

# Cumberland Valley Area Development District

Serving Bell, Clay, Harlan, Jackson, Knox, Laurel, Rockcastle,  
and Whitley County, Kentucky



## 2022 Five Year Comprehensive Economic Development Strategy (CEDS)

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Cumberland  
Valley ADD

**CEDS 2022**

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# Summary Background

The Cumberland Valley Area Development District (CVADD) serves eight counties including Bell, Clay, Harlan, Jackson, Knox, Laurel, Rockcastle, and Whitley County, along with seventeen city jurisdictions. The CVADD is a local planning district and is governed by a board of directors. The board consists of local elected officials from each city/county local government and citizen members from throughout the region.

CVADD is home to many wonderful locations such as Cumberland Falls, Kentucky Music Hall of Fame, Black Mountain Adventure Road Park, and so much more. The CVADD Comprehensive Economic Development Strategy (CEDS) plan is a resource tool to gather information to improve and enhance the entire CVADD area. CVADD is in a beautiful location and a great place to amplify the region in different topics such as employment, education, broadband, community resources, and more.

The CVADD region has multiple local resources in different categories such as health services, education, indoor and outdoor recreational activities, etc. to help promote the economic performance in the area. Resources include local hospitals, health departments, clinics, public schools, local colleges, parks, splashpads, etc. These areas aid in providing jobs for residents in the CVADD region. CVADD local officials, stakeholders, citizen members and more want to see the area thrive economically.

# Summary Background

The current economic conditions for the CVADD region are relatively low in comparison to state levels. According to U.S. Census Bureau Quickfacts, the total population for CVADD is 228,736 as of July 1, 2021. For education, the total number of CVADD graduates with a High School (H.S.) diploma has an average of 75.63%. and the U.S. Average is 88.5%. A Bachelor’s (B.S.) degree or higher is an average of 12.96% and the U.S. rate is 32.9%. In Civil Labor Force, the total percentage of population for people age 16 or older in the CVADD is 43.49% and the U.S. total percentage is 63.0%.

CVADD County	Population	H.S. Education	B.S. or Higher Education	Workforce
<b>Bell</b>	23,858	74.0%	9.5%	38.4%
<b>Clay</b>	20,206	66.6%	9.5%	38.9%
<b>Harlan</b>	26,164	73.2%	10.4%	37.2%
<b>Jackson</b>	12,984	72.1%	10.2%	40.1%
<b>Knox</b>	29,909	76.5%	15.1%	41.5%
<b>Laurel</b>	62,561	81.5%	16.1%	52.1%
<b>Rockcastle</b>	16,115	80.1%	12.9%	50.2%
<b>Whitley</b>	36,939	81.0%	20.0%	49.5%
<b>Total Average</b>	228,736	75.63%	12.96%	43.49%
<b>U.S. Average</b>	331,893,745	88.5%	32.9%	63.0%

\*Note: U.S. Census Quickfacts data is based from July 1, 2021. Labor Force information is from 2016-2020.

# Summary Background

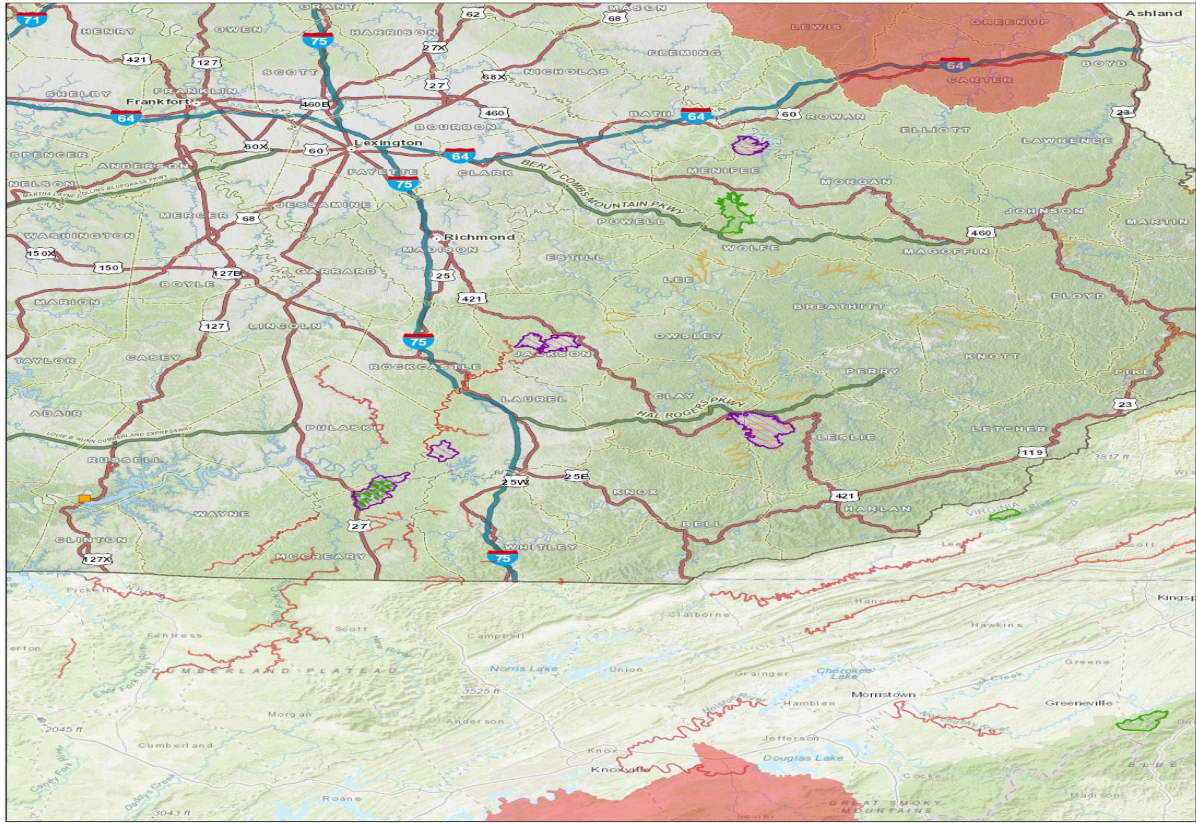
Listed below is the labor force characteristics for the Cumberland Valley Area Development District.

Resident Occupations, 2020	Value	Pct. of Total	U.S.	Pct. of Total
Employed civilian pop. 16 years and over	76,879	100%	155,888,980	100%
Management, professional, and related	22,733	29.6%	61,526,906	39.5%
Service	14,087	18.3%	27,095,654	17.4%
Sales and office	16,645	21.7%	33,247,878	21.3%
Farming, fishing, and forestry	344	0.4%	1,001,279	0.6%
Construction, extraction, and maintenance	7,496	9.8%	12,619,157	8.1%
Production, transportation, and material moving	15,574	20.3%	20,398,106	13.1%

Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates

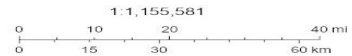
# Summary Background

KY Commonwealth Map



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- Major Cities
- County Boundary Lines
- City Points (1-2 Class)
- City Points (3-4 Class)
- City Points (5-6 Class)
- Populated Places
- Time Zone Line
- Airport
- Major Roads
- Interstate
- Parkway
- US Roads
- State Roads
- Local Roads
- Railroad
- Lakes
- 24K NHD Area Features
- Hydrography
- Spot Elevation
- KyTopo 5K Contours (Cartographic - Maplex) - 72K
- KyTopo 5K Contours (Cartographic - Maplex) - 10K to 20K
- Woodlands
- Hillshade
- High : 238
- Low : 0
- Image
- Red: Band\_1
- Green: Band\_2



Sources: Esri, HERE, Garmin, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBasis, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), Swisstopo, Mapbox, OpenStreetMap contributors, and the GIS User Community, Kentucky Division of Geographic Information (DGI)

Web AppBuilder for ArcGIS  
Commonwealth Office of Technology

KEY	
DBNF Wildlife Management Areas - Wildlife Management Areas	
Critical Habitat for Threatened and Endangered Species - Critical Habitat - Polygon Features - Final	Threatened:
	Endangered:

Included in the CVADD, 5 out of 8 counties are affected by environmental factors. These range from Wildlife management areas to threatened or endangered species.

# Summary Background

## **Infrastructure Assets**

Infrastructure assets such as water, wastewater, sewer, telecommunications/broadband, energy distribution systems, and transportation modes are well needed for the CVADD area.

## **Water**

The Cumberland Valley Area Water Management Planning Council held meetings at the county level to assess current and future water needs in the region. Most of those water needs are described in project profiles, but information on potential growth areas (subdivisions) is not available. During the review it was noted that repair and replacing aging infrastructure is a common need in the entire region, while extending lines to unserved areas is not a need in Laurel and a few other counties. All customers in those counties have access to public water if needed. Counties with unserved customers include: Bell County (400 customers), Jackson County (619 customers), Harlan County (35 customers), Knox County (150 customers), and Rockcastle County (13 customers). Other needs in the region include water storage, regionalization, source protection, improved security, economic stimulation, and meeting regulatory requirements.

Repairing or replacing aging infrastructure remains a major need in the Cumberland Valley ADD region. That need is reflected by the number of proposed projects in the database. Extending lines to unserved customers is the primary need in the region because of the Council's goal to extend lines to unserved households by 2020. Many miles of older lines have been replaced since 2001 when the planning process began, but some line connections installed before 1930 are still in use. Cumberland Falls State Park in Whitley County has older lines than any other utility. The park is owned by the State of Kentucky and cannot propose and submit projects through the Water Management Planning Council like other utilities. The water management planning council is working hard to ensure that all aging infrastructure is replaced, and unserved households have access to public water by the year 2020.

# Summary Background

## **Description and Determination of Planning Units:**

The Cumberland Valley Area Development District is divided into eight planning units that are based on the eight counties in the Cumberland Valley Area. The planning units are: Bell County, Clay County, Harlan County, Jackson County, Knox County, Laurel County, Rockcastle County, and Whitley County.

In the Bell County planning unit, there are two water utilities (Water Service Corporation of Kentucky and Pineville Water System) that serve approximately 12,853 households.

The City of Manchester and North Manchester are the water utilities in the Clay County planning unit and serve approximately 8,355 households.

The Harlan County planning unit is comprised of seven utilities (Black Mountain Utility District, Cawood Water District, City of Benham, Cumberland Municipal Water Works, Evarts Municipal Water Plant, Harlan Municipal Water Works, and the City of Lynch) that serve approximately 12,947 households.

The City of McKee and the Jackson County Water Association are the water utilities in the Jackson County planning unit and serve approximately 6,101 households.

The Knox County planning unit has two water utilities (Barbourville Utility Commission and Knox county Utility Commission) that serve approximately 14,141 households.

The Laurel County planning unit has five water utilities (London Utility Commission, Corbin Utilities Commission, Laurel County Water District #2, West Laurel Water Association, and Wood Creek Water District) that serve approximately 25,255 households.

# Summary Background

The Rockcastle County planning unit serves approximately 7,424 households with five water utilities (City of Brodhead, Livingston Municipal Water Works, City of Mount Vernon, East Laurel Water Association, and Western Rockcastle County Water Association).

The City of Williamsburg, Corbin Utilities Commission, Cumberland Falls Highway Water District, and the Whitley County Water District are the water utilities in the Whitley County planning unit and serves approximately 14,659 households.

## **Broadband and energy distribution**

With broadband rates increasing, CVADD is working on increasing those rates so households can receive broadband access. Resources such as KentuckyWired are working to increase these rates. According to the KentuckyWired website, “KentuckyWired is a state-run project constructing over 3,000 miles of high-speed, high-capacity fiber optic cable in every county in Kentucky. The KentuckyWired network is a "middle mile" project connecting government offices, universities, community colleges, state police posts, state parks, and other government institutions to the global internet. Anywhere along its path, Internet Service Providers will be able to connect to the network and bring faster, more reliable internet to every corner of the Commonwealth.”

# Summary Background

## **Transportation**

The CVADD transportation system continues to improve and expand through the implementation of significant transportation projects aimed at increasing the overall efficiency of the system and enhancing the safety of the district's transportation infrastructure. The Regional Transportation Committee (RTC) plays a critical role in the prioritization process as new projects are developed and existing ones evaluated and prioritized using criteria of regional significance. The committee is a forum that work together in solving regional transportation problems, act as an advocacy body on transportation issues, provide input for the Statewide Transportation Plan, and provide assistance to the ADD in its Annual Work Program.

Kentucky's 2022 Highway Plan was approved by the Kentucky General Assembly during the 2022 session. The FY 2022 – FY 2028 Highway Plan outlines scheduled project phases for FY 2022 through FY 2028. In FY 2017, the Kentucky Transportation Cabinet (KYTC) introduced a new concept for prioritization of projects being considered for implementation into the proposed highway plan. A Strategic Highway Investment Formula for Tomorrow (SHIFT) model was developed to create a more data-driven, objective and collaborative approach to selecting high priority projects. More information can be found at [Data Mart](#).

# Summary Background

## Kentucky State Primary Road System Mileage Report as of April 2, 2020

County	Interstate Miles	Parkway Miles	Total State Main-tained Roads Miles	Percentage of All State Maintained Roads in KY
Bell	0.000	0.000	228.173	0.826%
Clay	0.000	25.336	261.058	0.945%
Harlan	0.000	0.000	318.209	1.152%
Jackson	0.000	0.000	200.950	0.728%
Knox	0.000	0.000	228.071	0.826%
Laurel	22.824	10.593	351.596	1.272%
Rockcastle	22.641	0.000	243.519	0.881%
Whitley	27.943	0.000	279.899	1.014%
CVADD	73.408	35.929	2111.475	7.644%
Kentucky	943.644	473.33	27620.201	100.000%

Source: KY Transportation Cabinet, Division of Planning – [State Primary Road System Data](#) & [KY Office of Highway Safety](#)

Freight Mode	Facilities	Locations
Airport	5 General Aviation or Reliever NPIAS	<a href="#">Click Here</a>
Highways	2111.475 Total State Maintained Roads	<a href="#">Click Here</a>
Railroads	5 Rail Yards	<a href="#">Click Here</a>
Bike/Pedestrian	1 USBRS Trail, 7.41 Miles Rail Trails, and 191.788 Miles Sidewalks, Bike Lanes, Cross Walks, Multi-Use Paths, and Pedestrian Bridges	<a href="#">Click Here</a>
Transit	3 Rural Transit Systems	<a href="#">Click Here</a>

Source: KY Transportation Cabinet- [Maps/ Resources](#)

