from a youth education role as well as from the standpoint of supporting local entrepreneurs. The intern program created and maintained by Mike Duncan and Inez Deposit Bank received much attention. Several of these interns were present and talked about their desire to be more engaged in the community. New outlets for agriculture were discussed. Project Lead the Way and its role in promoting STEM received special focus as did a conversation about the new Joe Craft Academy at Morehead State University. There was also talk of creating an aerospace program at the local high school and a coding academy, items Gay and Mills agreed to pursue as possible "low hanging fruit opportunities."

Listening Session: Somerset, August 7, 2014

Our 6th listening session was held in Somerset at the Center for Rural Development. Working group members present were Amy Stroud of Forcht Broadcasting, Delaney Stephens of the Center for Rural Development, Ivy Brashear of MACED and Johnathan Gay (Chair) of the Kentucky Innovation Network. Stroud and Stephens led the discussion. Attendees included Tiffany Bourne, Community Development Officer for Pulaski County; Rodney Wolfenbarger, Associate Director for Berea College's Brushy Fork Institute; Ray Tucker; and representatives from Eastern Kentucky University and the Pulaski County Board of Education.

Topics discussed included community arts, entrepreneurship, the need for more STEM education, project lead the way, beekeeping as an economic development tool, entrepreneurial education, an angel investment fund aimed at younger professionals and students, coding, youth

engagement, the need for programming for students who aren't considered "scholars"- i.e. students who aren't in the top academic tier.

Listening Session: Campton, August 7, 2014

Our 7th and final listening session was held the evening of August 7th in Campton at the Ag-Extension Service offices. Working group members Warren Olliver of Rednour & Associates and Johnathan Gay (Chair) of the Kentucky Innovation Network, and VISTA worker Kevin Bourne had a conversation with representatives from the Jobs for America's Graduates/Jobs for Kentucky's Graduates. This was our smallest working session but one of the more interesting. Larry Caruso of JfKG was able to discuss his program's efforts at length. JfKG is a part of the nationally acclaimed program, Jobs for America's Graduates. It is aimed at high risk, or disadvantaged students. The disadvantages can include family challenges, physical challenges, mental issues, and more. The program requires school districts orient a teacher at the program who provides special instructions for the students. Ultimately, schools can recoup their investment, it is believed, by virtue of improved outcomes for students and graduates- which, in turn, allows for more funding for schools.

This conversation hit on two recurring themes: entrepreneurship and the need to have programming for the non-scholar students. We discussed a possible pool of funding that schools could leverage to access this type of programming and the interest JfKG had in partnering with the Kentucky Innovation Network to provide entrepreneurial education and training to its participants.

Working Group Recommendations

At the conclusion of the listening sessions the group began the process of winnowing down its recommendations into a workable list. Every effort has been made to accommodate the entire membership of the committee. However, as the effort to select them was made on their qualifications, from the start we were challenged with them trying to find time away from their already very crowded calendars. Going forward, the committee membership may need to be reconfigured to account for this challenge.

In terms of process, this group has relied heavily on emails and a smaller drafting committee consisting of Ivy Brashear (MACED), Delaney Stephens (Center for Rural Development), Dr. William Hatcher (EKU), Kevin Smith (Young Professionals of East Kentucky), Joel Brashear (Hyden Citizens Bank and the TV show "Our Mountains"), and Johnathan Gay (Chair) (Kentucky Innovation Network). Final authorship of this report rests with the Chair who accepts any errors as being his own.

From the start, it was agreed that the group should avoid making small scale proposals that didn't begin to change the trajectory of the region. The group also agreed that there needs to be some body of determined citizens to help implement our recommendations. Naturally, the people who

feel the most ownership in these priorities are the individual members of the working group. Therefore, our proposals are made with the belief that some continuation of this working group, possibly reconfigured to ensure more sustained engagement on the part of its members, many of whom were too busy to take a meaningful role in our activities, is essential.

Further, the following recommendations are made in one of three broad categories: Entrepreneurship & Technology; Culture and Heritage; and Engagement.

Year 1 Recommendations:

1. Create County Coalitions focused on the Empowerment of EKY Young Workers² – Building on the work of Young Professionals of East Kentucky, the Kentucky Innovation Network, MACED, the Center for Rural Development, and many others³; support training and professional development group in each county that empowers young workers across the region while simultaneously creating regional networking and social opportunities. The SOAR Leadership Development and Youth Engagement Working Group would help implement this model with oversight and guidance from SOAR’s Executive Committee.

Budget Ask: \$0 (Partners will be requested to share in any expenses)

2. Utilize the working group and partnerships with other programs to promote entrepreneurship, SOAR and specific change strategies including: angel investment and coding effort, engagement with schools, promote early entrepreneurial education, promote broadband/dark fiber adaptation among youth. Promotion would occur through SOAR branded workshops (facilitated by the working group) and SOAR championed and led partnerships⁴.

Budget Ask: \$0 (Partners will be requested to share in any expenses)

3. Proposed Campaign Overseen by Working Group and guided by SOAR that would lead to the following: (1) Creation of SOAR student voucher program for area cultural events for low income children and a parent/guardian to attend one event/attraction each semester. (2). Create a positive awareness campaign for youth using area magazines,

² An example of this has already been created in Lee County thanks to our first listening session. Ideally, these would be “chartered” by SOAR and would include an “Anchor organization” that already exists in the county. From this initial partnership, the coalition would grow outward to encompass additional organizations and to “blur county lines” – to use a phrase made popular by Senator Robert Stivers.

³ The groups mentioned have been the most active at our listening sessions and share a mission that aligns with this goal. Doubtless, many others could be enumerated here and should be added eventually.

⁴ Two partnerships that have been discussed include coding academies and an angel investment fund aimed at young professionals and students.

newspapers, radio, and television opportunities to help share positive East KY stories.⁵ These will be aimed at motivating our youth to develop positive sense of community. (3.) Sponsorship of Local College & Career Fairs through area High Schools with the inclusion of seminars and workshops for those in need of career training/advice. (Resume Writing, Interview Skills, etc.) Specific emphasis will be on creating regional identity and pride. Allow entrepreneurs and local businesses an opportunity to interact with students for mentoring opportunities and possible employment.

Budget Ask: \$0 (The working group members will aid SOAR in submitting a grant application to pay for items 1-2. Partners will be requested to share in any expenses related to item 3.)

Years 2-3 Recommendations

1. Create a Network Aimed at Supporting the Empowerment of EKY College Students – With goal of attracting and retaining our talent, create a database of local employers who would be willing to let youth volunteer, shadow or intern professionally at their businesses or organizations. SOAR could help create this network of matching youth with professionals.

Budget Ask: \$25,000.00

2. Create a fund that better allows EKY schools to leverage new STEM curriculum, after school and extracurricular programs tied to career readiness to include Jobs for Kentucky's Graduates, FBLA, Project Lead the Way and more.⁶ Special emphasis will be on creating broader-based prosperity by reaching students who aren't necessarily in the top academic tier. Fund will require schools to match and to make the case for why they can continue this program after grant funding ends.

Budget Ask: \$125,000.00 (With specific dollar for dollar matching requirements from the schools to create a fund of \$250,000.)

3. Create a promotional/informational website featuring interactive lessons and videos geared to students K-12. These lessons would introduce and/or reinforce the many positives of East Kentucky to our student population and give them an appreciation of the

⁵ Examples of this already exist with the work performed by Appalshop. Our goal would be to take this to a larger stage with input from groups that have already been doing this.

⁶ Project Lead the Way and the Kentucky Institute for Aerospace Education have expressed strong interest in leveraging SOAR's efforts to locate in new schools. We find there are two barriers to these programs expanding: knowledge and awareness of their advantages (as pitched to the right champions inside the community) and/or cost. PLTW, the Kentucky Innovation Network, MSU and this working group have had discussions with prospective partners who have expressed an interest in supporting. The goal is to tie this to workforce develop to make the pitch to possible industry supporters more compelling.

region by focusing on four specific quadrants: Education, Employment, Entertainment and Enrichment.

Budget Ask: \$150,000 (We believe a program like this is a ripe opportunity for a SOAR led grant.)

Years 5-10 Recommendations

1. Support the Empowerment of EKY Youth by creating a new organization focused on empowering young people of all ages. The organization would have a vertical, layered focus aimed at empowering and develop unity of our region's youth.
 - a. At the top would be Empower Young Workers. They would work to:
 1. Empower and give a voice to YW's in their individual communities through training and professional development.
 2. Blur lines and create regional identity.
 3. Create networking and social opportunities in a given geography.
 - b. The next level would be Empower EKY College Students: This would build on the work of Goal 1 for Years 2-3.
 - c. The third and most important focus would be Empower EKY Teens: SOAR would launch annual regional leadership conference, wherein youth receive essential leadership training, interact with diverse students and adults from all over the area, and learn from professional leaders. Leading up to these conferences, localized plenary sessions will help youth develop esprit de corps, unity, and a sense of regional ownership. An objective of these conferences will be to provide youth service opportunities, award educational scholarships, and develop regional awareness of issues such as economic development. Second, to build a greater youth voice across the region, SOAR could help create volunteer youth positions on willing school boards, city councils, fiscal courts, etc. Youth would apply to these positions through a merit-based application and continue in the position for a pre-determined period.

Budget Ask: \$500,000. (This would be for a multi-year budget and would include salaries for staff and seed money to hold initial conferences. Sponsorships would be sought from corporate and public entities. Ideally, this project would be embedded within an existing public institution.)

2. Work with Kentucky Department of Education to pilot in eastern Kentucky a statewide effort aimed at making entrepreneurship education curriculum mandatory. Identify and develop appropriate model for different school age groups. Build off success of SOAR Working Group efforts in entrepreneurship for years 1-5.

Budget Ask: \$150,000.00 (To support Universities that develop the curriculum to KDE specs and for stipends to pay teachers who agree to pilot this curriculum.)

3. Developing a marketing campaign to brand/rebrand the area. Led by SOAR, implemented with the support of our region's youth. Multi-media campaign focusing on rebranding East Kentucky's image and targeted to youth inside the region. Campaign to label region with professionally selected slogan (such as- "It's ALL here! You just have to know where to find it!") Would include marketing of adventure tourism, arts & crafts scene, historical landmarks and agro-culinary destinations. Also, create full time PR/Marketing position the sole goal of which is to improve the image of EKY as it relates to young people in the region.⁷

Budget Ask: \$150,000.00

This constitutes the draft report of the SOAR Working Group for Leadership Development & Youth Engagement.

⁷ This effort would be aimed primarily at the young people inside the region.



Working Group Final Report

REGIONAL COLLABORATION AND IDENTITY

Chair:

Sandy Runyon
Executive Director, Big Sandy Area Development District, Prestonsburg

Charge:

To address emerging opportunities in Eastern Kentucky for thematic integration of all other working groups, as well as the broader challenge of creating a regional identity, identifying strengths and assets, promoting regional goals, and advancing joint opportunities that have been a challenge in the past, due to local rivalries, competition, and negative image.

This includes collaboration between local and state governments, grassroots funding, engagement with the private sector, as well as unified branding and marketing, including the need for region-wide organizational promotion. Beyond collaboration in economic development, communication strategies to advance a regional identity, particularly in the next generation, must be addressed.

Regional Collaboration & Identity Report

CHARGE:

The Regional Collaboration and Identity Work Group is charged with the thematic integration of all other working groups, as well as the broader challenge of creating a regional identity, identifying strengths and assets, promoting regional goals and advancing joint opportunities that have been a challenge in the past due to local rivalries, competition and negative image. This includes collaboration between local and state governments, grassroots funding, engagement with the private sector, as well as unified branding and marketing, including the need for region-wide organizational promotion. Beyond collaboration in economic development, communication strategies to advance a regional identity, particularly in the next generation, must be addressed.

Approach and Listening Sessions

The Regional Collaboration and Identity Work Group includes representation from area development districts, higher education institutions, tourism, workforce entities, community development foundation, non-profit organizations and the Governor's representatives from the Department for Local Government. These entities understand the definition of regionalism and also the challenges of practicing and advocating for same.

The East Kentucky Leadership Conference is a good example of working together to discover opportunities that will improve economic status and minimize barriers. A scheduled breakout session at the April conference in Somerset opened the Collaboration and Identity discussion and became the first listening session. Subsequent to that meeting, committee members were identified to discuss the charge we had been given and various ways of meeting the challenge. We agreed upon a few basic questions to present at each listening session in an effort to gather consistent data for consideration. In addition, all sessions were open to discussion of other topics relevant to the region. We began the conversation by sharing some of the most often used words associated with "regionalism": communication, transportation, and branding, marketing, partnerships, blur city/county boundaries, know your neighbors, utilize/streamline existing entities, and regionalize services.

Eight sites were chosen as forums for public input. A concerted effort was made to inform the public of those locations and invite participation. An on-line survey was created for those who were not able to attend sessions. The data we have collected will be shared in an effort to insure the continuity of the network as a supporting entity to the SOAR initiative.

- April 25 - Center for Rural Development - Somerset – EKL Conference
- June 5 – Kentucky River Area Development District Board meeting
- June 12 – Big Sandy Area Development District

- June 26 – Gateway Area Development District (joint meeting with Infrastructure Group)
- July 10 - KCJEA/KMCA Coal County Coalition Breakfast in Louisville
- July 16 – Corbin Center
- July 21 – Center for Rural Development - Somerset
- August 12 – Natural Bridge State Park

Participants

Participation was good at all sessions and included a diverse group of individuals from the private and public sectors. Sessions with sufficient number of attendees broke into groups and were given suggested topics for the purpose of beginning the dialogue. All points of discussion were recorded and reported back to the full group. Notes were taken and turned into a report for the purpose of assuring that all voices were heard and considered.

- April 25 - 27 participants
- May 22 – 16 participants
- June 5 – 20 participants
- June 12 – 34 participants
- June 26 - 30 participants
- July 10 - estimated 75 participants
- July 16 – 15 participants
- July 21 – 20 participants
- August 12 - 22 participants
- On-line survey 44 participants

Benefits & Challenges of Regional Collaboration Identified

Challenges:

- High poverty, high unemployment, and the resulting low income levels associated with these demographics.
- Downturn of the coal industry resulting in a challenged economy and loss of coal severance tax revenue
- Mountainous landscape prohibiting ease of access.
- Lack of Broadband to compete globally
- Lack of industry for a diverse economy

Benefits:

- SOAR Initiative
- Collaborative Regional Innovation
- Public/Private Partnerships
- National Strategic Priorities

- Economically Distressed and Underserved Communities
- Area Development Districts

Assets – Valued Attributes – Uniqueness

- Appalachian culture and heritage
- Geographic location
- Natural resources
- Agriculture potential

Job Generation Opportunities Common Themes

- Tourism
- Entrepreneurs
- Agriculture
- Promotion of Existing Assets

Recommendations

Year 1

First Year recommendations are made under the context of identifying, using and expanding existing assets within or serving the region in order to affect change in the most immediate timeframe following the establishment of a staffed SOAR office and development of an action plan for moving forward.

- 1. Utilize the ADDs that serve the ARC region to fill the role necessary for supporting and facilitating SOAR's action plans for the short and long-term.** Kentucky's Area Development Districts have served as the source of continuity for local, state and federal entities for six decades. As elections occur and appointees change, the ADDs have served as the support mechanism of economic development by providing professional staff for grant writing, GIS mapping, transportation and infrastructure planning, as well as serving as the repository for all types of economic development information. ADD staff has, as a result of their long history serving the region, developed relationships and established networks that will assist SOAR efforts going forward in an efficient and effective manner. Furthermore, communities in rural eastern Kentucky most often do not have the capacity to carry out additional projects beyond their daily responsibilities of managing local government. In fact, as a general rule funding agencies appreciate the better outcomes experienced in implementing projects where ADD staff participate. ADDs should continue to serve as the support system for grants and projects while holding the potential to expand their role in a more comprehensive manner as SOAR action items are identified.

ACTION: SOAR Executive Director and Board will support use of Area Development Districts as supporting entity for development and administration of projects in ARC counties.

2. **SOAR provides oversight of the working areas.** The SOAR Executive Director should serve the role of managing facilitator charged with the convening of the 10 working groups. The purpose should be to assure that decisions made in the 10 focus areas complement one another, do not duplicate efforts, and are inclusive of all stakeholders. The need for collaboration will never be more crucial in terms of maintaining a constant level of communication, thereby facilitating a better process for carrying out activities/projects within the region. The chairpersons or possibly the SOAR executive director should make every effort to remain aware of focus group activities and encourage each group to execute their action plans in collaboration with their partner focus groups. SOAR establishes the platform for information exchange, facilitating collaboration among stakeholders, research efforts and problem solving across boundaries; SOAR becomes the means by which existing stakeholders communicate and collectively plan, develop, fund, and implement the vision by using each organization's assets.

ACTION: SOAR ED will establish platform to insure that communication continues among work groups, local governments, private business and interested citizens.

3. **Identify feasible target industries for economic development of the region and market results.** The primary focus for recruitment should be businesses requiring accelerated broadband infrastructure. An opportunity will exist for expansion of this type of business. However, initially, education and emphasis on the potential of this infrastructure will be necessary for the region to take advantage of this opportunity. Focus recruitment and expansion efforts based upon regional assets, sectors and workforce skill sets available to match industry needs. KY Skills Network has the ability to identify existing skill sets specific to the SOAR area and match those with relevant industries. Obvious areas for determining feasibility could be focused on alternative energy, green technologies, including energy efficiency construction techniques, agriculture, tourism and manufacturing of adventure tourism gear, and healthcare. Engaging the Kentucky Cabinet for Economic Development and the Kentucky Workforce Investment Board will be necessary to develop a realistic plan for recruiting and marketing.

ACTION: SOAR ED will encourage all existing economic development professionals and organizations to maximize their strength by collaborating on marketing and recruitment of relevant industry.

4. Create or expand a network of regional accredited community foundations.

Funding and implementation of the SOAR action plan will require far more than government funding. Promotion of private and local philanthropy, attracting private foundation funds and building public/private partnerships to implement projects will be critical to rebuilding and diversifying the Appalachian economy. Endow Kentucky offers tax incentives for contributions to permanent funds held in community foundations, as SOAR provides options and opportunities for good investments, a network of regional accredited community foundations can provide the institutional infrastructure necessary to attract and retain private funds.

ACTION: Utilize existing resources to create the framework for regional foundations that mirror regions as defined by area development districts.

Years 2-5

- 1. Embrace our Identity by celebrating Eastern Kentucky's Appalachian Adventure and Heritage Tourism Potential.** We have a rich history and culture, an abundance of natural resources, safe communities, recreational opportunities, scenic beauty of the region, educational opportunities, access to quality health care, agriculture, mountain ingenuity and entrepreneurial spirit, strong family ties and hard-working people committed to improving the quality of life. Using that culture as a basis, create/establish/carry out a branding effort for eastern Kentucky that will result in a marketing campaign that can be embraced by the region. The use of branding should lead to creation of Appalachian 'apps' that are interactive, informational and distinct for specific focus areas such as tourism, economic development, education, etc. A strategic effort with a shared vision must reflect the goals and objectives of SOAR and be authentic to the region. Utilization of past/current branding efforts should be considered, incorporated, and more effectively used where appropriate (i.e. adventure tourism, Appalachian Proud, etc.). Existing agencies and organizations can work together to create a map for the vision. To do that, each should use their strengths to help implement the vision. Each organization should be asked to participate in collaboration with other entities to accomplish that goal.