# Summary Background

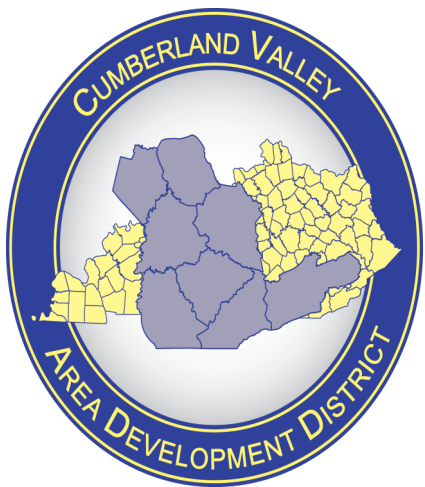
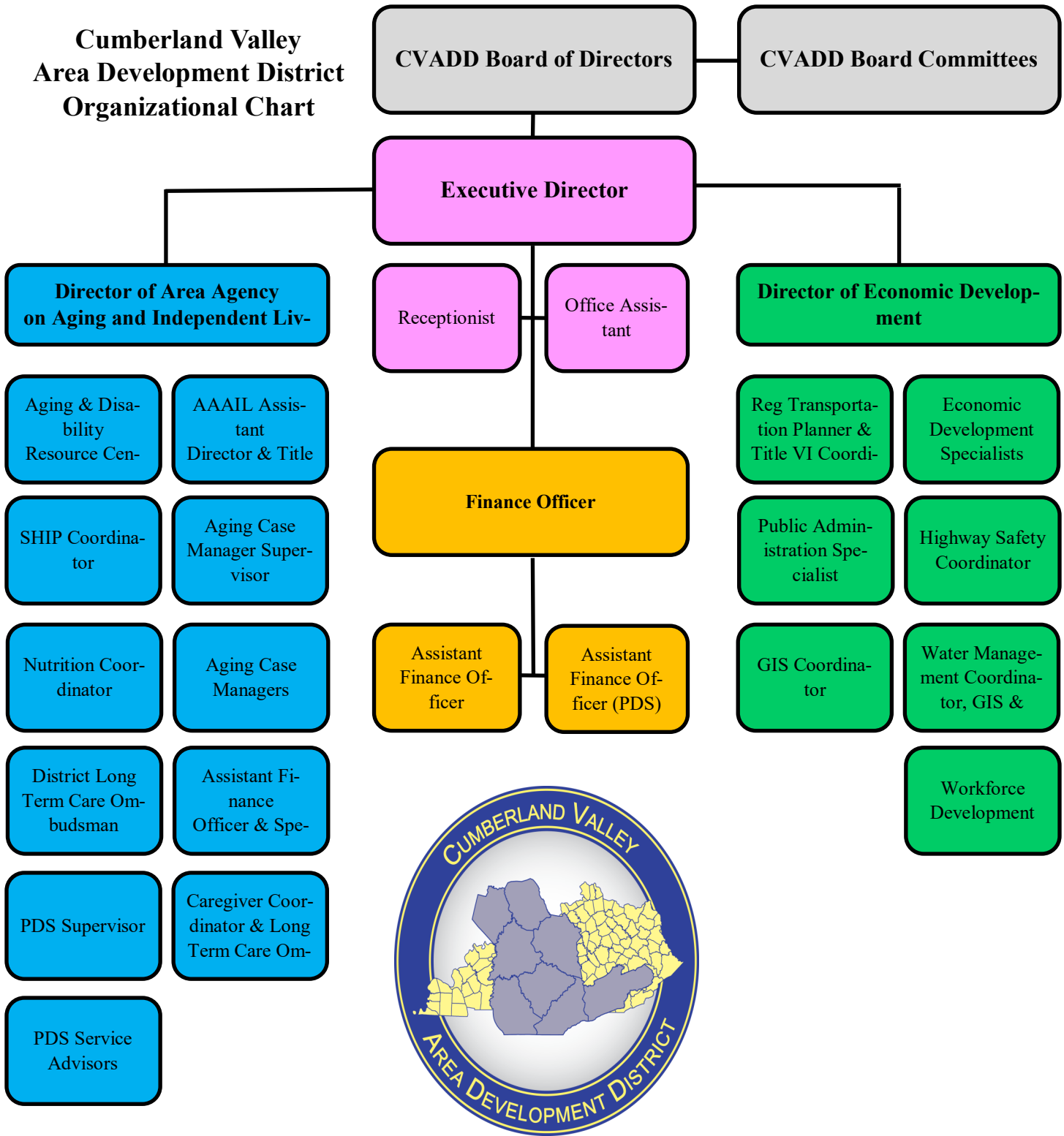
CVADD has conducted the Comprehensive Economic Development Strategy (CEDS) as a regional planning process to guide project development throughout each county and city within CVADD. CEDS is based upon current planning measures and is intended to make an impact to enhance the region as a whole. Throughout each section in the CEDS, it will answer who we are, where we are at, and where we are going with future endeavors.

**Mission Statement:** The purpose of the Area Development District (ADD) is to improve the quality of life in the Cumberland Valley by promoting economic development through efforts to provide basic facilities essential to the stimulation of business, manufacturing, services, tourism and commercial activities; through efforts promoting human resource development; through efforts to improve health, welfare and education systems within the eight county area; and through efforts providing a forum for elected officials and citizens to reach a consensus and establish local-state-federal partnership to seek a coordinated solution to problems.



Picture of Cumberland Valley Area Development District in London, Kentucky.

# Cumberland Valley Area Development District Organizational Chart



# SWOT ANALYSIS

## Strengths

## Weaknesses

## Opportunities

## Threats

CVADD conducted a survey to gather feedback on ways to improve the region. Topics covered in the SWOT analysis include: Population Trends, Employment, Wages & Income, Education & Workforce Development, Tourism, Industrial Parks, Transportation, Water & Wastewater, Technology, Geography & Environment. Listed below are some responses from each category. Some answers may be repeated on different topics, depending on what someone thought was a strength, weakness, opportunity, or threat.

# SWOT ANALYSIS

## Population Trends

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Family Values</li> <li>• Beautiful Country, good people</li> <li>• Great Community</li> <li>• Dress the town</li> <li>• Hardworking, family oriented, love of home, regional pride</li> <li>• More people staying in region which leverages the population</li> <li>• Less gun violence</li> <li>• Job availability</li> <li>• Kentucky is being viewed a “go to” state</li> <li>• Natural Beauty</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Education</li> <li>• Things for locals to do</li> <li>• Experience</li> <li>• Distance from restaurants, movies, and grocery stores</li> <li>• Moving for jobs</li> <li>• Lack of employment for younger workforce</li> <li>• Losing population in more remote counties</li> <li>• No jobs/not enough employable workers</li> <li>• People moving away to be closer to work</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Advertising</li> <li>• Adding more businesses such as bars, restaurants, retail</li> <li>• Attracting jobs with high pay available</li> <li>• Enthusiasm in growth</li> <li>• Having potential to expand and bring more jobs to area</li> <li>• Less political influence</li> <li>• New housing developments</li> <li>• Promote areas natural beauty</li> <li>• Increase remote work jobs</li> <li>• Create incentives for people to move here</li> <li>• Increase tourism</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Drugs</li> <li>• Bedroom community instead of workforce</li> <li>• Better jobs elsewhere</li> <li>• County being dissolved</li> <li>• Decline to coal</li> <li>• Not taking care of things in county</li> <li>• Employees leaving the region for jobs</li> <li>• Flooding in Eastern Kentucky</li> <li>• Economic standstill</li> <li>• Inflation</li> <li>• Lack of support</li> </ul>

# SWOT ANALYSIS

## Employment

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Barely minimum wage jobs</li> <li>• Factory jobs in area</li> <li>• Growth in numbers</li> <li>• Job availability</li> <li>• Large utility companies</li> <li>• Lots of room for growth</li> <li>• Strong work ethic</li> <li>• Lower skill jobs available</li> <li>• Space availability</li> <li>• Tourism</li> <li>• Fiber internet connection</li> <li>• Variety of fast food, factory, and retail jobs</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Area is still lacking enough living wage jobs</li> <li>• Childcare &amp; transportation</li> <li>• Drug free workforce</li> <li>• Job opportunities for all education levels</li> <li>• Lack of independent businesses</li> <li>• Low levels of education</li> <li>• No industry for infrastructure</li> <li>• No real plan for the future</li> <li>• Not a lot of “professional” job opportunities</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Bring new industry to region</li> <li>• Build tourism to bring more opportunities to keep the population rate in the region</li> <li>• Create more jobs</li> <li>• Funding to support at risk workforce</li> <li>• Industrial parks</li> <li>• Manufacturing businesses</li> <li>• Developing jobs</li> <li>• Start individual businesses</li> <li>• Training opportunities for new workforce</li> <li>• Utilize areas such as HWY 30</li> <li>• Provide vocational education</li> <li>• Increase workforce development</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Drugs</li> <li>• Competition from other economic areas</li> <li>• Lack of high speed internet in rural areas</li> <li>• Lack of initiatives</li> <li>• Lack of support</li> <li>• Not enough workers to fill positions</li> <li>• Organization and execution of funding</li> <li>• People leaving to find work</li> <li>• Recession</li> <li>• Technology gap for workers</li> <li>• Transportation</li> </ul>

# SWOT ANALYSIS

## Wages & Income

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Utility company jobs</li> <li>• Creative thinkers in area</li> <li>• Good paying jobs are available in area</li> <li>• Increase of wages in many businesses</li> <li>• Living cost is low</li> <li>• Location and resources in area</li> <li>• Jobs at places such as Jackson Energy to ear a competitive wages</li> <li>• Room for growth in earning capacity</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Low pay</li> <li>• Cost of living</li> <li>• Inadequate housing</li> <li>• Lack of places to work with good pay</li> <li>• Dependence on government assistance.</li> <li>• Little to no growth potential</li> <li>• Leaving county to find work</li> <li>• No employment opportunities</li> <li>• Rising economy</li> <li>• Transportation opportunities for workforce re-entry</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Bringing higher paying jobs to area</li> <li>• Employment for those that work out of county to return to jobs closer to home</li> <li>• Higher wages for workers</li> <li>• Improve quality of lift</li> <li>• Increase internet availability</li> <li>• More Manufacturing</li> <li>• New industry jobs</li> <li>• Increase Tourism</li> <li>• Small business growth</li> <li>• Developing land</li> <li>• Potential for growth</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Drugs</li> <li>• Economic Recession</li> <li>• Businesses cannot continue to pay the higher wages long term</li> <li>• Employers not willing to pay</li> <li>• Inflation</li> <li>• Lack of interest from workforce</li> <li>• No support</li> <li>• Not enough benefits to make it a career</li> <li>• Other communities moving in</li> <li>• Recession</li> <li>• Transportation &amp; utility costs</li> <li>• Unappealing work environment</li> </ul>

# SWOT ANALYSIS

## Education & Workforce Development

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Better educational opportunities than in the past</li> <li>• Could be better</li> <li>• Campuses in region such as EKU Manchester/Corbin and Somerset Community College</li> <li>• Great school system &amp; new career center</li> <li>• Great strides in education</li> <li>• Both areas are growing</li> <li>• Higher education is available in the area</li> <li>• Most people have a high school education</li> <li>• Significant amount of workforce training</li> <li>• Training availability</li> <li>• Very unique programs and many options for secondary education.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Board of education</li> <li>• Criteria designed for more urban areas</li> <li>• High school dropout rate</li> <li>• Not preparing students for jobs</li> <li>• Higher education is expensive</li> <li>• Loss of population</li> <li>• Need EKCEP programs brought into area</li> <li>• No advanced trainings or classes</li> <li>• Poor public education</li> <li>• Small schools</li> <li>• Too much focus on college in school system</li> <li>• Undereducated high school graduates</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Expanding the elementary &amp; middle schools</li> <li>• Change the system</li> <li>• Create more scholarship opportunities</li> <li>• GED programs</li> <li>• Job availability</li> <li>• Career training</li> <li>• Use of technology to gain students interests</li> <li>• Vocational Trainings/school</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Generational poverty, drugs, lack of motivation</li> <li>• Lack of access</li> <li>• Lack of interest</li> <li>• Leaving for college</li> <li>• Unavailability to afford higher education</li> <li>• Surrounding states with better opportunities</li> <li>• Outside competition</li> </ul>

# SWOT ANALYSIS

## Tourism

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Airbnb's &amp; National forest</li> <li>• Beautiful region, outdoor tourism, &amp; culture</li> <li>• Best roads in the country</li> <li>• Places like Cumberland Falls, Flat Lick Falls, hiking trails, KFC, local downtowns, etc.</li> <li>• Every area offers something</li> <li>• History</li> <li>• Local Parks, Moon Bow, Laurel Lake, Corbin Arena</li> <li>• A lot of tourist attractions in area</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Nothing but trail riding</li> <li>• Customer Service</li> <li>• Infrastructure and lack of funding to start tourism opportunities.</li> <li>• Lack of attraction</li> <li>• Lack of development, lodging, trails, &amp; restaurants,</li> <li>• Lack of understanding tourism as a economic driver</li> <li>• Local support</li> <li>• No theme parks, real night life, or pro sports teams</li> <li>• No venues</li> <li>• Very little to attract outsiders</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Advertise more and offer more activities with tourism</li> <li>• Bring bars, restaurants, and shopping to area</li> <li>• Bigger parks</li> <li>• Create entertainment centers</li> <li>• Education about tourism</li> <li>• Get government involved</li> <li>• Apply for grants, improve marketing</li> <li>• Develop and maintain land</li> <li>• Many untapped destinations</li> <li>• Expanding tourism to other areas</li> <li>• Trainings for tourism</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Nothing but riding</li> <li>• Nothing to see here</li> <li>• Community Pride</li> <li>• Counties not working together</li> <li>• Lack of funding</li> <li>• Lacking areas for community</li> <li>• No one will come</li> <li>• Not having community buy in</li> <li>• Private property and forest land– need guides/permission</li> <li>• Trends or natural disasters</li> <li>• Weather</li> </ul>

# SWOT ANALYSIS

## Industrial Parks

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• A variety in the area</li> <li>• Availability</li> <li>• Creating opportunities</li> <li>• Good for developing the economy and recruiting employees</li> <li>• Have a lot of space open</li> <li>• Job opportunities</li> <li>• None, bare minimum work</li> <li>• Plenty of land</li> <li>• Plenty of opportunity</li> <li>• Several facilities are available and vacant</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• No good area for factories</li> <li>• Almost full</li> <li>• Cost, will employers stay and use them?</li> <li>• Do not take care of parks after we get them</li> <li>• Infrastructure</li> <li>• Lack in our counties</li> <li>• Lack of interest from large employers</li> <li>• Lack of vision</li> <li>• Need more</li> <li>• No plans for new sites</li> <li>• No spec building for industries</li> <li>• Not enough businesses</li> <li>• Outside residents taking jobs</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Amazing tax incentives can bring corporation in</li> <li>• Bring in more high tech</li> <li>• Creating a regional coalition</li> <li>• Grants</li> <li>• Be more proactive at attracting company's</li> <li>• Opening jobs for the community</li> <li>• Plan for new sites: get prepared</li> <li>• With the facilities already available, this cuts down on the cost of building facilities</li> <li>• You can do anything with industrial parks</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Low paying jobs</li> <li>• Community knowledge</li> <li>• Development of existing parks stalls</li> <li>• Economy and natural disasters</li> <li>• Lack of interest in community</li> <li>• No industry</li> <li>• Not enough capable workers</li> <li>• Not having enough population to support the surge in jobs</li> <li>• Outside residents taking jobs</li> <li>• Status quo</li> <li>• Workforce availability</li> </ul>

# SWOT ANALYSIS

## Transportation

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Better roads</li> <li>• Companies such as R-tech &amp; Daniel Boone Transportation</li> <li>• Construction</li> <li>• HWY 30 has opened the way for transporting industrial production</li> <li>• Low cost of living</li> <li>• Senior transportation</li> <li>• Recent improvements in area roads</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Some areas are bad such as HWY 421</li> <li>• Not upgrading the roads</li> <li>• Funding availability</li> <li>• Have to drive too far to get anywhere</li> <li>• High costs for vehicles and gas</li> <li>• Low options</li> <li>• Most of the roads are rural which could hamper accessibility</li> <li>• No public transit system</li> <li>• No regular schedule routes</li> <li>• Not enough funding for senior transportation</li> <li>• Only effective in main city of the county</li> <li>• Still a lot more to do</li> <li>• Rural areas, lots of miles</li> <li>• R-tec is limited, taxis can be expensive</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Electric vehicles</li> <li>• Affordable/discounted transportation program</li> <li>• Build industry close to HWY 30</li> <li>• Expand public transportation opportunities</li> <li>• Federal programs</li> <li>• Helping residents travel between connecting counties</li> <li>• Increasing access for community transportation and/or carpooling</li> <li>• More drivers</li> <li>• Public type of transportation for region</li> <li>• Upgrading parkways</li> <li>• Work on community driven locally owned business to coordinate</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Aging infrastructure, weather, costs, and overhead</li> <li>• Becoming farther behind</li> <li>• Controlled by few operators</li> <li>• Funding</li> <li>• Gas prices</li> <li>• How to access it quickly enough before it is gone</li> <li>• Letting roads deteriorate</li> <li>• Local Match</li> <li>• No support</li> <li>• Not enough available transportation</li> <li>• Too many unkept roadways</li> </ul>