ACTION: Existing organizations and agencies should be tasked with applying their knowledge and circles of influence to produce strategic plans to achieve the vision for tourism development (i.e. trail towns, PRIDE), small business development that supports tourism (i.e. community talent, art, music, craftsmen, etc.), hospitality, and marketing of the region, its culture/heritage, venues, etc.

ACTION: Government agencies should be directed to work together and with other organizations, using existing data, to develop a plan to market the Appalachian region as

a destination. Existing agencies will work with private sector and other organizations to gather success stories that demonstrate regional potential and will use them as a part of a marketing campaign to embrace our identity, enhance a positive self-image for our region and encourage building on these successes. They should further be directed to use a specified portion of existing funds to market the Appalachian Region in a collaborative way.

- 2. Permanent Fund.** Implement and expand the framework for the permanent fund that provides financing for projects within SOAR parameters. This would include capturing a small percentage of coal severance revenues to be invested as an endowment to fund future development of the region and/or identifying an alternate source of regenerating revenue. A set of criteria must also be established for accessing funding as well as a process by which to do so; require collaboration among local governments as a requirement before project funding can be obtained and explore ways to ensure local and regional contractors have opportunities to bid and supports to help them bid successfully on large projects accessing Permanent Fund dollars in an effort to keep more of this investment in the region. A credible and responsible governing body including citizen members, work group members and non-governmental representatives should make recommendations for the funding of projects in the SOAR counties. A clear definition of eligible projects must be defined. The administration of this fund would be done by the SOAR entity thereby providing a portion of operational funds in future years. Establish through the legislative process a permanent source of funding for SOAR and SOAR projects. Set-asides for the SOAR area through implementation of the new formula created in year one would take place following the 2016 General Assembly.

ACTION: Establish through the legislative process, a regenerating source of funding for SOAR and SOAR projects.

ACTION: SOAR will work with private investors to partner with permanent fund in an effort to leverage more dollars.

- 3. Policy Changes should be made at the state and federal level where possible to require collaboration for the funding of projects.** Some funding agencies/programs currently give greater consideration to projects that are multi-jurisdictional. These criteria should become a standard across all funding programs in order to more effectively implement a regional focus for the funding of projects. A clear definition of collaboration will be necessary in order to implement this change.

ACTION: Funding agencies will require collaboration of 2 or more counties and/or cities before funding for regional projects will be awarded.

- 4. Create a think tank with a specific focus of the SOAR region.** Utilize the best and brightest in the region to provide a new framework for the region's future. Just because "we've always done it this way" does not mean we should continue to do so. Creation of this group would require identifying participants who do not have a personal agenda but who are committed to diversifying and creating a stable and sustainable economy. A priority of this group should be focused on promoting regionalism and crossing boundaries. The future success of the SOAR initiative depends on being able to work together toward a common goal.

ACTION: SOAR leaders will identify participants and create a framework for the structure of a think tank that includes expertise from each focus area from the SOAR Initiative.

Long Term

- 1. Educational Change - The creation of curriculum in P-16 schools that focuses on community engagement, leadership development (Leader in Me Program), and entrepreneurship skills is necessary.** In order to affect positive change, long-term investment in long-term solutions starting with young students is crucial to creating an environment of true regionalism. The grooming of future leaders that are engaged in the community at an early age creates an environment where youth are committed to positive change and to the region. Therefore, they are interested in staying/returning to the region to see their investments bear fruit. In addition, student loan forgiveness programs for students returning to the region should also be considered.

ACTION: Kentucky Department of Education will create a curriculum that requires a specified amount of time be spent teaching/encouraging students about community involvement and investment and the benefits of working together toward a common goal.

ACTION: Development or expansion of a program that allows a portion of applicable student loans be forgiven if a student returns to live and work in Appalachia Kentucky.



Working Group Final Report

TOURISM, ARTS, AND HERITAGE

Chair:

Phil Osborne
President, Osborne and Associates, Lexington

Charge:

To address emerging opportunities that focus on the amazing opportunities and challenges for tourism in Eastern Kentucky, to capitalize upon the rich natural amenities and the huge potential opportunity for economic development and job creation. Attention should be given to aggressively building upon and promoting the region's arts, culture, and heritage resources; vast scenic beauty; and natural resource-based recreational opportunities, while seeking creation of unifying brands and marketing campaigns at the regional scale. Linkages with community and regional foods and the active engagement of successful artists, youth, and elders will be critical to this work.

Final report, as presented by the Working Group



SOAR Listening Session Findings

SITUATION: The Tourism, Arts and Heritage Working Group was established by the Executive Committee at its March 24 meeting in Hazard. Chairs were selected shortly afterward and presented to the public and media at its May 29 meeting in Lexington.

A subsequent meeting at the Rural Development Center established a core group for planning purposes and to help promote the SOAR initiative—especially as it related to listening sessions whereby members of the committee heard from the region on means by which tourism, arts and heritage could be enhanced as a job creation and economic development tool.

This preliminary report to the Executive Committee discusses key findings and recommendations from the 13 listening sessions, which involved more than 140 participants—as few as three at Carter Caves State Park to more than 40 at the Mountain Arts Center.

Sessions were held in:

Prestonsburg	Ashland	Morehead	Richmond
Jackson	Columbia	London	Pineville
Hindman	Pikeville	Jamestown	Slade
Grayson			

METHODOLOGY: With one exception, Phil Osborne, who serves as chair of the TAH working group, moderated the sessions. Pineville was moderated by Melissa Newman of Eastern Kentucky University. All sessions followed the same general format:

- 1) A background on SOAR was offered;
- 2) The moderator explained what the evening would involve and what expectations there were for participants;



- 3) A free-flowing discussion was held about tourism, arts and heritage in the region with a specific focus on how to use tourism in the broader sense to create or sustain jobs; and
- 4) All participants were asked to develop their own wish lists for actions or activities that could be undertaken assuming “money was no object,” although they all knew that funding represented a major hurdle in expanding tourism promotion.

SUMMARY OF FINDINGS: In the first section of this document, a synopsis of all findings is included for the Executive Committee’s information. Efforts have been made to eliminate duplications and to categorize specific suggestions under broad headings. The final four groups participating were asked to go the extra step of selecting specific recommendations as the highest priorities for the SOAR team to consider. Those findings are included at the end of the document.

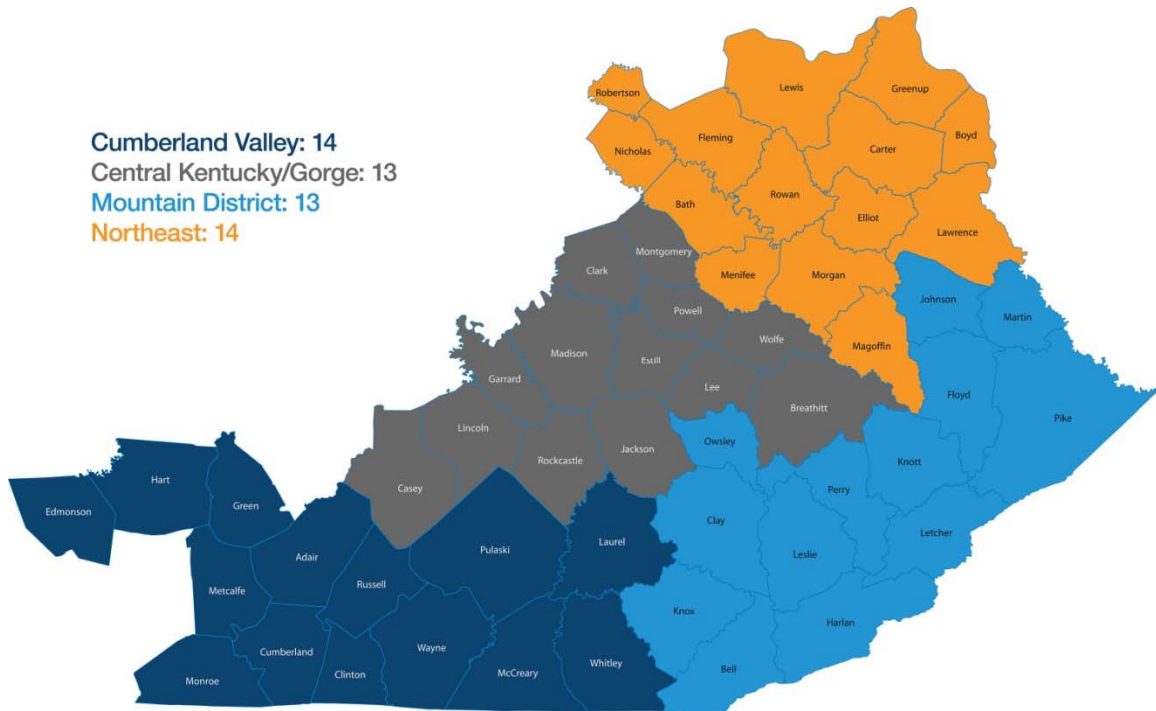
EARLY FINDINGS/CONCLUSIONS: Several common elements came up for discussion with the first few groups. The chair determined that these actions or activities would become “must do/have” items for the entire region, so a broad assumption was made that they all apply and should become the highest priorities for initial actions:

- Asset mapping including review and discussion of:
 - Main Street programs
 - Local tourism authorities
 - Partners for synergistic efforts, i.e. Area Development Districts, Tour SEKY, Tourism Cabinet, Chambers of Commerce etc.
- Producing a roster of events, attractions, historic sites, etc. in a computerized format that can easily and inexpensively be updated on the website or emailed as an electronic file. This could be converted to a catalogue for use on a SOAR-KY website.



- Conduct a competitive scan of attractions or facilities in other states or regions—especially those along our borders.

The SOAR Region: The region was divided into four sub-regions to maintain a little more autonomy or homogeneity with the groups and their findings or suggestions. Obviously, the ideas that can cut across all four regions are the highest priority, but we must remain sensitive to the nuances and differences in culture that exist.



Ideas and Suggestions for Tourism Promotion

Active or abandoned rail lines

- Dinner trains
- Rails to trails



- Connect successful communities with passenger rail service and tourism stops in each community

Adventure/outdoor tourism

- More use of existing waterways, including more commercial and residential development along Corps lakeshores
- Promote more water sports (SCUBA, boating, skiing, swimming, fishing, etc.)
- Whitewater rafting
- Forestry access—work to overcome lack of funding for trail development or other points of access
- Explore and overcome land restraints or issues related to access
- Explore landowner liability issues and work with appropriate personnel in legislative and executive branches of government to devise solutions
- Eco-tourism
- Gorge is now one of the most popular outdoor attractions in the country; bring in outsiders to show them other possibilities for outdoor tourism
- Tread lightly/leave no trace; impress upon visitors the need to be mindful and respectful of the land they explore; may lend discussion with Eastern Kentucky PRIDE on public education efforts
- Enhance our own Hatfield-McCoy Adventure opportunities
- Promote Kentucky's role in the Civil War more aggressively
- Create a cave trail or some other cave promotion beyond Mammoth Cave
- Complete the John Hunt Morgan Trail
- Connect parks with trails
 - Use passport system like Kentucky Bourbon Trail as a template for promotion



- Provide tax incentives to landowners to open their property to hikers, off-roading, bird watching, hunting, etc.
- Sanction more trails and certified trail towns
- Make a much bigger deal about rock climbing activities—especially in the Red River Gorge and Breaks Interstate areas
- Become part of Trans American Bike Trail if local communities can support it with hospitality and take advantage of current assets
- Organize more trail rides/competitions using runners, ATVs, motocross bikes and horses
- Develop and promote Kentucky’s own version of a Robert Trent Jones golf trail exclusive to Eastern Kentucky
- Increase number of sanctioned races (bike and foot) in the region and tie, when possible, to cross-country treks from other locations
- Redevelop and reopen more caves and trails that are off limits to hikers
- Explore other “caving” activity like zip-lining or fishing in neighboring creeks
- Develop canopy tours to be a tourist draw once zip lines lose their luster; that’s why people come to Eastern Kentucky—to see the foliage, mountains and trees
- Expand our historic promotion to include more about pioneer settlement and lesser known facts about the state, such as its role in the War of 1812

Establish means to promote agri-tourism/eco-tourism

- Kentucky Proud and Appalachian Proud products through collaboration with Agricultural and Natural Resources Working Group
- Make better use of natural wildlife for hunting, viewing
- Relive the coal heritage of the region (Portal 31)



Foster a vibrant arts, culture and heritage scene (music, arts, crafts, heritage activities etc.)

- Promote amazing artists in the area (music, arts, crafts, etc.)
- Include tourism, arts and heritage information in school curricula
- Identify and acquire property that can be developed into arts and crafts venues
- Chart existing festivals and cross-promote festivals in the region; promote a festival network
- Promote more performing arts opportunities at existing theatres or show places
- Restore dying traditions of Appalachia: arts, music, gardening, storytelling, quilting, performing arts, arts and crafts, sewing centers, cooking, food, weaving, etc.
- Create different festivals that promote heritage, including national family reunions
- Cultural and educational tourism, including older colleges and Settlement Schools
- Take advantage of existing perceptions about art, folk and bluegrass music, pottery and other crafts, like weaving, cooking, and other heritage activities
- Play up our unique mountain heritage
- Promote visual and literary arts throughout Eastern Kentucky
- Develop a series of “stories” across the region that could include plays, readings, storytelling and other means of promoting local contributions to the life, history and culture of Eastern Kentucky and the rest of the state
- Work with current heritage associations on promotion; if none exist, create them
- Music trails beyond Country Music Highway including Ragtime promotion in the Bell County region
- Foster events for all members of the family regardless of age or area of fascination
- Festivals need to be multi-faceted; a dulcimer festival shouldn’t be about just dulcimers



- Pooling resources for promotion of festivals is beneficial for everyone
- Have various venues like Berea and Hindman Artisan’s Center scattered throughout the region to showcase Kentucky products, arts and crafts
- Promote genealogy and “family tree” research
- Use the “music academy” concept Miss Billie started at Mountain Arts Center to create more learning and performing opportunities for students throughout the region
- Try to restore public interest in the work being done in the craft marketing program
- Capitalize on self-sufficiency trend
- Culinary trail (discussed before Bon Appétit Appalachia)
- Repurpose old WPA and CCC projects as well as other historic buildings
 - Consider tax credits for entrepreneurs who repurpose facilities
- Make sure facilities have an audience or market *before* investing in one; “*If you build it, they will come*” only works in the movies

Entrepreneur Assistance

- Provide assistance to new businesses to overcome barriers for start up, including the high cost of flood insurance, which was included as one of the examples
- Provide tax incentives to landowners to open their property to hikers, off-roading, bird watching, hunting, etc.
- Assist with business startups complete with business and promotional plan, employment and management training, and a certification process
- Tourists don’t judge or prejudge, but area residents do
- Promote private sector investment when government can’t keep up with maintenance and infrastructure needs



- Use EcoDevo tax grants and incentives to help promotion tourism through KEDFA as well as Tourism Development Fund
- Assistance to distribute news releases
- Lower the threshold for rural tourism development funds
- “Teach the teacher;” train others how to train community members in hospitality treatment
- More incubator assistance like KHIC and Promise Zone for tourism as well as industrial development
- Create a learning pipeline for students interested in the hospitality industry through secondary and post-secondary opportunities, including a curriculum component through KCTCS schools in the region
- Develop philanthropic tools that can help support entrepreneurs

Marketing and Promotion

- Embrace who we are in terms of our attributes; at the same time, rebrand Appalachia; perception of Kentucky is still negative; eliminate misconceptions or stereotypes
- Promote Kentucky internationally as it is, not as it is perceived to be
- There must be research to define the demographic that is being targeted for marketing for this region
- Strategic marketing will be crucial
- Conduct a “36-hour” social media blitz to promote the region
- Use aggress social media outreach with Twitter, Facebook, Instagram, Pinterest, Trip Advisor and other online tools
- Increase SEO
- Create itineraries; nothing sustainable for multiple days in many cases



- Use existing radio and television resources to expand message (KET, WYMT, Appalshop and its affiliates, WEKU and its affiliates, Woodsongs, etc.)
- Outreach to area colleges and universities
- Blur county lines; look at opportunities for a “region,” such as Red River Gorge
- Blur organizational lines to avoid unnecessary duplication
- Wider use of incentives for multi-county or region-wide promotion
- Our people are approachable and friendly; make sure they can be ambassadors for our local areas and the greater region
- Promote regional economic development and tax sharing
- Create partnerships and synergies to band link attractions or overlapping efforts
- Study and emulate as appropriate successful business models
- “Hillbilly” is a negative term that must be to addressed
- “Get Ready for Company” campaign
- More fam tours of Appalachia
- We currently promote single destinations instead of a network of attractions
- In strengthening the tourism economy, we must remember that a tourist wants the “whole package” experience including enjoying the natural beauty during the day but also having something to do in the evenings
- Develop a Smartphone app for tourism opportunities within the region; put each attraction in charge of updating its own section of the app
 - Promote business availability
 - Allow users to offer testimonials to describe their experience
- Overcome lack of staff with cross promotion
- Must package region or sub-regions for success



- Need wayfinding signage to promote regional attractions, including better cooperation from the Transportation Cabinet
- Promote regional collaboration
- We have our own perceptions of what “tourism” is and must diversify that perception; can’t be all things to all people at the same time
- Use an online presence to promote Kentucky tourism through special passbooks/passports, pricing and discounts, and launch an internal (inside Kentucky) promotion
- Revisit state’s “brown sign” tourism package to make more buyer friendly; coordinate between cabinets
- Reinvigorate Film Commission
- Embrace retirees to relocate to Kentucky and build on that resource for internal tourism
- Is there a state park carrying Kentucky Art and Kentucky Proud products

Quality of life; quality of visit

- Parks or other facilities offering overnight accommodations must have wifi and alcohol sales
- Alcohol sales must be more prevalent in the region to attract visitors for multi-night stays
- Training for business owners on social media promotional opportunities
- Tap onto Bourbon Trail with Moonshine Trail along with components dealing with food, artisans, music and other cultural enrichment activities
- Promote tourism as a career opportunity that can keep young people at home after graduation; make sure children are school ready by using tourism and tourism promotion to help with curricula development



- Assure that technology infrastructure doesn't just catch up, but stays viable on various platforms in the future
- Clean up gateway communities so local attractions are enticing
- Shopping is usually in the top five on tourists' "to do" lists; we need more retail and boutique options for those travelers
- Promote leadership development on the civic front, which will extend into public policy, public service, economic development and tourism leadership
- Exploit downtown development opportunities

Other/environmental

- Perception of infrastructure (especially highway) is subpar even though roads have been upgraded
- Rain runoff areas should be reconfigured/reengineered as waterfalls
- Study other locations that promotion regions or like attractions successfully (part of environmental scan)
- Bring more broadband/DSL into rural Kentucky
- Lodging access can be burdensome with lack of adequate motels or hotels, hostels, B&Bs or campsites
- Explore working with church camps for overnight accommodations or retreats during off seasons
- Make downtown renovation and restoration high priorities
- When and if region gets broadband service, will there be state oversight on licensing to assure that everyone has access