# SWOT ANALYSIS

## Water & Wastewater

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Access to fresh water sources</li> <li>• Organizations such as Appalachian Regional Commission (ARC)</li> <li>• Clean &amp; treated water in most areas</li> <li>• Good water available</li> <li>• Great water</li> <li>• Local and County systems</li> <li>• Plenty of access</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Some water not for drinking</li> <li>• Aging infrastructure</li> <li>• Costs</li> <li>• Hard to expand service</li> <li>• Local match</li> <li>• No other lakes</li> <li>• Access to water in rural communities</li> <li>• Outdated sewer system</li> <li>• Public sewer problems</li> <li>• Ready &amp; available access to potential industrial sites</li> <li>• Some areas use wells and other septic dumping methods</li> <li>• Some areas have frequent boil water advisories</li> <li>• Untreated wastewater going into streams</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Area growth, which requires new lines</li> <li>• Build out infrastructure/lines</li> <li>• Grants to upgrade sewer systems</li> <li>• Building a lake</li> <li>• Infrastructure improvement</li> <li>• New lines and expansion</li> <li>• Selling spring water</li> <li>• Upgrade the feeder lines</li> <li>• Wastewater upgrades through the region</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Not being able to drink water</li> <li>• Anti environment operations that contaminate</li> <li>• Costs</li> <li>• Environmental Policy</li> <li>• No government support</li> <li>• If the population grows without expanding the water source, the costs will go up and the availability of clean water</li> <li>• Lack of capital</li> <li>• Lack of vision in preparing for the future</li> <li>• No build out based on future plans</li> <li>• Total shut down</li> <li>• Unintentional chemicals</li> </ul>

# SWOT ANALYSIS

## Technology

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Excellent internet</li> <li>• High speed fiber</li> <li>• Jobs</li> <li>• Lots of high speed internet access</li> <li>• Many places are trying to get broadband</li> <li>• PRTC company</li> <li>• Room for growth</li> <li>• SE KY is wired well and tech is here</li> <li>• Wider availability increasing knowledge among youth</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Availability</li> <li>• Costs, educational opportunities</li> <li>• Health</li> <li>• Internet coverage in many rural areas is weak or non-existent</li> <li>• Lack of widespread access to broadband</li> <li>• Need more opportunities</li> <li>• No planned program</li> <li>• No fiber optics yet</li> <li>• Not enough speed and service</li> <li>• Not used to its full potential, not used to draw in companies</li> <li>• Too much of a reliance on it, too complicated for some</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Advertising</li> <li>• Access for broadband</li> <li>• Change the process</li> <li>• Education</li> <li>• Expand current access</li> <li>• Fiber optic access</li> <li>• Funding availability</li> <li>• Organizations such as KY Wired</li> <li>• Open up the area to fair competition will lower the cost of internet in the region</li> <li>• PRTC to provide free internet to low income families</li> <li>• Room to grow</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• 5G and artificial intelligence</li> <li>• Access to small communities</li> <li>• Being left out</li> <li>• Being outpaced by larger cities</li> <li>• Funding</li> <li>• Hackers</li> <li>• How to access</li> <li>• Keeping it to status quo</li> <li>• Lack of capital</li> <li>• Local government</li> <li>• Local match</li> <li>• Not enough focus on danger of technology</li> <li>• Start up costs</li> <li>• Adapting to accept technology</li> </ul>

# SWOT ANALYSIS

## Geography & Environment

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Beautiful area</li> <li>• Friendly, helpful population</li> <li>• Clean air, mountainous environment</li> <li>• History</li> <li>• Landscape</li> <li>• National Forest</li> <li>• Nice place to enjoy</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Roads/Mountainous</li> <li>• Access</li> <li>• People saying there is nothing to do</li> <li>• Challenging to navigate in bad weather</li> <li>• Climate changes</li> <li>• Difficult terrain</li> <li>• E coli in springs and rivers</li> <li>• Hilly</li> <li>• Litter, landfill</li> <li>• Mountainous regions may not have the best infrastructure</li> <li>• No place to stay</li> <li>• Underdeveloped to draw tourists</li> <li>• Very rural areas– some roads are in bad shape</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Able to build parks, trails, gain federal funding to do so like other National Parks</li> <li>• Build more motels</li> <li>• Utilize government owned land to develop more so people can enjoy the beauty that the area has to offer</li> <li>• Campsites for tourism</li> <li>• Creating a cleaner Appalachia but most importantly to educate our youth</li> <li>• Create incentives &amp; stricter penalties</li> <li>• Development of outdoor recreation</li> <li>• Environment &amp; geography as a selling point</li> <li>• Infrastructure improvement</li> <li>• More trails of different types</li> <li>• Tourism</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Roads</li> <li>• Bad weather</li> <li>• Toxins or toxic dumping</li> <li>• Being left out</li> <li>• Costs</li> <li>• Failure to cultivate</li> <li>• Government restrictions</li> <li>• Lack of enforcement</li> <li>• No local government support</li> <li>• Not acting now</li> </ul>

# Strategic Direction/Action Plan

## Strategic Direction: Vision Statement and Goals/Objectives

The section describes the question “Where do we want to be in the next 10-20 years?”. The goals and objectives listed below are to outline what Cumberland Valley Area Development District, local government officials, and CVADD board members plan to implement. The Goals and Objectives are based on the following categories: Economic Development, Quality of Life, Infrastructure, Geography & Environment, Civic & Government Systems, Education & Workforce Development.

**Vision Statement:** “ Vision is the art of seeing what is invisible to others” We see great potential in our Region, we just need to pass the vision to others.

### Economic Development

**Goal #1: Provide the availability of a job for every person seeking employment in the District.**

Objectives:

1. Enact a similar concept of the Kentucky Enterprise Zone with more flexibility and adapted to each community.
2. Continue and expand efforts to attract new industrial jobs into the District.
3. Continue development and marketing of industrial parks and controlled industrial sites.
4. Improve assistance to existing businesses in developing export markets and increase the efforts to market all industrial parks and sites throughout the District.
5. Increase efforts throughout the District to assist existing industries of all sizes in their efforts to expand.
6. Escalate efforts to develop secondary wood utilization to its maximum potential.
7. Continue to increase efforts to obtain greater use of coal and coal by-products both inside and outside the District.

# Strategic Direction/Action Plan

**Goal #2: Escalate efforts to develop the tourism industry throughout the District.**

Objectives:

1. Secure funding for tourism related staff support.
2. Continue and increase efforts to improve facilities at the State and National Parks and numerous other smaller publicly owned facilities.
3. Increase efforts to assist private, municipal and non-profit tourist attractions.
4. Expand and develop additional water based tourism attractions within the area, including facilities at our existing lakes, and to develop additional lakes for water supply, recreation and tourism purposes.
5. Further Develop the District's national, state, and privately-owned forest areas for tourism related activities such as hunting, fishing, camping, hiking, and similar activities.
6. Develop an off-road vehicle use system compatible with the environment.

**Goal #3: Escalate and improve upon efforts to fully develop the potential agribusiness within the District.**

Objectives:

1. Increase activities to assist farmers in finding new cash crops in order to prevent further decrease in numbers of farmers and to create new sources of employment.
2. Promote the development of a food based industry such as a cannery to employ area residence in processing and canning food grown in the District.
3. Promote and encourage greenhouse production of vegetables, flowers and other products to increase profitability of farming and as a source of new jobs.
4. Seek additional sources of funding for agriculture and agribusiness.

# Strategic Direction/Action Plan

## Quality of Life

**Goal #1: Provide a better quality of life for citizens and promote a region of healthy communities by increasing the availability and access to human services adapted to the changing demographics of a region.**

Objectives:

1. Provide an array of community based services for elders in order to prevent arrangements for them.
2. Assure that resident rights are upheld and promote quality care in long term care facilities.
3. Improve the health and well-being of caregivers of individual over the age of sixty and recognize the continually expanding role they play in the healthcare system.
4. Assist in providing an environment that supports the disabled individual in sustaining independent living and the right to choose his/her personal degree of independence.
5. improve education and training opportunities which will enable all citizens to become competitive and productive members of today's global society.
6. Promote the reduction of alcohol, tobacco, and other drug use through the comprehensive, research-based state and county strategies.

**Goal #2: Ensure each family and individual within the District has the opportunity to live in a decent, safe, and sanitary dwelling unit.**

Objectives:

1. Develop affordable and suitable sites for new housing.
2. Develop affordable and acceptable housing units for low and moderate-income families that meet all structural, safety, and sanitation requirements.
3. Renovate substandard housing to minimum property standards where economically feasible.
4. Demolish substandard housing units where unfeasible to rehabilitate to provide

# Strategic Direction/Action Plan

4. Demolish substandard housing units where unfeasible to rehabilitate to provide sites for new units.
5. Solicit and support the development of essential housing projects and programs to house low and moderate-income families, especially the elderly and handicapped who currently live in dilapidated and substandard units, and to take full advantage of existing assisted housing programs for low and moderate income families.
6. Provide home ownership opportunities to qualified low income families.

**Goal #3: Develop adequate drug and law enforcement staff and facilities to provide for the security of all citizens within the area and to strive for the reduction in crime rates.**

Objectives:

1. Improve the level of training and education for all law enforcement officials.
2. Improve and upgrade communication equipment to better accommodate officers' needs.
3. Develop better relationships between the Kentucky State Police, county sheriff's departments, and city police departments.
4. Develop more programs to assist victims of criminal abuse.
5. Promote and encourage the development of a regional Multi-Jurisdictional Drug Task Force.
6. Promote Drug Abuse Resistance Education (DARE) programs for all school systems in the District, with computer monitoring of the enrollees to evaluate the long-range success of the program.
7. Develop additional programs to eliminate child abuse.
8. Promote and encourage stricter enforcement of existing child abuse and child custody laws.

# Strategic Direction/Action Plan

9. Develop facilities throughout the District such as jails, prisons, and detention centers capable of meeting future needs.
10. Include the use of GIS to assist and augment law enforcement, emergency response, and dispatching.

## Infrastructure

### **Goal #1: Develop an infrastructure system capable of meeting the future needs of the District's population.**

#### Objectives:

1. Develop a public water distribution systems capable of supplying water for domestic, industrial, and institutional uses as well as line sizes that are of sufficient size to accommodate fire hydrants and future line expansions.
2. Develop adequate sewage collection and sewage treatment facilities capable of serving the growth areas.
3. Encourage the development of regional water and sewer systems that can serve residents of two or more cities or counties throughout the District and East Kentucky and operate in a more cost effective manner, particularly during drought or alternative means.
4. Promote the development of a telecommunication system, including internet services and fiber optic utilization that can meet the District's growing needs in the most cost effective manner.
5. Promote the continues improvement and development of fire departments, rescue squads, ambulance services and other emergency services within the district.
6. Promote and encourage continued improvement of solid waste management techniques.

# Strategic Direction/Action Plan

7. Develop the Geographical Information System (GIS) to assist in orderly implementation of projects and assimilation of data, including 911, for the various utility systems, cities and counties in the District.
8. Develop Broadband capable of providing services to industries, commercial entities, and institutional users as well as the general public.

## **Goal #2: Develop and maintain transportation facilities and services to adequately provide for the movement of people and products.**

### Objectives:

1. Update/Improve the ARC Corridor Highway System throughout the District.
2. Promote and Encourage the establishment of passenger train service through the area, with at least one stop in the District.
3. Expand and upgrade air transportation capability throughout the District.
4. Solicit improved common carrier services throughout the District.
5. Continue to encourage improvements to existing roadways which will pass through the Cumberland Valley Area Development District and develop access roads from every community.
6. Continue to promote the development of a low cost public transportation system capable of meeting the needs of the entire District.
7. Promote the development and maintenance of a network of transportation facilities capable of meeting the growing needs and demands of the District, including roads and highways, railroads, airports, bicycle and walking trails, and sidewalks.

# Strategic Direction/Action Plan

## Geography & Environment

**Goal #1: preserve and improve the physical environment of the District as a place to live, work, and enjoy life.**

Objectives:

1. Develop safe and adequate water supplies capable of meeting the existing and future needs of residents, businesses, and industry.
2. Install adequate sewage collection and treatment facilities to accommodate the needs of the growth areas and capable of protecting our rivers and streams from pollution.
3. Continue and accelerate assistance to local officials in their efforts to implement and enforce solid waste management plans.
4. Improve land use practices to better control erosion from areas of strip mining, agriculture, cover forest lands, road and highway construction and prevent pollution and sedimentation of our rivers and lakes.
5. Encourage and assist local governments in establishing planning commissions and to adopt and enforce adequate regulatory measures to protect the environment and natural resources.
6. Promote and encourage the development of additional reservoirs and lakes in the area for water supply, recreation, and flood control.
7. Undertake activities designed to discourage the filling in of flood plain areas and undertake flood mitigation activities and projects to reduce flood damages.
8. Develop a working relationship among the ADD, the District's mining operators, the University of Kentucky Agriculture Extension Agency and other governmental agencies to encourage better post mining land use.
9. Encourage the revitalization and rehabilitation of blighted areas, including areas of historical significance.
10. Develop closer relationships with foresters, wildlife experts, conservationists, rural development specialists and others in an effort to improve the use of forest lands without adversely effecting natural resources.

# Strategic Direction/Action Plan

**Goal #2: Preserve historic buildings, sites, and districts which are significant to CVADD.**

Objectives:

1. Redevelop historic downtown areas by applying the historic preservation based Main Street Program approach.
2. Protect and support the revitalization of historic neighborhoods.
3. Develop and market historic assets of the community through a heritage tourism approach.
4. Educate communities about historic resources and use historic resources to educate the communities about their past.
5. Develop local programs and funding approaches which preserve historic properties.
6. Document, register, and protect the historic resources of the community.
7. Preserve the character of rural neighborhoods and communities by protecting historic and scenic areas and corridors.

## Civic & Government Systems

**Goal #1: Expand and improve upon the capability of area organizations, including the CVADD and local governments to deliver the maximum service in the most efficient manner to the CVADD population.**

1. Train local officials in financial management, personnel administration, and general management.
2. Provide administrative and technical assistance to local governments, including police and fire departments, jails, rescue squads, chambers of commerce, industrial foundations, utility commissions, housing agencies and other similar governmental bodies.
3. Encourage local officials and regional entities to promote Kentucky's education efforts.

# Strategic Direction/Action Plan

4. Train local officials in computer literacy and applications.
5. Coordinate local and CVADD activities with KY Long Term Policy Research Center.

## Education & Workforce Development

**Goal #1: Ensure sufficient funding for the development and restructuring of programs that address local needs in education, training, and workforce development.**

Objectives:

1. Develop apprenticeship programs in conjunction with education facilities to engage students in achieving higher education.
2. Continue to increase efforts to ensure adequate funding for education and training.
3. Attract and retain skilled workforce to meet employment demands.
4. Continue to assist in the development of programs/resources for reentry into workforce.

# Evaluation Framework

To have a successful economic development growth in the CVADD region, proper involvement and communication between our local leaders, passionate citizens, stakeholders, and other active individuals with different expertise on topics to organize and implement strategies to improve the CVADD region is a must. CVADD has organized a CEDS Committee to review and describe what is needed for the region. Committee members include Judge Executives, Mayors, Citizen Members, Transportation Representatives, Education Department Employees, Infrastructure Businesses, Industrial Development Authority, Economic Development Department, and more. Providing a CEDS Annual Performance Report is also necessary for CVADD CEDS committee to review and make improvements for the region.

In order to achieve the goals, visions, and objectives for the regional and county project list, CVADD can apply for grants and loans such as Community Development Block Grant (CDBG), Land and Water Conservation Fund (LWCF), Recreational Trails Program (RTP), Kentucky Office of Homeland Security (KOHS), USDA Rural Development, Environmental Protection Agency (EPA) Brownfields, Transportation Alternatives Plan (TAP), and more. Public involvement and listing important local resources is another great way to achieve the items on the project list. Using resources like the ones mentioned above can help reach performance measures used to evaluate the Cumberland Valley ADD CEDS to help boost and make an impact on the regional economy. Listed below are the regional and county project lists that will be used to meet a goal or objective for future grant funding and economic development projects.

# Evaluation Framework

## Regional and County Project List

### **CVADD Priority Projects**

#### **Bell County Regional Priority Projects**

1. Promote the development of Boone's Ridge.
2. Speculative building construction.
3. Adding UV Disinfection Addition to Middlesboro Wastewater Treatment Plant.
4. City of Pineville Courthouse Square Utility Replacements & Revitalization.
5. Noetown Sewer Rehabilitation/Binghamtown Pump Station Rehab.
6. City of Pineville Wastewater Treatment Plant Expansion Project.
7. Y-Road Sewer Line Extensions/Whitmer Industrial Park.
8. HWY 119 Water Line Replacement.
9. City of Pineville System Wide– A/C Waterline Replacement
10. Develop ATV and other trail activities, including RV park.
11. Develop enhanced communication technology, such as broadband, for local communities, especially first responders.
12. Support efforts to build a hotel/motel/conference facility in the Pineville area.
13. Provide passing opportunities on US-119 between Pineville and Harlan County.

# Evaluation Framework

## Regional and County Project List

### **Clay County Regional Priority Projects**

1. Implement more ecotourism activities.
2. Speculative building construction.
3. Pennington Hill Water Tank Project.
4. Water Line Extension & Line Upgrade.
5. Water Meter Replacement Project (3500).
6. New Water Meters (Radio Read Meters throughout system).
7. Goose Creek Intake Water Pump Replacement.
8. Beech Creek Recreation Center WW Package Treatment Plant Replacement.
9. City of Manchester Lift Station Rehab and Replacement.
10. Promote the upgrade of the Hal Rogers Parkway from Somerset to Hazard to interstate standards.
11. Promote the construction improvements along US-421 and KY-11 in Clay County.
12. Construct a bypass highway around Manchester with access to Hal Rogers Parkway.
13. Development of additional industrial property for job creation opportunities.
14. Develop enhanced communication technology, such as Broadband and additional cell phone, for local communities, especially first responders.
15. Develop a regional recreational/industrial park.

# Evaluation Framework

## Regional and County Project List

### **Harlan County Regional Priority Projects**

1. Enhance tourism opportunities, including ATV trails, Blanton Forest, etc.
2. City of Benham Water Tank Repair/Replacement.
3. City of Lynch Backwash Installation at WTP.
4. Cumberland Distribution Improvements.
5. City of Evarts Water Supply Well and WTP Refurbishing Phase II.
6. City of Lynch Raw Water Meters.
7. City of Loyall CSO Elimination Project.
8. Tri-Cities Sewer Interconnect Phase 1.
9. City of Harlan Sanitary Sewer - CSO Rehabilitation.
10. City of Benham System Wide Rehabilitation.
11. Public water availability and system connection.
12. Strive to enhance the creation of job opportunities.
13. Encourage the tri-cities to cooperate and seek ways to interconnect services and operations.
14. Develop enhanced communication technology, such as Broadband, for local communities, especially first responders.
15. Promote the construction improvements along US-421 and US-119 in Harlan County.
16. Reconstruct US-421 from Barn Branch to Virginia State Line.
17. Improve safety along US-119 with Landslide Repairs.
18. Develop 5-mile section of KY-72 from Ligget to Blackstar.
19. Develop and create a new recreation center in Harlan County to address public

# Evaluation Framework

## Regional and County Project List

### **Jackson County Regional Priority Projects**

1. Assist the local industrial development authority in the development of vacant acreage at regional industrial park for job creation.
2. Develop a multi use recreation community center including basketball courts/walking track etc.
3. City of McKee Phase I - Wastewater System Rehabilitation.
4. Downtown Water Storage Tank Replacement.
5. Jackson County Water Line Extensions for Estimated 92 Customers.
6. City of McKee WTP Improvements.
7. Fund ATV, horseback riding, hiking/walking, and biking trail opportunities.
8. Construct retirement villages to attract retirees to the county.
9. Construct a heliport to facilitate improved emergency medical transportation.
10. Continue to develop Flatlick Falls as a major tourism and recreation area.
11. Develop enhanced communication technology, such as Broadband, for local communities, especially first responders.
12. Continue to support and seek funding for the identification and restoration of abandoned cemeteries.
13. Reconstruct KY-30 from US-421 to Owsley County Line.
14. Reconstruct and spot improvements of US-421 in Jackson County.
15. Address congestion and access management on US-421 near Jackson County High School, County Jail, and industries.

# Evaluation Framework

## Regional and County Project List

### **Knox County Regional Priority Projects**

1. Construct speculative buildings in Industrial Parks.
2. Encourage the expansion of services at the ARH.
3. Develop a hotel/motel with meeting room to accommodate up to 100 people.
4. Construct adequate parking facility in downtown Barbourville and Corbin.
5. Continue to support further development of the Wellness Center.
6. Develop enhanced communication technology, such as Broadband, for local communities, especially first responders.
7. Barbourville/Knox Utilities Merger.
8. Knox County - Water Projects.
9. Improve access to downtown Barbourville & KY 1487 Manchester Street.
10. Correct substandard roadway geometrics, flooding, and address safety issues on KY-11 & KY229.
11. Improve safety on KY-3439 by providing sidewalks for residents in the area walking to/from housing, schools, work, and shopping areas in the area.
12. Promote Cumberland Run Horse Racing facility.
13. Focus on obtaining funding for new Mega Industrial Park.
14. Improve Ky 225 & Truehaft Blvd.
15. Develop Knox County Sports Complex.

# Evaluation Framework

## Regional and County Project List

### **Laurel County Regional Priority Projects**

1. Construct speculative buildings for attraction of air transportation crucial businesses at the London-Corbin Airport.
2. Develop retirement community, including Assisted Living facility.
3. Encourage the development of large public recreation opportunities.
4. Develop major tourism opportunities.
5. Develop enhanced communication technology, such as Broadband, for local communities, especially first responders.
6. Promote the upgrade of the Hal Rogers Parkway from Somerset to Hazard to interstate standards.
7. London/Laurel County Industrial Development Water Line Extension.
8. South Laurel County Water Line System Improvements.
9. West 5th Street/College Street Water Line Replacement.
10. Hammock-Foly-SR1223 Loop Water Line Project.
11. HWY 552 Robinson Creek Loop Lines Project.
12. Unserved Customers in Wood Creek Lake Watershed.
13. Sewer Extension Along Boone Avenue/Greendale.
14. Sewer Extension to Sally's Branch/Payne Trail.
15. Sewer Extension to Sandy Hills Subdivision.
16. Wood Creek WWTP Construction.
17. South US Force Main Sewer Rehabilitation.
18. Elza Road and Binder Subdivision Pressure Sewer Extension.
19. Continue construction of widening I-75.

# Evaluation Framework

## Regional and County Project List

### **Laurel County Regional Priority Projects**

20. Widen 5th Street from KY-192 to Main Street.
21. Address horizontal alignment issues on KY-363 from Philpot Road to Roundabout.
22. Improve safety, capacity, and access management on KY-490, US-25, and KY-192.
23. Design a new route from KY-1006 to US-25E to provide a connector between London and Corbin.
24. Support expansion of I-26 from Kingsport, TN to connect to I-75 or Hal Rogers Parkway in Laurel County.
25. Promote the development of a new fairgrounds site.

# Evaluation Framework

## Regional and County Project List

### **Rockcastle County Regional Priority Projects**

1. Promote Mt. Vernon downtown revitalization, as well as Brodhead and Livingston beautification.
2. Develop publicly owned industrial parks and spec buildings.  
Encourage expansion at Renfro Valley to establish a major regional tourism and facility.
3. Develop enhanced communication technology, such as Broadband and additional cell phone towers, for local communities, especially first responders.
4. City of Livingston Plumbing to new tank (rehab).
5. City of Mt. Vernon Tower Tank Transmission Main.
6. City of Mt. Vernon Phase #3 - WTP Improvements.
7. City of Brodhead Waterline Replacement and Upgrade.
8. City of Brodhead WWTP Upgrade and Improvement.
9. City of Livingston Wastewater Collection System Improvement Project.
10. West Main and School St -Pump Station Rehabilitation.
11. City of Mt. Vernon Wastewater Replacement Along Main Street.
12. City of Mt. Vernon New WWTP and Pump Station on Richmond Road.
13. Continue construction of widening I-75, as well as an interchange near mile marker 68.
14. Address congestion and safety issues on KY-461 from US-150 to US-25.
15. Address congestion and safety issues on KY-2549 from Rockcastle County Industrial Park #2 to US-150.
16. Development of training programs to assist individuals in reentry into Workforce.

# Evaluation Framework

## Regional and County Project List

### **Whitley County Regional Priority Projects**

1. Develop industrial park or sites in southern Whitley County and promote Agri-Business.
2. Construct regional cannery contiguous to the Regional Farmers Market.
3. Continue development of the Williamsburg-Whitley County Airport including industrial acreage.
4. Promote the Southeast Kentucky Agricultural and Exposition Center.
5. Develop enhanced communication technology, such as Broadband and additional cell phone towers, for local communities, especially first responders.
6. City of Williamsburg Valve Locating; Recovery; Exercising and/or Replacement.
7. City of Williamsburg Phase III Water System Wide Improvements.
8. Water Line Extension in Whitley County Unserved Areas
9. Upper Lot Mud Creek Road Water Line Extension.
10. Tattersal Subdivision Sanitary Sewer Extension.
11. Continue construction of widening I-75 to TN state line.
12. Construct sidewalk along KY-296 to KY-92.
13. Build multi-use paths for walking and bicycling around Kentucky Splash Park, as well as connecting lower income housing to shopping center.
14. Reconstruct KY-92 near the McCreary County Line.
15. Continue to seek improvements of US-25 throughout the county to address congestion, access management, and safety concerns.

# Evaluation Framework

## Regional and County Project List

### **Bell County– County Project List**

#### **Economic Development**

1. Increase marketing for Boone’s Ridge.
2. Boost efforts to increase tourism rates for downtown Pineville and downtown Middlesboro.
3. Promote and encourage development of the secondary wood industry.
4. Promote fruit orchard, Christmas tree and nursery stock farming.
5. Promote and develop agri-business and cottage industries.
6. Promote and encourage improvements at Pine Mountain State Park, including the following: (1) additional lodging (2) additional parking (3) recreational vehicle parking center at bottom of mountain (4) improvement of electrical service to the Laurel Cove area, (5) additional condo-type lodging.
7. Support efforts to build a hotel/motel/conference facility in the Pineville area.
8. Attract a Manufacturers Outlet Mall to the Bell County area.
9. Develop and promote a food cannery for co-op use.
10. Promote and encourage the development of a retirement village.
11. Promote and encourage regional recruitment of industry within the area.
12. Promote entrepreneurial endeavors for local job creation.
13. Continue development efforts on the industrial sites: Bell County Technology and Training Park and Whitmer Industrial Park.
14. Promote the development of a RV park as well as an ATV park.
15. Promote and support the development of Boone’s Ridge.

# Evaluation Framework

## Regional and County Project List

16. Continue efforts to develop tourist attractions and market current attractions, including improvement to walking trails throughout the county and development of ATV trails and appurtenances.
17. Encourage workforce development, through training and expansion, within existing industries.
18. Investigate and identify industrial sites for wood industry.
19. Provide more information and obtain more potential projects for the Bell County Airport.

### **Quality of Life**

1. Support and establish a drug rehabilitation center as well as efforts such as UNITE and/or other educational programs to break the cycle of drug dependency.
2. Promote and develop a Veterans Nursing Home and Veterans Cemetery.
3. Improve health education programs for all public-school systems.
4. Increase emphasis on preventive health maintenance activities with an effort toward efficient use of public health dollars.
5. Encourage development of community centers that promote health, fitness, and quality of life improvements.
6. Promote and encourage public health agencies to offer evening service/ personnel to accommodate emergency situations.
7. Continue efforts to expand and improve educational, early diagnostic and preventive health care programs.
8. Continue efforts to provide and improve ambulance and other emergency transportation services at the lowest possible cost.

# Evaluation Framework

## Regional and County Project List

9. Support local health department in expanding facilities to better serve residents.
10. Develop incentives to encourage private investment in retirement/assisted living type villages.
11. Develop a program to rehabilitate existing housing stock for low income, elderly, and handicapped people.
12. Develop a program to make the homes of disabled or handicapped citizens more accessible for transportation and for home care.
13. Provide funding sources for Habitat for Humanity housing program.
14. Encourage Bell-Whitley Community Action Agency with Repair Affair and other housing programs.
15. Assist local governments and nonprofit agencies in utilizing codes enforcement as a tool for housing rehabilitation.
16. Encourage housing agencies to construct/rehabilitate housing stock to be energy efficient.
17. Utilize codes enforcement as a means of accomplishing the demolition of unoccupied substandard housing that is not feasible to rehabilitate.
18. Utilize funds through the Community Development Block Grant program, as well as other sources, to acquire substandard units unfeasible to rehabilitate or located in disaster prone areas and relocate families into housing units meeting minimum property standards.
19. Develop a system for disseminating information and programs that are available to assist families in obtaining decent, safe, and sanitary housing, especially to low-and moderate-income families.
20. Encourage comprehensive programs to keep existing school and church indoor facilities open after regular business hours.

# Evaluation Framework

## Regional and County Project List

21. Form a project to develop a center for indoor recreation.
22. Support efforts to create/enhance parks in all areas of the county with sports equipment for the youth.
23. Support Pine Mountain State Park's efforts to establish walking trails within the park.
24. Promote efforts to develop a water park and/or other water-based amenities in Bell County.
25. Develop recreational areas with shelters, walking trails, playground equipment, picnic areas, etc.
26. Promote development of boys' and girls' community center with several annexes throughout the county.
27. Enhance opportunities for development of adventure tourism, including ATV trails, etc.
28. Promote overnight lodging and other facilities at national and state parks in the area.
29. Provide up-to-date equipment and upgrade educational levels for all law enforcement officials.
30. Promote the use of vacant buildings for housing non-violent criminals.
31. Continue to upgrade technology to ensure proper operation of the enhanced 911 system to provide better emergency services to residents of Bell County.
32. Continue efforts to properly equip and train first responders, such as VFDs, police, emergency medical, etc.
33. Continue efforts to improve communications between local and state police officials.

# Evaluation Framework

## Regional and County Project List

34. Increase emphasis on programs to eliminate drug and child abuse, including child abduction.
35. Continue to support the Police Officers Professional Standards (POPS) and its applicability to the Sheriff's Department and participation in the Kentucky Law Enforcement Foundation Program Fund (KLEFPF) for the employees.
36. Further investigate the feasibility of home incarceration as a means of reducing jail expense and related problems.
37. Encourage and support implementation of drug courts in Bell County.
38. Promote projects and efforts to address issues relating to Homeland Security and emergency services.

### **Infrastructure**

1. Seek broadband providers to Bell County.
2. Increase efforts to make broadband live in Bell County.
3. Seek funding to develop a new sewer plant in Middlesboro.
4. Provide incentives to local water systems to develop water systems for maximum fire protection through the installation of fire hydrants.
5. Improve asset management practices to ensure future compliance/requirements.
6. Develop an operator training program to ensure future needs/employee turnover.
7. Rehabilitate existing water lines and appurtenances to assure sufficient and quality water to existing customers and reducing system wide water loss.
8. Extend public water into the currently unserved areas of Bell County.
9. Provide regional interconnections between Bell, Harlan, Knox, and Whitley Counties where feasible and practical.