Public Policy

- Revisit all taxing policy from transient room and restaurant tax to cap on property taxes implemented by HB-44



- Term limits for elected officials
- Incentive for regional opportunities
- Use positioning and cross promotion to benefit multiple counties, i.e. Red River Gorge draws visitors to Campton rooms where room tax is paid and restaurants in Stanton where very little room tax is collected, but restaurant tax is paid
- State fiscal allocation in support for arts and heritage is not fair
- Eliminate state subsidized competition
- Use more paid staff and fewer volunteers
- Seek national park status for Natural Bridge and Red River Gorge area
- Must tackle problems with drug use, violence, trashing communities and growing marijuana
- Cooperation not only among counties, but between cities locate in the same county
- Tax incentives to assist with development of riverfront green spaces and tourism development, including adventure tourism with water sports, cycling, trail activities and other money-making ventures
- Who are people (in Tourism, Finance and legislature) making decisions
- Seek more USDA/TEA-21/CDBG and other federal grants for program development and improvement
- We are a broken state where nobody trusts each other—a dynamic that has to be overcome with counties working together to cross promote events
- Deal with prevailing wage, Davis-Bacon and other federal policies that could inhibit tourism development
- Determine some means of measuring ROI to channel more resources into this attractions that are performing well
- Take politics out of grant funding from philanthropic groups or coal severance taxes



- Help solve liability insurance issue on ATV, horse trails, water sports, zip lines, etc.
- Mayors and County Judges need to buy into the fact that tourism can work
- Make sure SOAR lives beyond the political careers of Governor Beshear and Congressman Rogers

Top votes on setting priorities

Suggestion	# Rec.
Additional funding for advertising; more aggressive media outreach; strategic marketing; marketing and PR training; regional image; PR and social media training; compete with other states for marketing dollars; cross-county marketing; rebrand Kentucky/Appalachia; market internationally	23
More zip line and outdoor assets (rock climbing, caving, water activities, etc.); rails to trails, water sports, whitewater, Trans America Trail; eastern trail connection; camping opportunities; trail system to connect parks; sanctioned trail uses (like races)	23
More and better broadband, including state parks; assure technology infrastructure is in place to meet future needs	21
Promote heritage and the arts in the region—visual, performing and literary; more artisan centers; redevelop public and private organizations to take the lead; restore “dying” traditions in heritage and the arts; offer only artisan quality products for sale in certain environments; business training for artists; more artisan centers; more heritage tourism	20
Promote entrepreneurship; incubator support; developing business skills/mentoring program/train the trainer or teach the teacher	17
Incentives for landowners to open their property; address liability issues	13
Make alcohol more available, especially in state parks	11
Create career pipeline for students to go into hospitality, tourism and culinary arts; high school curriculum piece	10
Main Street programs/downtown renovation/clean up gateway communities	10
Promote Kentucky Proud/Appalachian Proud/Mountain Grown	8
Moonshine Trail/Wineries/Vineyards	7
Smartphone app/online promotion/social media promotion	7
Blur county and organizational lines	6
Chart existing festivals and cross-promote; provide festival training on how to maximize ROI; roster of events	6
Dinner train with various stops/passenger trains/reestablish passenger service as a tourism draw	6



More use of waterways, including commercial development	5
Repurpose WPA and CCC projects as well as other historic buildings	5
Tourism Zones/Regional tourism/incentives to promote regionalism	5
Agri-tourism/eco-tourism	4
Embrace retirees as new “settlers”	4
Embrace who we are as Appalachia	4
Promote more aggressively Kentucky’s role in the Civil War	4
Genealogy assistance	3
Identify and acquire venues for future promotion/arts and artisan centers	3
Improved transportation infrastructure including ingress/egress to state parks	3
Promote private investment in infrastructure	3
Tax incentives to develop riverfront green spaces and tourism	3
Wayfinding signage, including better cooperation from Transportation Cabinet	3
Create daily or weekly itineraries	2
Examine how more lodging can be established in the region	2
Get Fish & Wildlife to turn loose of some of the money it controls	2
Irish-Scottish Culture; Hatfield-McCoy role	2
Learn that we can’t be all things to all people	2
More promotion of Pine Mountain corridor	2
More whitewater and more control of Flanagan’s Dam	2
Music promotion beyond Country Music Trail	2
Promote cave areas beyond Mammoth Cave	2
Promote the arches of Red River to a wider audience	2
Set aside fund for marketing research; local market research	2
Tackle problem of drug use	2
Turn perceived negatives into positive (Hatfield-McCoy, coal, moonshine)	2
Architectural heritage	
Assist in distribution news releases	
Better cooperation between communities	
Create “best practices” tool for tourism promotion	
Create a pool of funds for “shovel ready” projects	
Create a pool of resources for salaries instead of relying on volunteers	
Create partnerships with colleges and universities	
Culinary tourism	
Deal with prevailing wage issue	
Develop wildflower sanctuaries around the region	



Discuss the Native American culture of Kentucky	
Eliminate “Sam Walton” influence on retail in Eastern Kentucky	
Eliminate state subsidized competition	
Establish a country music theatre	
Get ED Cabinet to include tourism promotion as KEDFA eligible	
Get ready for Company (all counties)	
Heritage trail of historic homes	
Impress upon local elected officials that tourism can work	
Improve access to smaller lakes	
Less red tape from state and national parks	
Promote cultural and educational tourism	
Promote Kentucky’s role in history beyond the Civil War, like War of 1812 or pioneer influences of Boone and Harrod	
Promote leadership development	
Promote natural beauty	
Relive coal heritage of the region	
Restore Horse Cave Theatre	
Revisit all taxing policies	
Stop reimbursement grants	
Strategic investment of incentives (downtown, historic areas, natural areas)	
Study other states that are doing it right (environmental scan already in overarching recommendation)	
Support heritage associations that can advocate on behalf of local assets	
Tread lightly; leave no trace (as it relates to adventure tourism)	
Use Elkhorn City and a test of adventure tourism ideas because all of the assets and infrastructure are in place	
Use tourism for economic development	
Wildlife tours	



Mission

SOAR's mission is to expand job creation, enhance regional opportunity, innovation, and identity, improve the quality of life, and support all those working to achieve these goals in Appalachian Kentucky.

Vision

An Appalachian Kentucky engaged in a landscape-changing enterprise:

Shaped by a shared and envisioned future,

Driven by innovation, entrepreneurship, and a commitment to common purpose,

With improved education, health, and economic outcomes,

and expanding opportunities, for all our region's citizens.

Values

SOAR is a widely-shared enterprise. Our commitment to build greater prosperity, resilience, and equity in the region is posited upon a belief that support for, and strengthened partnerships among, those already working to achieve these goals is the wisest course.

Our trust rests in the region's greatest assets, upon which this future will be built: its people, places, and heritage, and in these mountains we call home.

Goals

(The SOAR goals will be the "mission statements" Jim Host asked to be developed for each Working Group.)


Strategies

(The strategies will be those chosen by the Executive Committee from the priorities submitted by the Working Groups for SOAR 2014-15 Program of Work consideration.)



MEMORANDUM

TO: SOAR Working Group Chairs

FROM: Chuck Fluharty 
Donovan Blackburn

DATE: April 1, 2014

RE: Working Group Formation/Process

*N.B.: Please see **Action Needed**, page 3.*

Dear Friends,

On behalf of Governor Steve Beshear and Congressman Hal Rogers, thank you, again, for agreeing to chair a SOAR Working Group. As the co-chairs discussed in Hazard, your leadership is critical in advancing the SOAR mission. Below are details concerning the formation of your Working Group, and the process they ask that you employ in advancing these regional dialogues.

Working Group Composition

The Co-chairs ask that you reach out to the Resource Teams which framed and supported the discussion in your subject area at the Pikeville Summit. I'll be forwarding their contact information to you shortly. The Co-chairs may have several additional individuals they would like to add, and I believe we'll have these names over the next few days. Finally, others in the region have already volunteered to serve on one of these Working Groups, either at the December Summit or since then. I will forward all of these offers to you, along with additional suggestions for regional innovations, which were also an outgrowth of the Summit, and which relate to your subject area.

The Co-chairs have agreed that we should attempt to limit each Working Group to 15 or so regional citizens. I will work with you as we finalize these details; but please frame your composition around all the important diversities, as well as geography, sector, organizational perspective, etc. These decisions will have major influence upon the breadth and depth of Working Group deliberations, and while all meetings will be advertised and public, your final recommendations to the Executive Committee will be drafted by this team.

Working Group Selection Timeline

We hope these teams can be formed as quickly as possible, hopefully within the next two weeks or so. You may reach out to your Resource Team members immediately, and solicit additional invitations to others under your purview, at any time. Please be aware that additional names will be coming from the Co-chairs, in some Working Groups.

Initial Working Group Meetings

The Eastern Kentucky Leadership Foundation has graciously agreed to offer SOAR space and time during the Eastern Kentucky Leadership Conference for our first public SOAR Working Group discussions. These will be held on Thursday, April 24 from 1-4 p.m. at the Center for Rural Development in Somerset. (Enclosed is the agenda and registration materials for the conference. Both Governor Beshear and Congressman Rogers will be speaking at this conference.)

Please plan on your first meeting being held there, at that time. I would also like to plan a pre-meeting of all chairs at 11 a.m. that morning. If your schedule will preclude your participation, we would hope another member of your Working Group could chair the discussion there. RUPRI staff will also be available to assist, if necessary. We will begin that session in plenary, with introductions of all of you, and a brief overview of the Working Group process in the region through this summer, and then break into separate rooms for your discussions.