# Evaluation Framework

## Regional and County Project List

10. Target isolated or pocket areas not being served with public water for alternative means of safe, sanitary water supplies.
11. Continue efforts to eliminate (CSO), inflow and infiltration of water into the sewer systems of Middlesboro and Pineville.
12. Extend public sewer service to cover all areas of Middlesboro and Pineville, plus any growth areas in close proximity to the cities.
13. Extend public sewer service to Boone's Ridge, Bell County Technology and Training Park and Whitmer Industrial site.
14. Promote innovative wastewater collection and treatment systems for rural areas and extend lines where feasible from existing systems.
15. Assist existing sewer systems in efforts to comply with the Clean Water and Safe Drinking Water Act.
16. Establish procedures whereby drainage tiles and culverts are reviewed and approved for size by qualified city and county employees before installation.
17. Assist in the funding of new storm water systems where needed in urban areas.
18. Clean ditches along rural roads to facilitate drainage of roadways.
19. Provide passing opportunities on US-119 between Pineville and Harlan.
20. Utilize the county's equipment and manpower to reduce the total cost of any project in Bell County.
21. Improve safety of roads to lower the ranking of most crashes resulting in fatality or serious injury in Bell County.
22. Seek funds to blacktop gravel roads maintained as county roads and to improve maintenance on all county roads.
23. Promote rural public transit throughout the CVADD area.

# Evaluation Framework

## Regional and County Project List

### Geography & Environment

1. Develop a program to supplement solid waste pickup rates for very low-income households.
2. Continue efforts to work with the USDA and Extension office relative to forestry and wildlife programs designed to assist landowners in reforestation, wildlife, and recreational resources.
3. Continue and accelerate programs to eliminate erosion on farms, roadsides, school sites and other areas where erosion is a problem.
4. Continue Kentucky Energy and Environment Cabinet efforts to reclaim abandoned mine sites located in the Bell County area.
5. Continue efforts to develop a County Wide Comprehensive Plan.
6. Continue efforts to obtain a flood control lake on Wisner Branch and Greasy Creek.
7. Implement flood mitigation projects as outlined in the regional mitigation plan for the entirety of Bell County.
8. Develop an ongoing public educational program to inform the public of the dangers of uncontrolled littering and illegal dumping.
9. Construct and operate a regional composting operation for household and yard waste.
10. Continue and expand recycling efforts in the county to reduce the landfill area need, transfers cost and to promote a cleaner environment.
11. Support funding through such programs as PRIDE to help clean up Bell County.
12. Encourage and participate in the state's Clean County Program.

# Evaluation Framework

## Regional and County Project List

### Civic & Government Systems

1. Construct a Disaster and Emergency Services facility for Bell County.
2. Continue efforts to improve local official's ability to successfully administer funds, personnel, and records.
3. Promote and encourage leadership training for all major elected officials.
4. Implement use of GIS/GPS technologies to assist in the orderly growth of the county.
5. Implement a GIS mapping system which is comprehensive to enable enhanced 911, existing road mileages and conditions, location of public buildings and facilities etc.
6. Promote the improvements to public facilities and infrastructure.
7. Implement telecommunication technologies for all local governmental functions (city, county, VFD, police, rescue, hazard response, health care, and other entities).

### Education & Workforce Development

1. Promote and develop literacy and advocacy groups in Pineville and Middlesboro.
2. Continue to promote and develop the Southeast Community College in Bell County into a four-year program.
3. Encourage schools to enhance "work ethic" values in students to better prepare them for job opportunities.
4. Continue to pursue a program to improve school attendance throughout the county school systems.
5. Strengthen and improve vocational programs for students unable to pursue secondary education and emphasize high tech courses.

# Evaluation Framework

## Regional and County Project List

6. Integrate vocational classes into area high schools.
7. Promote curriculum that prepares students for post secondary education and ready students for the work force.
8. Continue to expand and improve pre-school educational opportunities.

### **Clay County- County Project List**

#### **Economic Development**

1. Continue to develop the Elk Hill Industrial Park.
2. Promote and encourage the development of the secondary wood industry.
3. Promote the development of fruit and cottage industries to diversify the economy.
4. Seek funding for the construction of a consolidated farmers market facility.
5. Promote and develop a Community Supported Agriculture Program.
6. Develop a major park within the Daniel Boone National Forest and other lands to promote recreation, ATV, camping and scenic drives.
7. Engage archaeological experts in the study of ancient markings discovered within Clay County. These markings possibly date to the B.C. (Before Christ) period and have significant tourism potential.
8. Continue to develop the 10-15 acres of land set aside for parks and recreational use at Elk Hill Industrial Park.
9. Promote and encourage the development of aqua-culture in the county.
10. Promote and encourage the development of coal, gas and oil resources.
11. Encourage entrepreneurship for creation of local based jobs.

# Evaluation Framework

## Regional and County Project List

12. Promote and encourage the development of tourism in the county.
13. Support the development of a new Clay County Recreational Center.
14. Promote the development of wildlife viewing stations on Elk Hill.

### Quality of Life

1. Establish a long-term care facility in Clay County.
2. Conduct a feasibility study of the need for an assisted living facility in Clay County.
3. Continue endeavors to improve ambulance and other emergency services.
4. Support the Chad's Hope Drug Rehabilitation Center in Clay County.
5. Seek funding to acquire the necessary equipment to comply with FEMA/ Homeland Security initiatives.
6. Continue efforts to expand and improve educational, early diagnostic and preventive health care.
7. Continue to support the initiative to provide curriculum in the public school systems to correct lifestyle health issues, such as obesity and diabetes.
8. Support the development of a recovery/rehabilitation center for women.
9. Establish housing developments in the rural parts of the county.
10. Assist local governments and nonprofit agencies in utilizing code enforcement as a tool for housing rehabilitation.
11. Utilize funds through the Community Development Block Grant program as well as other sources to acquire and demolish substandard units unfeasible to rehabilitate and relocate families into housing units meeting minimum property standards per the HUD programs.

# Evaluation Framework

## Regional and County Project List

12. Expand a system for disseminating information and programs that are available to assist families in obtaining decent, safe and sanitary housing, especially low and moderate income families.
13. Encourage housing agencies to construct/rehabilitate housing stock to be energy efficient.
14. Encourage the development of section 8 and public housing for low and moderate income families.
15. Promote incremental development of tourism as identified in local plan.
16. Develop public walking tracks and other recreational facilities on high school grounds.
17. Construct an arena in the Industrial Park to be used for public meetings and recreational activities.
18. Develop recreational areas with shelters, toilets, ball fields; horseshoe pits, picnic facilities, loop trails and conservatory trails.
19. Promote development of facilities for motor homes and other campers.
20. Promote development of facilities for ATVs, Horseback riding, hiking/walking trails as well as other adventure tourism.
21. Promote availability of fine Smallmouth Bass and Muskie fishing.
22. Promote overnight lodging and other facilities at national and state parks in the area.
23. Continue to support the Health Department's program "Achieve" for further development of a walking track.
24. Continue to support the development of the Bert T. Combs Scenic Trail for horseback riding, walking, hiking, etc.

# Evaluation Framework

## Regional and County Project List

25. Continue support for the development of a lake for water based activities.
26. Develop a program for improving educational levels for law enforcement officials.
27. Continue efforts to properly equip and train first responders, such as VFDs, police, emergency medical, etc.
28. Implement Enhanced 911 services to provide better emergency services to residents of Clay County.
29. Continue working with UNITE to eliminate drug abuse within the county.
30. Promote projects and efforts to address issues relating to homeland security and emergency services.

### **Infrastructure**

1. Improve fire protection by installing/rehabilitating fire hydrants wherever feasible throughout the county.
2. Install water line extensions to every household in the county not currently served.
3. Study the feasibility of replacing water and sewer lines within the city of Manchester.
4. Study the feasibility of locating a regional water treatment facility on the South Fork.
5. Conduct a county wide sewer system feasibility study for Clay County.
6. Promote sewer line extension throughout the county.
7. Promote innovative approaches to sewer collection and treatment.

# Evaluation Framework

## Regional and County Project List

8. Assist existing sewer systems in efforts to comply with the Clean Water and Safe Drinking Water Act.
9. Improve asset management practices to ensure future compliance/requirements.
10. Develop an operator training program to ensure future needs/employee turnover.
11. Establish procedures whereby drainage tiles and culverts are reviewed and approved for size before installation by qualified city or county employees.
12. Assist in the funding of new storm water systems as needed.
13. Continue to construct proper ditching along rural roads to facilitate the proper runoff off water.
14. Increase funding to better maintain secondary roads, as well as main highways.
15. Promote the upgrade of the Hal Rogers Parkway from Somerset to Hazard to interstate standards.
16. Promote the construction improvements along US-421 and KY-11 in Clay County.
17. Improve safety of roads to lower the ranking of most crashes resulting in fatality or serious injury in Clay County.
18. Seek funds to blacktop gravel roads maintained as county roads and to improve maintenance on all county roads.
19. Promote rural public transit throughout the county.
20. Seek funding to provide broadband in Clay County.

# Evaluation Framework

## Regional and County Project List

### **Geography & Environment**

1. Continue to promote the PRIDE project involving volunteers to clean-up along rivers and streams.
2. Construct a series of water reservoirs to supply water and to provide recreation, such as camping, fishing and other water activities.
3. Develop an educational information program concerning solid waste management.
4. Increase the development and promotion of a Clay County Recycling Program.
5. Encourage stricter law enforcement concerning illegal dumping.
6. Work to establish a fee on goods sold in the county to cover solid waste collection and disposal in the county.
7. Continue to support the development of a landfill and/or transfer station .

### **Civic & Government Systems**

1. Continue efforts to improve the local officials' ability to successfully administer funds and personnel and to maintain records.
2. Seek funding for greater use of GIS/GPS technologies to assist in the orderly growth of the county.
3. Promote the improvements to public facilities and infrastructure.
4. Implement telecommunication technologies for all local governmental functions (city, county, VFD, police, rescue, hazard response, health care, and other entities).
5. Encourage the development of additional cell phone towers to provide better service throughout the county.

# Evaluation Framework

## Regional and County Project List

### Education

1. Vigorously pursue a program emphasizing the reduction of the dropout rate throughout the school systems of Clay County.
2. Encourage schools to enhance "work ethic" values in students to better prepare them for job opportunities.
3. Develop programs for improving secondary education opportunities.
4. Seek funding for a resource officer for school system.
5. Expand and improve upon pre-school educational programs.
6. Promote curriculum that prepares students for post-secondary education and ready students for the work force.
7. Promote improvements of Eastern Kentucky University Center through expanded course curriculum, etc.
8. Continue to support the incorporation of programs to reduce the dropout rate.

# Evaluation Framework

## Regional and County Project List

### **Harlan County– County Project List**

#### **Economic Development**

1. Develop canoeing/kayaking as a tourist attraction within Harlan County.
2. Recruit, promote and support wood industry businesses.
3. Promote and further develop existing businesses and industries.
4. Promote "spec" building plans to help attract industries.
5. Encourage entrepreneurship for creation of local based jobs.
6. Develop upholstery, slipcover, drapery and furniture refinishing and other decor industries.
7. Promote tourism industry through crafts, antiques, bed and breakfast facilities, and tour guides to scenic areas, such as Little Shepard Trial, Blanton Forest and Black Mountain.
8. Promote and develop initiatives that will make the county more attractive to retirees and remote workers.
9. Develop secondary and post-secondary programs targeted to high-tech industry.
10. Improve broadband capabilities and educate industries on the advantages of marketing their products via Internet.
11. Investigate potential for alternative energy production.
12. Promote certified build ready site with needed utilities
13. Promote virtual spec building tool ability.
14. Diversify different industries to support coal industry/businesses.

# Evaluation Framework

## Regional and County Project List

### Quality of Life

1. Support after hour urgent treatment facilities.
2. Expand educational, early diagnostic, and preventative health care.
3. Provide incentives to increase the number of high school students entering the medical professions.
4. Promote legislation, which encourages medical students to enter practice in rural areas.
5. Support the newly developed drug rehabilitation center.
6. Support and encourage efforts of the UNITE program.
7. Support and encourage any proposed legislation that will provide additional community-based services and medical support for senior citizens.
8. Assist in the development of medical surveys for clusters of cancers, diabetes, and cardiac related diseases to determine patterns of diseases.
9. Engage in community planning to prepare for the "Baby Boomers".
10. Support local health department in expanding programs to better serve residents.
11. Develop health enhancing facilities, such as wellness and centers.
12. Promote and develop retirement villages to attract residents that want to come back to the area.
13. Support community and faith based organizations that provide housing for low income, elderly and handicapped people.
14. Develop programs to make the homes of disabled citizens more handicapped accessible.

# Evaluation Framework

## Regional and County Project List

15. Provide funding to assist all existing and potential housing programs.
16. Support an area code enforcement official for housing inspection.
17. Promote activities for middle aged and elderly citizens.
18. Develop additional ATV and other recreation trails and increase number of recreational vehicle facilities.
19. Develop hunting and camping in wildlife areas.
20. Develop comprehensive plan for keeping school and church indoor facilities open after normal operating hours.
21. Develop and support funding for twenty-five miles of the Rails to Trails program.
22. Construct multipurpose recreation centers with facilities.
23. Develop recreational areas with shelters, walking, hiking, and biking trails, playground equipment, picnic areas, etc.
24. Promote overnight lodging and other facilities at Kingdom Come Park and other state parks in the area.
25. Develop the Blanton Forest in the Watts Creek area for recreation and tourism attraction.
26. Promote further development of Little Shepard Trail, Kingdom Come Park and Upper Martin's Fork area as a tourist attraction, including improved road accessibility.
27. Establish a Hall of Fame, located inside the Harlan County Courthouse, recognizing Harlan Countians.
28. Provide an incentive for all the incarcerated, who may be illiterate, to participate in a learning to read program.

# Evaluation Framework

## Regional and County Project List

29. Provide up-to-date equipment for law enforcement agencies.
30. Improve programs to reduce drug abuse.
31. Encourage county attorneys to enforce statutes concerning payment of back taxes.
32. Broaden the services of the Youth and Family Resource Centers to include services coordinated with district and circuit courts.
33. Promote projects and efforts to address issues relating to Homeland Security and Emergency Management Services, to include a county-wide warning system.
34. Continue efforts to properly equip and train first responders, such as VFDs, police, emergency medical, etc.
35. Utilize funds through the Community Development Block Grant program, as well as other sources, to acquire and demolish substandard units unfeasible to rehabilitate and assist in the relocation of families into housing units meeting minimum property standards.

### **Infrastructure**

1. Promote the regional approach of water systems where practical and feasible.
2. Develop one or more public water interconnections, including adjacent counties for backup water supply.
3. Develop water systems to provide for maximum fire protection, including installation of fire hydrants.
4. Rehabilitate existing systems to improve service and attain the threshold of less than 15% line loss in all systems throughout the county.

# Evaluation Framework

## Regional and County Project List

5. Merge existing systems, where practical, to improve service.
6. Improve asset management practices to ensure future compliance/requirements.
7. Develop an operator training program to ensure future needs/employee turnover.
8. Study the development sewer facilities capable of providing service to the greater part of Harlan county.
9. Address infiltration and inflow issues in wastewater collection systems where cost effective.
10. Promote innovative wastewater infiltration collection and treatment systems for rural areas.
11. Assist existing sewer systems in efforts to comply with the Clean Water and Safe Drinking Water Act.
12. Establish procedures whereby drainage tiles and culverts are reviewed and approved for size by qualified city or county employees before installation.
13. Assist in the funding of new storm water systems in existing urban areas.  
Study feasibility concerning storm water drainage.
14. Develop a storm water system to facilitate drainage problems within the cities of Harlan, Benham and Loyall.
15. Promote the construction improvements along US-421 and US-119 in Harlan County.
16. Reconstruct US-421 from Barn Branch to Virginia State Line.
17. Improve safety along US-119 with Landslide Repairs.
18. Develop 5 mile section of KY-72 from Ligget to Blackstar.
19. Support expansion of I-26 from Kingsport, TN to connect to I-75 or Hal Rogers Parkway in Laurel County.

# Evaluation Framework

## Regional and County Project List

20. Seek funds to blacktop gravel roads maintained as county roads and to improve maintenance on all county roads.

22. Promote rural public transit throughout the county.

23. Increase efforts to supply Broadband services and better cell phone signal to Harlan County.

### **Geography & Environment**

1. Promote reforestation or other improved land uses on former strip mine sites.

2. Conduct local workshops to promote improved forest practices on public and private land to enhance forest production.

3. Develop practices to eliminate erosion and reduce sedimentation in ditches and stream beds.

4. Develop program for planting trees in the downtown areas, shopping centers and malls, such as the "Main Street" and "Renaissance Programs".

5. Develop improved markets for recycled materials.

6. Establish methods to ensure guaranteed pickup services which will reduce risk of environmental contamination from illegal dumping and littering.

7. Install "anti-littering" and "penalty for illegal dumping" signs throughout the county.

8. Promote the county wide cleanup campaign through the PRIDE and Commonwealth Cleanup Program.

9. Promote making illegal dumping of solid waste on private, state and federal lands a felony.

# Evaluation Framework

## Regional and County Project List

10. Promote the establishment, by the Environmental and Public Protection Cabinet, of a field monitoring system with trained personnel to collect evidence and protect citizens from the long-term ecological damage resulting from the illegal dumping of solid waste.
11. Utilize the services of the Long-Range Policy Research Center to:
12. Initiate research to develop new products from recyclable solid waste.
13. Initiate research to find better markets for recyclables.
14. Develop a public use C&D landfill in the county.

### **Civic & Government Systems**

1. Continue efforts to improve local official's ability to successfully administer funds, personnel and records.
2. Assist in the orderly growth of the county by seeking funding for GIS/GPS technologies.
3. Encourage programs to educate school personnel on the structure of local, state and federal government agencies.
4. Provide programs to teach the present mechanisms through which all citizens can participate in community, state and national decision making.
5. Provide training on civic responsibilities to out-of-school adults through the media, civic organizations, chambers of commerce, social educational and religious groups.
6. Provide technical assistance to the Tri-Cities for cooperative undertakings, such as interconnection of water and sewer services, and merging of city services, and seek funding to assist in the effort.

# Evaluation Framework

## Regional and County Project List

7. Promote the improvements to public facilities and infrastructure.
8. Implement telecommunication technologies for all local governmental functions (city, county, VFD, police, rescue, hazard response, health care, and other entities).

### Education

1. Develop vocational training programs conducive to the needs of local industry.
2. Provide more training opportunities for students who wish to obtain a skill rather than continue their education in a post-secondary institution.
3. Encourage schools to enhance "work ethic" values in students to better prepare them for job opportunities.
4. Continue to expand and improve pre-school educational opportunities.
5. Renovate and develop additions to the public educational facilities at elementary and high schools.
6. Initiate tourism/hospitality training in high schools, vocational schools and community colleges.
7. Develop programs in area high schools, vocational schools and community college for the telecommunications industry.
8. Support the Harlan County "Challenge Program".
9. Promote curriculum that prepares students for post-secondary education and ready students for the work force.
10. Promote and expand youth entrepreneurial programs within the school systems.

# Evaluation Framework

## Regional and County Project List

### **Jackson County– County Project List**

#### **Economic Development**

1. Promote and encourage the development of secondary wood industries.
2. Develop and expand agri-businesses and cottage industries to diversify the economy.
3. Encourage development of local fruit orchard farms.
4. Promote homemade crafts produced by the citizens of Jackson County.
5. Promote and develop initiatives that will make the county more attractive to retirees who wish to return to the county.
6. Build or create new markets for businesses and agricultural products, especially those related to tourism, farms, wood manufacturing and culture
7. Promote and support existing businesses and industries.
8. Support the new farmers market facility and assist in its expansion.
9. Continue to support the Jackson County Big Hill Welcome Center that will host a local craft store and introduce visitors to the County.
10. Develop broadband initiatives to bring to Jackson County.
11. Seek funding to purchase abandoned properties

#### **Quality of Life**

1. Continue process to develop a program to consolidate health services and improve ambulance and other emergency services.
2. Increase funding for programs that provide for the nutritional needs of low income families and individuals especially the elderly and physically/mentally disabled.

# Evaluation Framework

## Regional and County Project List

3. Expand educational, early diagnostic, and preventative health care
4. Improve health education programs in public school systems.
5. Provide support to the neighboring county drug rehabilitation center.
6. Support local health department in expanding/improving facilities to better serve residents as well as exploring funding options.
7. Assist local governments and nonprofit agencies in utilizing code enforcement as a tool for housing rehabilitation.
8. Utilize code enforcement as a means of accomplishing the demolition of unoccupied substandard housing that is unfeasible to rehabilitate.
9. Utilize funds through the Community Development Block Grant program, as well as other sources, to acquire and demolish substandard units unfeasible to rehabilitate and relocate families into housing units meeting minimum property standards.
10. Develop a system for disseminating information concerning programs that are available to assist families in obtaining decent, safe and sanitary housing, especially low and moderate income families.
11. Encourage housing agencies to construct/rehabilitate housing stock to be energy efficient.
12. Support the development of walking trails, horse trails, campsites and off road vehicular opportunities.
13. Form a committee of county and city officials, as well as others, interested in the coordination of forestry resources.
14. Seek funding to provide additional improvements and trail heads to Gray Hawk Park, Sand Gap Park, Worthington Park, McKee Park and other recreation facilities.

# Evaluation Framework

## Regional and County Project List

15. Develop recreational facilities and trails at the Flatlick Falls Scenic and Recreational area.
16. Develop an indoor recreation center.
17. Continue the progress toward development of one or more lakes for tourism development and recreation.
18. Promote existing Hoot ‘n Holler Recreational Facility and Federal designated Scenic Highway 89 as tourist attractions.
19. Seek funding for a new walking trail park within the county.
20. Promote the development of an event center to host concerts, festivals, events, etc.
21. Promote Air B&B residencies for tourists to lodge.
22. Create a Regional Trails system within the county.
23. Seek funding to provide updates the McKee City Park.
24. Seek funding to develop tennis & pickle ball courts at local parks.
25. Seek funding to develop a splash pad at local parks.
26. Increase downtown revitalization to add new local restaurants and businesses in Jackson County.
27. Provide expansion and additional beds at the local nursing home.
28. Develop a dentist office in Jackson County.
29. Continue efforts to create a drug rehabilitation center for youth and adults.
30. Seek funding for programs such as Meals on Wheels for the Senior Center.
31. Develop programs for local rental housing in Jackson County.
32. Provide assistance for local homeless shelters.

# Evaluation Framework

## Regional and County Project List

### Infrastructure

1. Maintain current status with water supply plan to meet present and future water needs with potential environmental hazards identified and eliminated.
2. Develop a water system to provide maximum fire protection through the installation of fire hydrants.
3. Build more water storage tanks and upgrade pump stations to correct low pressure areas throughout the Jackson County Water Association System and the McKee Water System.
4. Plan for development of water system to keep water plants and lines upgraded ten to fifteen years ahead of population growth.
5. Support the development of a county-wide fire hydrant system versus the flush valve system to better protect and lower insurance rates of county residents.
6. Encourage the two water systems in the county to work together for the benefit of maintaining feasible rates.
7. Improve asset management practices to ensure future compliance/requirements.
8. Develop an operator training program to ensure future needs/employee turnover.
9. Continue to seek funds for a new sewer system and existing collection system for the City of McKee.
10. Develop a sanitary sewer system for the Annville community and conduct a feasibility study on the advantages of a grinder station or pump system.
11. Secure funding assistance to conduct a county wide sewer feasibility study and implement rural sewer lines extensions.
12. Assist existing sewer systems in efforts to comply with the Clean Water and Safe Drinking Water Act.

# Evaluation Framework

## Regional and County Project List

13. Establish procedures whereby storm drainage facilities are reviewed and approved for size by qualified city or county employees before installation.
14. Seek funds for new storm water systems in urban areas.
15. Ensure the storm water capacity of pipes, ditches and creeks of new projects (roads, industrial and housing developments) are sized to accommodate future flow.
16. Maintain an on-going program to clean ditches along rural roads to facilitate drainage of roadways and mitigate flood damage.
17. Reconstruct and spot improvements of US-421 in Jackson County.
18. Address congestion and access management on US-421 near Jackson County High School, County Jail, and industries.
19. Seek funds to blacktop gravel roads maintained as county roads and to improve maintenance on all county roads.
20. Promote rural public transit throughout the county.
21. Continue to make improvements on Highway 290 in Jackson County.
22. Add new water lines on KY-30.
23. Seek funding to add water and sewer lines throughout Jackson County.

### **Geography & Environment**

1. Promote improved forest practices on public and private lands to improve forest production.
2. Develop a practical program to eliminate erosion and prevent siltation of ditch lines and stream beds.

# Evaluation Framework

## Regional and County Project List

3. Continue to support and promote the US Forest Service and KY Forest Service in assisting private individuals relative to wood industry.
4. Provide incentives for people to keep environment clean.
5. Promote county wide cleanup campaigns through PRIDE and the Commonwealth Cleanup Program.
6. Develop stronger penalties for solid waste offenders with the emphasis on apprehension and prosecution.
7. Increase integration of environmental education into the county school curriculum.
8. Continue to promote and encourage community recycling as well as develop a residential recycling pick up program.
9. Increase storage capacity for the recycling center.
10. Continue to support and seek funding for the identification and restoration of abandoned cemeteries.

### **Civic & Government Systems**

1. Continue efforts to improve the ability of local officials to successfully administer funds, personnel and records.
2. Construct an improved Disaster and Emergency Services facilities.
3. Seek funding programs to provide fire departments with needed equipment and training facilities.
4. Renovate buildings in downtown McKee.
5. Provide for the education of city and county employees in the use of computers and other office equipment

# Evaluation Framework

## Regional and County Project List

6. Seek funding for greater use of GIS/GPS technologies to assist in the orderly growth of the county.
7. Promote the improvements to public facilities and infrastructure.
8. Implement telecommunication technologies for all local governmental functions (city, county, VFD, police, rescue, hazard response, health care, and other entities).
9. Continue to seek funding through the US EPA Brownfield Grant Program in order to clean up/restore buildings for use.
10. Seek funding for the City of McKee for updated technology and computer training programs.

### **Education**

1. Develop programs to encourage a higher percentage of high school graduates to pursue secondary education.
2. Encourage schools to enhance "work ethic" values in students to better prepare them for job opportunities.
3. Support Kentucky mandates in reducing the school drop-out rate.
4. Improve vocational school opportunities for students unable to pursue secondary education.
5. Identify and vocational training opportunities at the vocational school that would fulfill needs within Jackson County, such as, electricians, plumbing, computer training, etc.
6. Continue to expand and improve pre-school educational programs.

# Evaluation Framework

## Regional and County Project List

7. Promote curriculum that prepares students for post-secondary education and ready students for the work force beginning as early as middle school.
8. Develop vocational high-tech training programs to support local industry needs.
9. Develop and/or expand Head start facilities in Sand Gap, McKee and Annville.
10. Support the Lord's Gym of Jackson County Community Activity Center in efforts to provide community education classes and activities to area youth.
11. Continue to improve and expand upon Midway College's extension classes offered at the vocational school.

### **Knox County– County Project List**

#### **Economic Development**

1. Market and upgrade existing buildings for economic growth.
2. Promote and encourage the development of the secondary wood industry.
3. Promote and develop agri-businesses.
4. Develop a hotel or motel with meeting room to accommodate up to 100 people.
5. Develop additional "spec" buildings and promote vacant buildings for industries to locate within Knox County.
6. Promote the development of a local farmers market.
7. Encourage entrepreneurship for creation of local based jobs.
8. Continue to pool local, state and federal resources to promote and encourage the regional recruitment of industry.
9. Promote and encourage development of a retirement community in Knox County.

# Evaluation Framework

## Regional and County Project List

10. Propose an electrical power plant to connect to the national grid, via transmission mains in the county, utilizing coal and other resources from the region.
11. Promote Downtown Revitalization.
12. Market and upgrade existing buildings for economic growth.
13. Endorse KCEOC Kentucky Career Center JobSight employer services to new or expanding businesses.
14. Pursue funding opportunities to create jobs and assist new or expanding businesses.

### **Quality of Life**

1. Develop a drug rehabilitation services.
2. Continue efforts to improve ambulance and other emergency management services.
3. Augment local hospital to improve existing building and services.
4. Enhance and expand services of local health departments in order to provide better health care for the region's citizens.
5. Continue to improve and expand services at the Wellness Center in Barbourville to serve the citizens of Knox County and the surrounding region.
6. Continue expansion of health education in public school systems.
7. Encourage stationing an Air Ambulance at the Knox Co. Hospital.
8. Develop a program to rehabilitate existing housing stock for low income, elderly and handicapped people.
9. Develop a regional program to make the homes of disabled or handicapped citizens more accessible to home care and transportation.

# Evaluation Framework

## Regional and County Project List

10. Apply for funds through the Community Development Block Grant program, as well as other sources, to acquire and demolish substandard units unfeasible to rehabilitate and to relocate families into housing units meeting minimum property standards.
11. Develop a system for disseminating information concerning programs that are available to assist families in obtaining decent, safe and sanitary housing, especially low and moderate income families.
12. Provide housing counseling and funding assistance for new construction or rehabilitation of housing for low and moderate income families.
13. Provide funding to establish a Habitat for Humanity program. Continue to expand and improve services at the homeless shelter/transition housing.
14. Expand and improve Housing programs for the elderly, particularly a gated retirement community.
15. Encourage housing agencies to construct/rehabilitate housing stock to be energy efficient.
16. Landscape state and county roadsides for erosion control and scenic attraction.
17. Develop recreational facilities and activities, such as, field days, hunting and fishing, camping and boating.
18. Encourage the expansion of facilities and activities at Dr. Thomas Walker State Historic Site.
19. Develop a program for keeping existing school/church indoor facilities open after regular business hours.
20. Continue to improve and expand services of the Wellness Center with the following: (1) senior citizens center, (2) basketball court, (3) racquetball courts, (4) meeting rooms, (5) weight rooms, (6) cardiovascular room, (7) soccer fields, and (8) tennis courts.

# Evaluation Framework

## Regional and County Project List

21. Encourage development of hiking trails, ATV trails and facilities, bike trails, etc., through the RTP and other programs.
22. Promote overnight lodging and other facilities at national and state parks in the area.
23. Upgrade educational levels for law enforcement officials, and provide up-to-date equipment for their use.
24. Promote the use of vacant buildings for housing non-violent criminals.
25. Promote better communications between city, county and state police officials.
26. Continue and expand programs to eliminate drug use, child abuse and child abduction.
27. Continue efforts to properly equip and train first responders, such as VFDs, police, emergency medical, etc.
28. Develop additional fire stations throughout the county with a focus on the Dewitt Community.
29. Promote projects and efforts to address issues relating to Homeland Security and Emergency Management Services.
30. Provide affordable housing opportunities to low-income families of Knox County.
31. Expand pediatric health services.

# Evaluation Framework

## Regional and County Project List

### Infrastructure

1. Identify and eliminate potential environmental hazards.
2. Work toward the regionalization between Knox/Barbourville Utility.
3. Develop water resource planning for present and future water needs.
4. Develop one or more public water interconnections with adjacent cities/counties for backup water supply.
5. Seek funding to extend water lines and construct water storage tanks in rural parts of Knox County to provide reliable water service to outlying areas.
6. Develop existing water lines of adequate size to support fire hydrants.
7. Promote the development of water reservoirs as alternate sources of water.
8. Continue to support and seek funding for raw water line and pump upgrades.
9. Improve asset management practices to ensure future compliance/requirements.
10. Develop an operator training program to ensure future needs/employee turnover.
11. Continue to promote and extend lines where feasible and necessary.
12. Promote innovative approaches to sewer collection and treatment.
13. Assist existing sewer systems in efforts to comply with the Clean Water and Safe Drinking Water Act.
14. Establish procedures whereby drainage tiles and culverts are reviewed and approved for size, before installation, by qualified city or county officials taking into account future needs.
15. Construct "dry ponds" for flash flood control throughout Knox County.