Resources

The SOAR office in Pikeville is now operational, and we have excellent conference room space available there for Working Group sessions. Many other organizations throughout the region have also graciously offered space and support for the Working Group meetings, and it would be ideal to distribute your discussions throughout the region over the next five months, if possible. RUPRI will support all Working Group discussions, wherever possible, and other regional organizations have also offered to support your work. We will discuss this in greater detail in Somerset.

Working Group Process

As you saw in yesterday's e-mail, each Working Group has been asked to forward their draft report to the SOAR Co-chairs and the Executive Committee by early fall. This is the most important mandate your committee has. Beyond this, the Co-chairs have requested that your work be planned to allow broad regional input, through listening sessions, smaller focus groups, and individual consultations, among other vehicles. This plan of work will be designed by you and your team, and executed as you deem appropriate, given these two Co-chair directives. We will discuss this more over the next several weeks.

Immediate Action Needed

1. I will forward the current roster of nominees for your Working Group as soon as the Co-chairs and I have finalized these lists. This should occur later this week or early next.
2. Please book April 24 in Somerset and let me know as soon as possible if you will be unable to attend, so we can work together to adjust.
3. Please reach out and seek leadership commitments from the Resource Team members and invite their engagement in Somerset, if their schedules allow.
4. Your Working Group materials will be forwarded in the next couple days. Please review these closely. The commitment and innovation summary was developed by the RUPRI staff, from the Pikeville Summit, to operationalize indications of interest or comment cards received.
5. Please feel free to contact me at any time, with questions or concerns. There are many moving parts, as the SOAR initiative is developed and emerges across the region. We will do all we can to keep communication regular and transparent, but not overly invasive.

In addition to my contact coordinates, I've also forwarded contact information for David Terrell and Teresa Kittridge, senior RUPRI leaders who will also be supporting the SOAR Initiative:

Chuck Fluharty: 573-268-4190 (cell), cfluharty@rupri.org
David Terrell: 812-599-2201 (cell), drterrell@bsu.edu
Teresa Kittridge: 952-454-7211 (cell), teresa@rupri.org
SOAR Office Main Numbers: 606-444-5121, 606-437-5127



MEMORANDUM

TO: SOAR Working Group Chairs

CC: SOAR Executive Board

DATE: Tuesday, July 29th

FROM: Donovan Blackburn
Chuck Fluharty

RE: Final Working Group Reports

Dear Friends,

First of all, thank you for the tremendous regional discussions each of you, and your Working Group, are executing. We know several of you are completing work this week, while others will continue into late August. These processes were always designed to be completely yours to design and deliver, and each of you have created approaches which works best for your sector or issue. Thank you!

Our joint efforts must next be directed to creating a report from each Working Group that reflects the depth and breadth of your listening sessions. Your Working Group has been asked to prioritize the most innovative and impactful strategies which your team wishes to advance to the SOAR Executive Board for consideration. What follows are details regarding the requested structure for this report, as well as some additional background to refresh your thinking regarding the approach, purpose and goals for this product.

Background

As we shared in the Breakout PPT Guidelines at the Pikeville Summit: “The SOAR Summit is designed to surface new ideas and innovations which could advance regional collaborations, new frameworks for action, and new strategies, investments, and, ultimately, outcomes. It is intended to surface new strategic thinking and doing, not prioritize or finalize any “next steps”. That must follow. But the Summit will identify the diverse possibilities regional citizens and organizations see as viable options, along with their thoughts regarding how the region could better organize and fund these efforts, to “connect the dots” across all these efforts.”

As we finalized SOAR Governance in early March, the Co-Chairs passed the mantle to each of you, with these words: “During this transitional year, SOAR leadership will build a permanent organizational structure, develop enhanced funding and name a founding executive director. SOAR’s major program focus in the next 6 months will be on the activities of regional working groups. It is very important to continually reinforce that SOAR will not compete with, or

supplant any private, public, or philanthropic initiative. Rather, SOAR is intended to link and leverage all, as it seeks to add value, enhance regional information flow, identity and enthusiasm, and create a permanent platform for greater citizens and organizational engagement and support region-wide. In this first year, one critical alignment will be building synergy across the major new federal and state investment in the region.”

Success of Current Efforts

The Working Group listening sessions have been amazingly successful, thanks each of you, and your teams. Could we have done better? Of course. If we had more time, funding, and organizational capacity and history, we all would have benefited. But we have all worked within our current constraints to achieve more than many believed would ever be possible. Now, we must create the outputs and outcomes which will drive the regional impact you have all worked so hard to achieve.

Working Group Decision Framework

The 2014 PROGRAM OF WORK developed by the Co-Chairs is on schedule, with each goal achieved in the time frame desired. The Executive Board has requested that your written reports be forwarded to them by September 1st. The RUPRI staff, our ECU Interns and Faculty, along with our new VISTA's, will work intensely with you during the final two weeks of August, to complete with this task on time. We will be forwarding a doodle poll shortly to set a working group conference call, to discuss the details below. Teresa Kittridge will be the RUPRI lead staff member for this phase of our work.

Final Report Structure

As we have outlined earlier, your final report should address the following key elements:

I. Next Year Opportunities

These are low hanging fruit strategies, which can be captured with minimal costs, within the next year. Hopefully, these have surfaced during your asset-mapping, or will emerge from your working group discussion, as you prioritize your other strategies.

II. 1-3 Year Opportunities

These innovations will require definitely regional investments, but can be expected to be completed, and achieving regional impact, between 2015-2017.

III. SOAR 2025 Outcomes

These innovations will demand significant resources and sufficient time. Most of these investment recommendations will be the first considered by Governor Patton and the SOAR 2025 Futures Forum committee.

Additional Comments

Each of your priorities must be an innovation which is achievable, within the time frame chosen. We know this prioritization process will be extremely challenging, across such a vast array of options. Obviously, the investment cost will accelerate as the timeframe lengthens for achievement. Please select only to 3 to 5 priorities in year 1. Then please select another 3-5 requiring funding, across the 1-3 and the 3-10 year periods, where increasing levels of investment

will be necessary. Following the completion of these reports, RUPRI staff will work with chairs to integrate each into a SOAR Executive Board submission.

A couple final comments are in order. Please create a list of all the ideas and innovation suggestions generated. No idea should be discarded, as these lists will be retained, by Working Group, for continual consideration as the SOAR working groups evolve, over time. These reports will also be the principal content for the 2014 SOAR Summit, and your recommendations will be presented and discussed in both breakout sessions and a plenary there.

Thank you, again, for the outstanding leadership you are providing. We hope this overview is helpful, as you begin to think about the development of your report. The doodle poll will be forwarded shortly.



Leadership Roster

EXECUTIVE BOARD

Co-Chairs

Steve Beshear, Governor, State of Kentucky

Hal Rogers, Congressman, U.S. House of Representatives

Executive Board Members

W. Bruce Ayers, President Emeritus, Southeast Kentucky Community & Tech. College

Jim Booth, President and CEO, Booth Energy

Jean Hale, Chairman, President and CEO, Community Trust Bancorp, Inc.

Rodney Hitch, Economic Development Manager, East Kentucky Power Cooperative

Jim Host

Tom Hunter, Retired Executive Director, Appalachian Regional Commission

Kim McCann, Partner/Attorney, VanAntwerp, Monge, Jones, Edwards & McCann

Haley McCoy, Economic Development Advocate and Youth Services Director, Jackson Energy

Bob Mitchell, Board of Directors, Center for Rural Development; and Retired Chief of Staff,
Congressman Hal Rogers

Ex-Officio Members

Donovan Blackburn, Interim Treasurer and Managing Director

Albey Brock, Bell County Judge Executive, Bell County

Chuck Fluharty, Interim Executive Director

Charles Hardin, Magoffin County Judge Executive, Magoffin County

Robert Stivers, Senate President, Kentucky State Senate

Greg Stumbo, Speaker of the House, Kentucky House of Representatives

Staff for Co-Chairs

Parry Barrows, Communications Director, Office of the First Lady

Rebecca Byers, Director, Washington DC Office, Governor Beshear

Nick Camic, Field Representative, Congressman Hal Rogers

Karen Kelly, District Director, Congressman Hal Rogers

Mary Lassiter, Secretary, Governor's Executive Cabinet, Governor Beshear

Robin Morley, Deputy Director, Office of Legislative Services,

Adam Rice, Field Representative, Congressman Hal Rogers

Kerri Richardson, Communications Director, Governor Beshear

Shannon Rickett, U.S. House Appropriations Committee, Congressman Hal Rogers

Danielle Smoot, Communications Director, Congressman Hal Rogers

COMMITTEES

Development

Jean Hale, Chair. Chairman, President, and CEO, Community Trust Bancorp, Inc.

Charles Beach III, Chairman, President and CEO, Peoples Exchange Bank

Jim Booth, President and CEO, Booth Energy

W. Fred Brashear II, President and CEO, Hyden Citizens Bank

Luther Deaton, Chairman, President and CEO, Central Bank and Trust and Central Bancshares Inc.

Terry Dotson, Chairman, President and CEO, Worldwide Equipment Enterprises, Inc.

Terry Forcht, Chairman and CEO, Forcht Group of Kentucky

Eric Gregory, President, Kentucky Distillers Association

Jim Host

Tom Hunter, Retired Executive Director, Appalachian Regional Commission

Robert K. Lewis Jr, Chairman and Founder, Global Advancement, LLC

Elizabeth McCoy, Chairman, Kentucky Chamber of Commerce, and President, Planters Bank

Lanola Parsons, Business Owner

Jerry Rickett, President and CEO, Kentucky Highlands Investment Corporations

Greg Wells, Chairman, First Trust Bank

Finance

Jean Hale, Chair. Chairman, President, and CEO, Community Trust Bancorp, Inc.