# Evaluation Framework

## Regional and County Project List

### **Infrastructure**

16. Clean ditches along rural roads to improve rapid storm water runoff.
17. Seek funds to blacktop gravel roads maintained as county roads and to improve maintenance on all county roads
18. Correct substandard roadway geometrics, flooding, and address safety issues on KY-11
19. Improve safety on KY-3439 by providing sidewalks for residents in the area walking to/from housing, schools, work, and shopping areas in the area.
20. Promote rural public transit throughout the County.

### **Geography & Environment**

1. Promote reforestation or other improved land uses on former strip mine sites and heavily harvested areas that have not regenerated naturally.
2. Develop additional reservoirs and lakes in the area for water supply, recreation and flood control.
3. Promote proper forest management and fire control on a county wide basis.
4. Encourage a county Best Management Practices Manual (BMP) for forestry practices.
5. Encourage forest fire prevention programs at the fourth and fifth grade school levels.
6. Seed and landscape roadsides and other areas for erosion control and scenic attraction.

# Evaluation Framework

## Regional and County Project List

7. Preserve Barbourville's historic Owens House to be maintained as a multi-functional facility housing a welcome center, an historic museum and Chamber of Commerce offices.
8. Develop and implement the Battle of Barbourville historic civil war battlefield site as part of a regional civil war preservation effort.

### **Civic & Government Systems**

1. Continue efforts to improve the ability of local officials to successfully administer funds, personnel and records.
2. Provide workshops for the education of city and county employees in the use of computers and other office equipment.
3. Seek funding for greater use of GIS/GPS technologies to assist in the orderly growth of the county.
4. Construct an Emergency Management Services facility.
5. Promote the improvements to public facilities and infrastructure.
6. Implement telecommunication technologies for all local governmental functions (city, county, VFD, police, rescue, hazard response, health care, and other entities).
7. Construct a Central Operations Facility to house several different county departments in one central location.

# Evaluation Framework

## Regional and County Project List

### **Education & Workforce Development**

1. Pursue other funding streams to improve school attendance and lower the drop-out rate throughout the Knox County School system.
2. Encourage schools to enhance "work ethic" values in students to better prepare them for job opportunities.
3. Strengthen and improve vocational program opportunities for students unable to pursue college educations, emphasizing heavy equipment operation.
4. Expand and improve pre-school educational programs.
5. Promote curriculum that prepares students for post-secondary education and ready students for the work force.
6. Provide adult education, i.e. GED, WIA, and vocational education as a key to industrial development.
7. Expand technology education.
8. Promote KCEOC Kentucky Career Center JobSight who administers Workforce Innovation and Opportunity Act (WIOA) programs and services for jobseeker and employers.
9. Endorse TeleworksUSA.
10. Support the new fast track training center: Southeast Kentucky Community and Technical College-Knox Campus.

# Evaluation Framework

## Regional and County Project List

### **Laurel County– County Project List**

#### **Economic Development**

1. Pursue with great emphasis through incentives the attraction of higher wage scale, higher skills and benefit laden job development.
2. Promote and encourage expansion of existing industries, including wood industries, and identify needed services. Use these needs for promotion of prospective new businesses.
3. Emphasize attractive climate for entrepreneurship and small business job creators.
4. Develop a strategy targeting service industries including medical services to locate in Laurel County.
5. Development of wood industries, with emphasis on secondary wood utilization and manufacturing of finished products.
6. Research and development of agri-businesses, especially fish farming and cottage industries.
7. Research and promote the use of the old Marymount Hospital property to serve the county and region for
8. a Veteran's housing, hospital, clinic, or a drug rehab facility.
9. Encourage large wholesale distributors to locate in Laurel County.
10. Encourage entrepreneurship for creation of local based jobs.
11. Seek funding to develop "spec" buildings to help attract industry into the Laurel County Industrial Parks.

# Evaluation Framework

## Regional and County Project List

12. Promote the local farmers market and agri-business opportunities.
13. Seek replacement crop alternatives for tobacco farmers.
14. Encourage Laurel County to do, on an annual or semi-annual basis, a business wage and benefit survey to assist in the recruitment of new jobs.
15. Continue Downtown Revitalization with encouragement of various activities.
16. Develop acreage adjoining the London-Corbin Airport for an Airpark for business locations requiring ready airport access and support industry relocations and expansions with the Revolving Loan Fund.

### **Quality of Life**

1. Continue to obtain up-to-date equipment and a central location to improve ambulance and other emergency services.
2. Develop a workable and affordable long-term care for citizens who are ineligible for Medicare/Medicaid.
3. Seek funding for additional nursing home beds.
4. Expand in-home health care activities for elderly.
5. Continue program to expand educational, early diagnostic and particularly preventive health care.
6. Continue to maintain the County Health Department with modern equipment and services to continue its mission.
7. Improve health education programs for public school systems.
8. Develop a substance abuse rehabilitation facility.
9. Seek funding for a detox wing at the local hospital.

# Evaluation Framework

## Regional and County Project List

10. Encourage and/or develop retirement community facilities and assisted living facilities.
11. Assist in the promotion and availability of the old Marymount Hospital property.
12. Construct a major Allied Health Services building and support its programs and needs.
13. Promote and support the existing housing rehabilitation programs.
14. Continue to develop quality assisted living facilities in the county.
15. Continue to rehabilitate existing housing stock for low income, elderly and handicapped people.
16. Promote the programs that are available to make the homes of disabled or handicapped citizens more accessible for transportation and for home care.
17. Assist local governments in adopting and utilizing code enforcement as a tool for housing rehabilitation.
18. Utilize code enforcement as a means of accomplishing the demolition of unoccupied substandard housing that is unfeasible to rehabilitate.
19. Encourage housing agencies to construct/rehabilitate housing stock to be energy efficient.
20. Utilize funds through the Community Development Block Grant program, as well as other resources, to acquire and demolish substandard units unfeasible to rehabilitate, and relocate families into housing units meeting minimum property standards.

# Evaluation Framework

## Regional and County Project List

21. Develop mixed use housing subdivisions with the use of CDBG Housing programs.
22. Develop a system for disseminating information about programs that are available to assist families in obtaining decent, safe and sanitary housing, especially low and moderate income families.
23. Improve property owner's rights by speeding up the eviction process.
24. Provide housing assistance program to assist first-time home buyers in securing home loans.
25. Construct a regional entertainment center including an indoor gym, theater, literary center, and other similar uses.
26. Develop additional outdoor playing fields including baseball, soccer, football, basketball and other sports.
27. Encourage and promote further development of Camp Wildcat.
28. Develop outdoor amphitheater for summer productions.
29. Develop picnic areas and children's play areas in the county, including at the fairground.
30. Enhance opportunities for development of adventure tourism, including ATV trails, etc.
31. Develop weekend activities for downtown area, such as mini festivals and concerts.
32. Develop city-owned Levi Jackson Park to attract sponsorships to provide entertainment such as mini- festivals, food trucks, yard sales, and outdoor theatre.
33. Develop a youth center and open the pool at Levi Jackson Park

# Evaluation Framework

## Regional and County Project List

34. Develop program to obtain maximum use of school/church indoor recreational facilities.
35. Promote overnight lodging and other facilities at national and state parks in the area.
36. Encourage the further development and expansion of facilities at Levi Jackson State Park including a lodge.
37. Support efforts of the London/Laurel County Tourism commission in their efforts to increase tourism in the area.
38. Continue to develop recreational areas with shelters, walking, hiking, and biking trails, playground equipment, picnic areas, etc.
39. Upgrade educational levels for law enforcement officials and provide officers with up-to-date equipment.
40. Promote the use of vacant buildings for housing non-violent criminals.
41. Seek the establishment of a regional drug rehabilitation center in Laurel County.
42. Promote projects and efforts to address issues relating to homeland security and emergency services.
43. Continue efforts to properly equip and train first responders, such as VFDs, police, emergency medical, etc.
44. Promote improved communication between city, county and state police officials, prosecutors, judges, and court workers (UNITE).
45. Expand DARE programs and programs to eliminate child abuse and child abduction.

# Evaluation Framework

## Regional and County Project List

46. Staff and fund a pre-trial division and an alternative dispute resolution system for non-violent offenses.
47. Promote stronger enforcement of existing child custody and child abuse laws.
48. Seek funding to construct a temporary storm shelter for communities across the county.
49. Partnerships with Sue Bennet to use the auditorium, cafeteria, dorms, and buildings for programs, dinner theatres, overnight workshops, etc.

### **Infrastructure**

1. Identify and eliminate potential environmental hazards at Laurel Lake, Woods Creek Lake, and Lake Dorthae, such as run off, watershed control, septic system control, zebra mussels, and other possible problems.
2. Improve asset management practices to ensure future compliance/requirements.
3. Develop an operator training program to ensure future needs/employee turnover.
4. Continue water resource planning to meet present and future water needs from all existing utilities.
5. Install larger lines through heart of county to accommodate future growth.
6. Support water treatment/distribution expansion projects for Woods Creek and Laurel #2.
7. Explore interconnection of water infrastructure with surrounding cities.
8. Install larger lines to East Laurel area of county.

# Evaluation Framework

## Regional and County Project List

9. Install larger lines to West Laurel to facilitate interconnections to better serve Whitley County and existing areas.
10. Increase lines for fire protection.
11. Seek funds for county wide sewer systems for Laurel County through line extensions and small community sewer treatment facilities.
12. Support Wood Creek and other County Water District's efforts to provide sewer treatment facilities throughout the county.
13. Extend sewer service for all of the watershed area of Woods Creek.
14. Provide sewer service to remainder of areas contiguous to London and Corbin service area and other feasible areas of Laurel County.
15. Assist existing sewer systems in efforts to comply with the Clean Water and Safe Drinking Water Act.
16. Establish procedures whereby storm drainage tiles and culverts are sized by qualified city or county employee before installation.
17. Seek funding for adequate storm water systems in urban areas.
18. Seek funds to clean ditches along rural roads to facilitate drainage of roadways.
19. Promote the upgrade of the Hal Rogers Parkway from Somerset to Hazard to interstate standards.
20. Continue construction of widening I-75.
21. Widen 5th Street from KY-192 to Main Street.
22. Address horizontal alignment issues on KY-363 from Philpot Road to Roundabout.

# Evaluation Framework

## Regional and County Project List

23. Pavement of KY-192 to Laurel Lake and have regular cleanup along the roadway.
24. Design a new route from KY-1006 to US-25E to provide a connector between London and Corbin.
25. Continue to develop trails for hiking and bicycling in Laurel County.
26. Encourage new sidewalks to be built with new road projects.
27. Promote rural public transit throughout the county.
28. Support expansion of I-26 from Kingsport, TN to connect to I-75 or Hal Rogers Parkway in Laurel County.
29. Seek funds to blacktop gravel roads maintained as county roads and to improve maintenance on all county roads.

### **Geography & Environment**

1. Promote a community cleanup/beautification program for Laurel County.
2. Promote reforestation or other practical land uses on former strip mine sites.
3. Promote improved forest practices on public and private land to improve forest production.
4. Continue efforts to eliminate erosion and prevent sedimentation of the county's streams and lakes.
5. Promote and encourage the strict enforcement of laws to control pollution of Laurel County's environment.
6. Encourage weekly garbage collection to include 100% of Laurel County households.

# Evaluation Framework

## Regional and County Project List

7. Work with federal and state legislators to obtain greater assistance in decreasing excess packaging and passage of bottle and/or litter bills.
8. Seek legislation to help low income families pay for garbage service.
9. Seek better enforcement of laws dealing with removal of junk cars and/or screening of junk cars from visibility along roads and highways.
10. Develop a public education program on solid waste to inform the public of the dangers of uncontrolled littering and illegal dumping.
11. Develop community program to help educate public on the importance of recycling and solid waste reduction.
12. Continue to support and develop the regional recycling center.
13. Continue efforts to resume city pickup for recycling and implement county wide services.

### **Civic & Government Systems**

1. Continue efforts to improve local official's ability to successfully administer funds, personnel, and records.
2. Seek funding for greater use of GIS/GPS technologies to assist in the orderly growth of the county.
3. Use area assets in planning for community development.
4. Continue to improve fire insurance ratings through improvements in fire protection.

# Evaluation Framework

## Regional and County Project List

5. Support local charitable organizations in their needs to assist needy persons and families.
6. Continue to develop/expand emergency housing for homeless and stranded travelers.
7. Provide for the education of city and county employees in the use of computers.
8. Expand D.E.S. with county funds on yearly basis for materials to be stockpiled in the event of an emergency.
9. Adopt and enforce the Kentucky Building Code and a substandard housing code for Laurel County.
10. Implement telecommunication technologies for all local governmental functions (city, county, VFD, police, rescue, hazard response, health care, and other entities).
11. Promote the improvements to public facilities and infrastructure.

### **Education & Workforce Development**

1. Encourage the higher education role at the KCTCS Campus at London.
2. Continue to strengthen and improve vocational program opportunities for students unable to pursue secondary education.
3. Continue to expand and improve pre-school educational opportunities.
4. Continue to strive through existing programs and development of new initiatives, to attain a higher skilled/trained workforce.
5. Continue to encourage schools to enhance "work ethic" values in students to better prepare them for job opportunities.

# Evaluation Framework

## Regional and County Project List

6. Promote new methods/ideas for improving middle school age children education attainment for greater success in secondary education.
7. Continue to promote curriculum that prepares students for post-secondary education and ready students for the work force.
8. Expand and improve efforts to reach welfare population through adult and community education.
9. Continue to strengthen child and adult literacy programs.
10. Continue to improve head start and early child education programs.
11. Provide alternative programs for obtaining GED such as night classes, assistance with childcare, etc.
12. Seek programs for a drug-free workforce.
13. Obtain GED programs at various locations.

# Evaluation Framework

## Regional and County Project List

### Rockcastle County– County Project List

#### Economic Development

1. Promote and encourage the development of the secondary wood industry.
2. Develop and promote agri-businesses industries.
3. Promote and assist existing authorities and development agencies in their developmental efforts.
4. Continue to initiate programs to provide training in preparation of business plans, financing and marketing.
5. Seek funding to provide natural gas to residents and industry.
6. Continue to encourage entrepreneurship for creation of local based jobs.
7. Promote the development of publicly owned industrial sites throughout the county.
8. Construct a "spec" building within the Rockcastle County Industrial Park #2.
9. Develop tourism opportunities in the Livingston area, with emphasis on a bridge to provide a link to Wildcat Mountain.
10. Develop new tourist attractions similar to Wildcat Mountain and Levi Jackson State Park.
11. Continue to encourage private investment in speculative construction within publicly owned sites and industrial parks.
12. Promote and develop a cannery or winery to encourage more intensive utilization of farm lands and to help develop an alternate crop to tobacco.

# Evaluation Framework

## Regional and County Project List

13. Promote securing funding through available sources for the Mt. Vernon Main Street Program as well as within the city limits.
14. Develop plans and secure funding for the beautification of Brodhead, Livingston and Mt. Vernon, such as extension of street lamps from Renfro Valley to downtown, and burying of overhead wires.
15. Restore and preserve historic sites and structures of interest.
16. Promote and encourage expansion of Renfro Valley and to include other attractions for families with children.
17. Create a “brand” for Rockcastle to encourage a uniform identity for promotional purposes.
18. Promote the development of a tourism welcome center off I-75.
19. Develop/create available acreage for development along I-75.