W. Bruce Ayers, President Emeritus, Southeast Kentucky Community & Tech. College

Donovan Blackburn, Interim Treasurer and Managing Director

Rodney Hitch, Economic Development Manager, East Kentucky Power Cooperative

Futures Forum

Paul Patton, Chair, Chancellor, University of Pikeville, and former Governor

Dr. Wayne Andrews, President, Morehead State University

Dr. Michael Benson, President, Eastern Kentucky University

Ron Daley, Director, External Education Programs, Hazard Community and Technical College

Dr. James Hurley, President, University of Pikeville

Hilda Legg, Consultant, Wiley Rein

Wayne Martin, Retired President and General Manager, WYMT TV

Justin Maxson, President, Mountain Association for Community Economic Development

Walter May, President and CEO, Pikeville Medical Center

Lynn Parrish, President, Marwood Land Company

Scotty Reams, Rogers Scholar, London

Al Smith, Retired Rural Newspaper Publisher; and Founding Producer and Host of KET's
"Comment on Kentucky"

Audrey Sniezek, Independent Technology Expert and Professional Rock Climber

Bob Stewart, Secretary, Tourism, Arts and Heritage Cabinet

Dr. Aaron Thompson, Executive Vice President and Chief Academic Officer, Council on
Postsecondary Education

Personnel

Jim Host, Chair

Jean Hale, Chairman, President, and CEO, Community Trust Bancorp, Inc.

Tom Hunter, Retired Executive Director, Appalachian Regional Commission

WORKING GROUP CHAIRS

Jared Arnett, Chair of Business Incubation. President and CEO, Southeast Kentucky Chamber of Commerce

Johnathan Gay, Chair of Leadership Development and Youth Engagement. Director, Kentucky Innovation Network, Morehead State University Center for Regional Engagement

Brad Hall, Co-Chair of Business Recruitment. External Affairs Manager, AEP Kentucky Power Company

Rodney Hitch, Co-Chair of Business Recruitment. Economic Development Manager, East Kentucky Power Cooperative.

Lonnie Lawson, Chair of Broadband. President and CEO, The Center for Rural Development

Phil Osborne, Chair of Tourism, Arts & Heritage. President, Osborne and Associates

Sandy Runyon, Chair of Regional Collaboration and Identity. Executive Director, Big Sandy Area Development District

Nikki Stone, Chair of Health. Associate Professor, Kentucky College of Dentistry and Medicine; Dental Director, UK North Fork Valley Community Health Center; and Director, Ronald McDonald Care Mobile Dental Outreach Program

Jack Sykes, Chair of Infrastructure. Chairman of the Board, Summit Engineering, Inc.

Jeff Whitehead, Chair of Education & Retraining. Executive Director, Eastern Kentucky Concentrated Employment Program, Inc.

Daniel Wilson, Chair of Agriculture, Community and Regional Foods, Natural Resources. Extension Agent, Wolfe County Agriculture and Natural Resources

WORKING GROUPS

Agriculture, Community and Regional Foods, Natural Resources

Daniel Wilson, Chair. Extension Agent, Agriculture and Natural Resources, University of Kentucky Extension Service, Wolfe County

Biff Baker, Project Manager, Governor's Office of Agricultural Policy

Aleta Botts, Executive Director, Kentucky Center for Agriculture and Regional Development (KCARD)

David Cooke, Grow Appalachia Coordinator, Berea College

Dean Craft, President, Mountain Cattleman's Association and Farmer

Sarah Fannin, Board Member, Kentucky Vegetable Growers Association and Fannin Vegetable Owner

Frank Hicks, Committee Member, Kentucky Woodland Owners Association

Valerie Horn, Project Director, Appalachians Together Restoring the Eating Environment (APPAL-TREE)

Ryan Jones, Eastern Kentucky Project Coordinator, Alltech

Wayne Kirby, Extension Agent, Agriculture and Natural Resources, University of Kentucky Extension Service, Knox County

Kevin McCormick, Farmer, Lawrence County

Charles Miller, Beef Producer, Kentucky Cattleman's Association

Dennis Perry, Adult Regional Instructor, Kentucky Community and Technical College System

Becky Thompson, Director, Kentucky Beef Network

Broadband

Lonnie Lawson, Chair. President and CEO, The Center for Rural Development.

Bill Braden, Kentucky Counseling Association.

Dedra Brandenburg, Director, Beattyville/Lee County Tourism & Economic Development

Brenda Brown, Project Manager, Commonwealth Office of Technology

Kenny Burdine, Network Solutions Architect/Certified, University of Kentucky

Rick Chlopan, CIO Emeritus, Kentucky Community and Technical College System

Keith Gabbard, CEO, Peoples Rural Telephone Company

George Gallien, Program Director Multicultural Student Affairs, Eastern Kentucky University

Terry Gray, Director, Manchester Regional Campus, Eastern Kentucky University

Tom Higgins, President, Teleworks USA
Shayne Ison, General Manager, Mountain Telephone
Brian Kiser, Executive Director, Commonwealth Office of Broadband
Hilda Legg, President, Legg Strategies
Darrell Maynard, Eastern Telephone and Technologies
Erik Mills, Attorney, Connected Nation
Jamie Mullins, Corporate Accounts, Windstream
Steve Rucker, Deputy Secretary, Finance and Administration Cabinet
Amy Scarborough, Regional Director External & Legislative Affairs, AT&T
Ray Tucker, Solar Place Farm
Carol Wright, President, Jackson Energy

Business Incubation

Jared Arnett, Chair. President and CEO, Southeast Kentucky Chamber of Commerce
J. Marshall, Executive Director, Center for Regional Development, Morehead State University
Becky Naugle, Director, Kentucky Small Business Development Center
Harold Parsons, Entrepreneur
Craig Preece, CFO, Booth Energy
Luke Ramsay, Assistant Director, Kentucky Highlands Investment Corporation Innovation Network Office
Sally Robinson, Owner/President, PurseKeypers
David Snow, Director, University of Pikeville Innovation Network Office
Tracy Syck, Owner/President, Shred-All Documents
Brad Thomas, Office of Entrepreneurship, Cabinet for Economic Development
Denise Thomas, Community and Economic Development Associate, Big Sandy Area Development District
Paul Wright, Enterprise Development Director, Mountain Association for Community and Economic Development (MACED)

Business Recruitment

Brad Hall, Co-Chair. External Affairs Manager, AEP Kentucky Power Company
Rodney Hitch, Co-Chair. Economic Development Manager, East Kentucky Power Cooperative

Jennifer Bergman, JobSite Services Director, East Kentucky Concentrated Employment Program
Bruce Carpenter, Executive Director, Corbin Economic Development Agency
David Estepp, President/CEO, Big Sandy Rural Electric Cooperative
Tom Gibbs, CEO, Ashland Alliance
Hal Goode, Executive Director, Kentucky Association of Economic Development
Bart Hardin, Senate President Stivers Office
Bob Helton, Economic Development Manager, RJ Corman Railroad Group
Judy Keltner, Community and Economic Development, Lake Cumberland Area Development District
Dan Mosley, Loan Officer, Bank of Harlan
Hollie Phillips, Vice President Corporate Strategy, Appalachian Regional Healthcare
Rich Prewitt, Director of Member Services, Cumberland Valley RECC
Glenn Ross, President, MSE
Nickie Smith, Park Economic Development Manager, Boyd County Economic Development
Brett Traver, CEO, Southeast Kentucky Economic Development
Joan Ward, Economic Development Specialist, Kentucky Cabinet for Economic Development

Education and Retraining

Jeff Whitehead, Chair, Executive Director, Eastern Kentucky Concentrated Employment Program
Vic Adams, Vice President/Chief Workforce Solutions Officer, Southeast Kentucky Community and Technical College
Wayne Andrews, President, Morehead State University
Bruce Ayers, Former President, Southeast Kentucky Community and Technical College
Beth Brinly, Commissioner, Department of Workforce Investment
Michael Cornet, Director of Agency Expansion and Public Relations, EKCEP, Inc.
Ron Daley, Senior Director of Institutional Advancement, Hazard Community and Technical College, and Strategic Partnerships Lead, Kentucky Valley Educational Cooperative
John Ernst, Executive Assistant to the President, Morehead State University
Fran Feltner, Director, Center of Excellence in Rural Health, University of Kentucky
Tommy Floyd, Chief of Staff, Kentucky Department of Education
Dreama Gentry, Executive Director, Partners for Education at Berea College
Charles Justice, Owner, Jigsaw Enterprises, LLC

Jennifer Lindon, Dean, Workforce Solution, Hazard Community and Technical College

Donal Mobelini, Principal, Hazard High School

Ian Mooers, Executive Director, Center for Economic Development, Entrepreneurship, and Technology, Eastern Kentucky University

Lee Nimoks, Vice President for Policy, Planning, and Operations, Kentucky Council on Postsecondary Education

Jason Reeves, Dean of Educational Studies, Union College, and Coordinator, National Council for Accreditation of Teacher Education (NCATE)

Reecie Stagnolia, Vice President, Kentucky Adult Education, Council on Postsecondary Education

Kelli Thompson, Student Agent Lead, Appalachian Renaissance Initiative, Kentucky Valley Educational Cooperative

Health

Nikki Stone, Chair. Associate Professor, Kentucky College of Dentistry and Medicine; Dental Director, UK North Fork Valley Community Health Center; and Director, Ronald McDonald Care Mobile Dental Outreach Program

Paula Arnett, DrPH, MBA, Regional Site Administrator, Rural Physician Leadership Program, University of Kentucky

Boyd Buser, DO, Dean, Osteopathic School of Medicine, University of Pikeville

Mike Caudill, CEO, Mountain Comprehensive Health Corporation Federally Qualified Health Center

Lisa Davenport, PhD, RN, CEN, Project Manager, Clinical Assistant Professor, Appalachia Community Health & Disaster Readiness, University of Tennessee, Knoxville College of Nursing

Dee Davis, Founder and President, Center for Rural Strategies

Fran Feltner, RN, PhD, Director, Center of Excellence in Rural Health, University of Kentucky

Donnie & Connie Fields, Past CEO, ARH; Social Work

David Gross, Director, Northeast Area Health Education Center

Richard Heine, Executive Director, The Freidell Committee for Health System Transformation

Susan Howard, Service Region Administrator, Cabinet for Health & Family Services, Eastern Mountain Region

Regan Hunt, Executive Director, Kentucky Voices for Health

Joe Kingery, DO, CEO, Medical Director, UK North Fork Valley Community Health Center East Kentucky Family Medicine Residency Program

Ancil Lewis, CEO, Big Sandy Health Care, Inc. Federally Qualified Health Center

Raynor Mullins, DMD, Past Chief, University of Kentucky College of Dentistry, Dental Public Health

Lorene Putnam, RN, Dean, Union College Nursing & Health Sciences

Jean and John Rosenberg, PhD, Founder/Director (retired), Appalachian Research and Defense Fund (AppalReD)

Ernie Scott, Director, Kentucky Office of Rural Health

Dr. Ruth Shepherd, Director, Maternal and Child Health, Department of Public Health

Diana Williams, RN, MSN, Director, Community Resources, Our Lady of Bellefonte Hospital

Susan G. Zepeda, PhD, President/CEO, Foundation for a Healthy Kentucky

Infrastructure

Jack Sykes, Chair, Chairman of the board, Summit Engineering

Philip Elswick, Acting Chair, President, Summit Engineering, Inc.

Eddie Coleman, Green Fuels

Jason Coomes, Mountain Association for Economic Development (MACED)

John Covington, Executive Director, Kentucky Infrastructure Authority

Kevin Damron, Senior Project Manager, Palmer Engineering

Alex DeSha, Sierra Club

Clint Goodin, Vaughn & Melton

Kevin Howard, Vice President, Summit Engineering, Inc.

Vonda Poynter, Vice President of Consulting, FAHE, Inc.

Denise Thomas, Community and Economic Development Associate, Big Sandy Regional Industrial Development Authority (BSRIDA)

Steve Waddle, Commissioner, Kentucky Transportation Cabinet

Ginger Watkins, ORB Technologies

Brenda Weaver, Kentucky Housing Corporation

Gail Wright, Gateway Area Development District at Eagle Point MMRC

Leadership Development and Youth Engagement

Committee Members

Johnathan Gay, Chair. Director, Kentucky Innovation Network, Morehead State University Center for Regional Engagement

Allison Ball, Attorney at Law, Friend Law Firm, PLLC

Josh Ball, Big Sandy Community and Technical College
Chris Bowersock, Gateway Community Action Agency
Ivy Brashear, Communications Associate, Mountain Association for Community Economic Development (MACED)
Joel Brashear, Community Outreach and Business Development Officer, Hyden Citizens Bank
Terry Gray, Leadership East Kentucky, Eastern Kentucky University
Yvonne Lovell, Executive Director, Gear Up Kentucky, Counsel on Postsecondary Education
Marty Myers, Owner, Ashland Orange Leaf; founder, local incubator
Warren Oliver, Real Estate Agent, Rednour and Associates
Delaney Stephens, Pulaski County and Center for Rural Development
Kevin Smith, President, Young Professionals of Eastern Kentucky
Amy Stroud, Forcht Broadcasting
Stephanie Richards, Extension Service, Agent for the Arts
William Roach-Barrette, College Student, Morehead State University, Space Science Center
Ashley Wilcox Taylor, CEO, Sarah's Place in Sandy Hook
Tammy Wilson, CEO, Operation Pride
Dale Winkler, Associate Commissioner, Kentucky Department of Education-Office of Career and Technical Education

Advisory Members

Jenn Carter, STEM Camp for Girls, Morehead State University Space Science Center
Jacob Colley, Vice President of Operations, Southeast Kentucky Chamber of Commerce
Dr. Amon Couch, Superintendent, Clay County Board of Education
Noel Crum, Principal, Johnson Central High School; Johnson County Board of Education
Travis Fugate, Veteran, Iraq War
William Hatcher, Professor of Government, Eastern Kentucky University
Bobby Jones, KY National Guard, Harlan

Regional Collaboration and Identity

Sandy Runyon, Chair, Executive Director, Big Sandy Area Development District
Donna Diaz, Executive Director, Lake Cumberland Area Development District, Inc.
Peter Hille, Executive Vice President, Mountain Association for Community Economic Development (MACED)

Lucy Holman, Assistant Vice President for Public Affairs, University of Pikeville
Amy Kennedy, Executive Director, Buffalo Trace Area Development District
Lynn Littrell, Executive Director, Department of Local Government
Sherry McDavid, Executive Director, FIVCO Area Development District
Mike Miller, Executive Director, Kentucky River Area Development District
Melissa Newman, Public Relations and Journalism Instructor, Department of Communication,
Eastern Kentucky University
Mike Patrick, Executive Director, Cumberland Valley Area Development District
Melissa Quillen, KCC Regional Manager, Kentucky Department of Workforce Investment
Tony Wilder, Commissioner, Kentucky Department of Local Government
Elaine Wilson, Executive Director, Office of Adventure Tourism
Gail Wright, Executive Director, Gateway Area Development District

Tourism, Arts, and Heritage

Phil Osborne, Chair. President, Osborne and Associates
Michelle Allen, ECU Regional Outreach
Barbara Ayers, Tri City Heritage Development
Judy Barton, UK Appalachian Center
Shane Barton, Bell County Tourism
Maggie Bill, ECU Regional Stewardship
Burgess Carey, The Carey Group
Patricia Cash, Leadership McCreary
Beth Christensen, U.S. Forest Service
Michael Claussen, Frontier Nursing/Wendover
Cleon Cornett, Harlan 2020 Tourism
Erin Deaton, Eastern Kentucky University
Bill Estep, Heral Leader
Portia Flowers-Gosser, Corbin Tourism
Carolun Glodfelter, Jenny Wiley Theater
Bobbie Gothard, Tri City Heritage Development
Earl Gothard, Tri City Heritage Development
Peter Hackbert, Berea College

Nancy Hamann, Wolfe County Tourism
Jane Higgins, Bluegrass Community Foundation
Todd Hollenbach, State Treasurer
Danny Isaacs, Mountain Association for Community Economic Development (MACED)
Fred James, Prestonsburg Tourism Commission
Laurie Johnson, Leadership McCreary
Kathy Jones, Harlan 2020 Tourism
Gordon Kidd, McCreary, Heritage Foundation
Ann Kingsolver, UK Appalachian Center
David Ledford, Appalachian Wildlife Foundation
Robyn Lee, CeD
Cathy Lenox, TOUR SEKY
Regina McClure, Big Sandy ADD
Lori Meadows, Kentucky Arts Council
Mary Moore, WSVK Radio
Carolyn Mounce, Somerset-Pulaski Co. CVB
Corbett Mullins, Appalachian Artisan Center
Sharon Nelson, Leadership McCreary
Mark Nigro, Brushy Fork Institute, Berea College
Janice Odom, Refocus Magazine
Wynona Padgett, Somerset-Pulaski Arts and Heritage Council
Craig Potts, Kentucky Heritage Council
Polk Reed, Merrill Lynch
Arlen Sanders, Tour SEKY
Matt Sawyers, Tourism, Arts and Heritage Cabinet
Shauna Scott, UK Appalachian Center
Ada Smith, Appalshop
Brent Steedley, Leadership McCreary
Rick Stephens, Leadership McCreary
Daniel Strauss, Kentucky Arts Council
Paula Thompson, Big Sandy Bluegrass Community College

Denise Wainscott, Union College/Barbourville Tourism

Elaine Walker, Kentucky Department of Parks

Sandra Wilson, Horse Cave/Hart County Tourist Commission

EASTERN KENTUCKY UNIVERISTY SOAR INTERNSHIP PROGRAM

Melissa Newman, Professor of Communication and Public Relations, Eastern Kentucky University

Al Cross, Director, Institute for Rural Journalism and Community Issues, Eastern Kentucky University

Coria Bowen, Graduate Student, Eastern Kentucky University

Interns and Working Group Assignments

Maggie Bishop: Agriculture, Community and Regional Foods, Natural Resources; Regional Identity and Collaboration

Zachary Holman: Broadband, Health

Alex Jones: Business Incubation, Business Recruitment, Infrastructure

Erin Deaton: Tourism, Arts, and Heritage; Education and Retraining

Chelcie Lister: Leadership Development and Youth Engagement

SOAR AMERICORPS VISTAS

Gayle Hilleke, Executive Director, Kentucky Campus Compact, Northern Kentucky University

Kristen Hedgebeth, AmeriCorps Program Director, Kentucky Campus Compact, Northern Kentucky University

AmeriCorps VISTAS

Kevin Bourne

Caroline Patton

Louise Vasher

RUPRI STAFF

Chuck Fluharty, President and CEO

Teresa Kittridge, Vice President and COO

Kathy Miller, Program Director

David Terrell, State Policy Panel

RUPRI Spatial Analytic Team

Tom Johnson, Director, RUPRI Analytic and Academic Programs; and Frank Miller Professor of Agriculture Economics, University of Missouri

Sam Cordes, Chair, Spatial Analytics Initiative; and Associate Vice Provost for Engagement, Purdue University (Emeritus)

Matthew Fannin, Associate Director, Analytics and Academic Programs; and Associate Professor LSU Ag Center, Louisiana State University

Neus Raines, Research Associate, University of Missouri

Bruce Weber, Professor of Applied Economics and Director, Rural Studies Program, Oregon State University