### **Quality of Life**

1. Develop a Substance Abuse Rehabilitation Center.
2. Continue efforts to improve ambulance and other emergency/paramedic services.
3. Encourage the development of an after hour medical care and/or clinical facility.
4. Develop program to expand education, early diagnostic and preventive health care.
5. Expand health education programs for public school systems.
6. Support local health department in expanding facilities to better serve residents.
7. Support local programs/organizations in expanding fitness opportunities for residents.

# Evaluation Framework

## Regional and County Project List

8. Seek funding sources for Habitat for Humanity housing.
9. Continue support of the Daniel Boone Community Action Council's established program rehabilitating existing housing stock for low income, elderly and handicapped people.
10. Initiate program to make homes of disabled and handicapped citizens more accessible for transportation and for home care.
11. Assist local governments in utilizing code enforcement as a tool for housing rehabilitation.
12. Encourage housing agencies to construct/rehabilitate housing stock to be energy efficient.
13. Utilize code enforcement as a means of accomplishing the demolition of unoccupied substandard housing that is unfeasible to rehabilitate.
14. Utilize funds through the Community Development Block Grant program, as well as other sources, to acquire and demolish substandard units unfeasible to rehabilitate and relocate families into housing units meeting minimum property standards.
15. Continue support for the County Housing Board to oversee low income public rental housing.
16. Promote regional code enforcement through an interlocal agreement process.
17. Seek funds for land acquisition to develop a community park with a center for indoor recreation in Rockcastle County.
18. Develop a park within or near the City of Mt. Vernon containing one T-ball field, three baseball fields, one running track, playground equipment area, one picnic area, and a concession stand with public restrooms.

# Evaluation Framework

## Regional and County Project List

19. Encourage development of recreational areas with shelters, walking trails, playground equipment, picnic areas, etc.
20. Develop a program for keeping existing school/church recreational facilities available to the general public.
21. Encourage and promote development of the Salt Peter Cave as a Civil War attraction and recreation area.
22. Encourage Rails-to-Trails development on abandoned railroad beds.
23. Promote overnight lodging and other facilities at national and state parks in the area.
24. Develop a large scale comprehensive recreation complex.
25. Encourage and promote the development of adventure tourism, such as ATV, hiking, horse trails, etc.
26. Promote better communications between city, county and state police officials.
27. Promote the use of vacant buildings for housing non-violent criminals.
28. Provide local law enforcement with up-to-date equipment
29. Continue efforts to properly equip and train first responders, such as VFDs, police, emergency medical, etc.
30. Expand programs to eliminate drug abuse, and child abuse and abduction.
31. Develop improved communication services for law enforcement, emergency services, etc.
32. Seek funding for improvements to emergency services, such as additional manpower, equipment and education.
33. Continue to promote projects and efforts to address issues relating to Homeland Security and Emergency Management Services.

# Evaluation Framework

## Regional and County Project List

### Infrastructure

1. Complete the Regional Water Supply Plan which will identify and recommend solutions for potential environmental hazards throughout the county.
2. Improve asset management practices to ensure future compliance/requirements.
3. Develop an operator training program to ensure future needs/employee turnover.
4. Maintain public interconnections with adjacent systems as backup water supply.
5. Improve water systems to provide maximum fire protection capabilities.
6. Extend water service to all areas of the county.
7. Develop interconnections with West Rockcastle, Lincoln and Pulaski Counties for City of Brodhead.
8. Develop a multi-county and multi jurisdictional waterline extension from Lake Harrington to Rockcastle County.
9. Replace obsolete and undersized water lines.
10. Continue to improve storage and treatment capabilities for City of Mt. Vernon.
11. Continue to rehabilitate existing water system for City of Livingston.
12. Provide sewer service to the areas not serviced in the cities of Brodhead, Livingston and Mt. Vernon.
13. Discuss feasibility of the regionalization of Livingston, Mt. Vernon collection systems.
14. Assist existing sewer systems in efforts to comply with the Clean Water and Safe Drinking Water Act.
15. Investigate possibility of county wide sewer plant feasibility study for Rockcastle County.

# Evaluation Framework

## Regional and County Project List

### Infrastructure

16. Extend and upgrade sewer system to cover entire city of Brodhead.
17. Repair leaks in existing system to reduce cost of sewage treatment and improve quality of effluent entering the river.
18. Continue to upgrade system to provide the most cost effective sewer service for City of Mt. Vernon.
19. Eliminate I&I and expand or construct a new sewer treatment plant for City of Mt. Vernon.
20. Repair Main street sewer system for City of Mt. Vernon.
21. Repair or replace existing system and extend sewer system to cover entire community for City of Livingston.
22. Establish procedures whereby drainage tiles and culverts are reviewed and approved for size by qualified city or county employees before installation.
23. Seek funding for new storm water systems where needed in urban areas.
24. Continue construction of widening I-75, as well as an interchange near mile marker 68.
25. Address congestion and safety issues on KY-461 from US-150 to US-25.
26. Address congestion and safety issues on KY-2549 from Rockcastle County Industrial Park #2 to US-150.
27. Promote Livingston as a Trail Town Destination, as well as other trails in the county used for equine, bicycling, hiking, and more.
28. Promote rural public transit throughout the county.
29. Seek funds to blacktop gravel roads maintained as county roads and to improve maintenance on all county roads.

# Evaluation Framework

## Regional and County Project List

### Geography & Environment

1. Promote reforestation or other improved land uses on former strip mine sites.
2. Promote improved forest practices on public and private land to improve forest production.
3. Continue programs to eliminate erosion and reduce sedimentation of the county's streams and rivers.
4. Develop additional reservoirs and lakes in the area for water supply, recreation and flood control.
5. Develop additional utilization of forest products through the secondary wood manufacturing industry.
6. Assist local farmers with animal waste systems through buffer zones or comparable project in an effort to reduce pollution of water supplies.
7. Encourage the development of alternative fuels and energy sources.
8. Continue support for the county wide program for the collection of recyclables.
9. Continue support for the used oil recycling center.
10. Develop a county wide composting facility for lawn clippings, tree limbs and other items that can be composted.

# Evaluation Framework

## Regional and County Project List

### **Civic & Government Systems**

1. Continue efforts to improve the ability of local officials to successfully administer funds, personnel and records.
2. Provide workshops for the education of city and county employees in the use of computers and other office equipment.
3. Employ additional staff at state and area development district levels to assist counties in preparing budgets and conducting seminars on numerous issues and concerns of local government officials.
4. Seek funding for greater use of GIS/GPS technologies to assist in the orderly growth of the county.
5. Promote the improvements to public facilities and infrastructure.
6. Implement telecommunication technologies for all local governmental functions (city, county, VFD, police, rescue, hazard response, health care, and other entities).
7. Create a regional jail to relieve fiscal financial stress to Rockcastle County.

### **Education & Workforce Development**

1. Assist educational groups and local industry to improve vocational program opportunities for students unable to pursue secondary education.
2. Continue to expand and improve pre-school educational programs.
3. Enhance procedures for greater involvement of parents within dropout prevention program.
4. Promote Work Ready Program that provides certification, grants, and is not income based so everyone can use the program.

# Evaluation Framework

## Regional and County Project List

5. Encourage schools to enhance "work ethic" values in students to better prepare them for job opportunities.
6. Promote curriculum that prepares students for post-secondary education and ready students for the work force.
7. Enhance foster parents training program for eligible couples in Rockcastle County.
8. Encourage the creation of a post-secondary learning center in the county.
9. Development of training programs to assist individuals in reentry into workforce.

### **Whitley County– County Project List**

#### **Economic Development**

1. Continue efforts to expand the Williamsburg/Whitley County Airport in the Williamsburg area.
2. Promote and recruit prospects for the Southeastern Kentucky Regional Industrial Park at Corbin.
3. Develop and support industrial parks or controlled industrial sites in the southern Whitley County area.
4. Encourage the development of the wood industry, with greater emphasis on secondary wood products.
5. Develop and promote agri-businesses, in particular the multi-county vegetable marketing center and farmers market in the Corbin area.

# Evaluation Framework

## Regional and County Project List

### Quality of Life

1. Develop a substance abuse rehabilitation facility.
2. Continue efforts to improve ambulance and other emergency services.
3. Encourage the expansion of health care facilities for the handicapped and elderly.
4. Increase education and support Healthy Start, early diagnostic, and preventative health care programs at the Whitley County Health Department.
5. Improve health education programs for all public school systems.
6. Continue support of the Mountain Outreach housing program at Cumberland College and other organizations throughout the county.
7. Continue support of the Bell-Whitley Community Action Agency rehabilitation of existing housing stock for low income, elderly and handicapped persons.
8. Support programs to make the homes of disabled or handicapped citizens more accessible for transportation and for home care via Bell-Whitley CAA and Whitley County Health Department and other entities.
9. Assist local governments in utilizing code enforcement as a tool for housing rehabilitation.
10. Utilize code enforcement where applicable as a means of accomplishing the demolition of unoccupied substandard housing that is not feasible to rehabilitate or is located in a hazard area.
11. Utilize funds through the Community Development Block grant program, as well as other sources, to acquire and demolish substandard units unfeasible to rehabilitate, and relocate families into housing units meeting minimum property standards.

# Evaluation Framework

## Regional and County Project List

12. Develop a system for disseminating information about programs available to assist families in obtaining decent, safe and sanitary housing, especially low and moderate income families.
13. Continue support of Kentucky Highlands effort in constructing energy efficient housing for residents as well as low income families.
14. Continue to increase the number of section 8 and public housing for low income families.
15. Establish driving tour routes to best show areas of historical significance as well as areas of scenic and natural beauty.
16. Promote the Kentucky Splash Water Park at Williamsburg, Cumberland Falls State Park, and the Laurel River Lake as tourist destinations.
17. Conduct and sustain cleanup programs along waterways and highways.
18. Continue development of fishing and wildlife management programs.
19. Develop Whitley County as a "Gateway" to surrounding tourism attractions.
20. Develop program to better utilize existing school and church indoor recreational facilities.
21. Develop center for indoor recreation, especially for teens.
22. Develop recreational areas with shelters, walking trails, playground equipment, picnic areas, etc.
23. Develop an 18-hole championship public golf course, with ample infrastructure and access, in the vicinity of Cumberland Falls State Park.
24. Promote and encourage the enhancement and development of existing and new tourist attractions in the county.

# Evaluation Framework

## Regional and County Project List

25. Continue destination development initiatives.
26. Promote overnight lodging and other facilities at national and state parks in the area.
27. Promote all tourism assets in the region.
28. Develop boat launches and ramps along waterways to promote a "Waterway Trail System".
29. Develop ATV, horseback riding, hiking, and biking trails as well as RV parks and other adventure tourism initiatives.
30. Achieve KY Trail Town Status.
31. Acquire and develop 312 as a recreation area.
32. Develop a multi-use trail/bike trail to Cumberland Falls.
33. Develop regional athletic complex for purpose of hosting multi-sport events.
34. Develop programs to eliminate child abuse and child abduction.
35. Promote the use of vacant buildings for housing non-violent criminals.
36. Continue to develop programs to improve the working relationship among state and local officials in rural areas.
37. Continue to develop task force on drug enforcement that will work with city and county school systems on education and enforcement of current laws.
38. Promote neighborhood watch group organizations to strengthen local enforcement of public protection laws.
39. Increase First Response Agencies' tools, equipment, and training to assure effective Homeland Security initiatives.

# Evaluation Framework

## Regional and County Project List

### Infrastructure

1. Identify and eliminate potential environmental hazards to ground water and surface water supplies.
2. Develop water systems to provide maximum fire protection.
3. Continue efforts to extend water lines to communities throughout Whitley County.
4. Continue efforts to extend water lines along Mud Creek area and improve existing facilities.
5. Extend water lines into Cumberland Falls area and improve existing facilities.
6. Strengthen water service delivery to all residents by encouraging system consolidation where feasible and practical.
7. Promote and develop increased production capacity at the Williamsburg water plant and encourage new treatment development by the existing entities.
8. Enhance GIS/GPS technology for more efficient management of existing and/or new water systems in the county.
9. Provide sewer service for the following communities in the City of Corbin Service Area: (1) Oak Grove Community, (2) Barton Area, and (3) Woodbine Community.
10. Provide sewer service for the following communities in the City of Williamsburg Service Area: (1) Kentucky 92E for approximately three miles, (2) Savoy/In-an/Pleasant View–US 25 South area, (3) Exit 15 area on both sides of Interstate 75 (Goldbug community), and (4) North along highway 26 to the Wofford area.

# Evaluation Framework

## Regional and County Project List

11. Develop method to increase proper sewage treatment to rural areas of the county.
12. Enhance GIS/GPS technology for more efficient management of existing and/or new wastewater systems in the county.
13. Utilize new technologies for providing sanitary waste water treatment access to individual homes and/or clusters of communities.
14. Support and encourage existing water districts and municipal water/sewer systems to expand sewerage into rural areas.
15. Develop and implement sewer treatment options for Cumberland Falls State Park and areas in that section of the county.
16. Assist existing sewer systems in efforts to comply with the Clean Water and Safe Drinking Water Act.
17. Establish procedure whereby drainage tiles and culverts are reviewed and approved for size by qualified city or county employees before installation.
18. Seek funding for new storm water systems in the county's urban areas.
19. Improve asset management practices to ensure future compliance/requirements.
20. Develop an operator training program to ensure future needs/employee turnover.
21. Continue construction of widening I-75 to TN state line.
22. Construct sidewalk along KY-296 to KY-92.
23. Build multi-use paths for walking and bicycling around Kentucky Splash Park, as well as connecting lower income housing to shopping center.

# Evaluation Framework

## Regional and County Project List

24. Reconstruct KY-92 near the McCreary County Line.
25. Continue to seek improvements of US-25 throughout the county to address congestion, access management, and safety concerns.
26. Adopt and utilize bicycle and pedestrian plans in the cities of Corbin and Williamsburg.
27. Promote rural public transit throughout the county.
28. Seek funds to blacktop gravel roads maintained as county roads and to improve maintenance on all county roads.

### **Geography & Environment**

1. Promote reforestation, particularly those areas affected by the Southern Pine Beetle, as well as other improved land uses on former strip mine sites.
2. Promote improved forest practices on public and private land to increase forest production.
3. Continue efforts to eliminate erosion and reduce sedimentation of the county's rivers and streams.
4. Develop additional reservoirs and lakes in the area for water supply, recreation and flood control.
5. Continue to develop educational programs to make people more aware of the impact of society upon the environment.
6. Develop a public information program to inform the public of the dangers of uncontrolled littering and illegal dumping and other problems relating to solid waste management.

# Evaluation Framework

## Regional and County Project List

7. Promote and implement the county's Solid Waste Management Plan.
8. Promote greater efficiency of waste disposal and/or collection systems by encouraging regional cooperation.

### **Civic & Government Systems**

1. Continue efforts to improve the ability of local officials to successfully administer funds, personnel and records.
2. Provide workshops for the education of city and county employees in the use of computers and other office equipment.
3. Seek to interconnect, via the Internet, Whitley County government to other county, state and federal agencies through training and provision of computer equipment.
4. Seek funding for greater use of GIS/GPS technologies to assist in the orderly growth of the county.
5. Promote the improvements to public facilities and infrastructure.
6. Implement telecommunication technologies for all local governmental functions (city, county, VFD, police, rescue, hazard response, health care, and other entities).
7. Provide workshops for the education of city and county employees, as well as elected officials, regarding general government procedures and roles.
8. Engage in county wide strategic planning process.

# Evaluation Framework

## Regional and County Project List

### **Education & Workforce Development**

1. Continue efforts to reduce the dropout rate in the school systems of the county.
2. Encourage schools to enhance "work ethic" values in students to better prepare them for job opportunities.
3. Promote curriculum that prepares students for post-secondary education and ready students for the work force.
4. Continue to strengthen and improve vocational programs for students unable to pursue secondary education, particularly at the Corbin Area Vocational Technical School through the Junior Achievement Program sponsored by the KY Southern Chamber.
5. Encourage the location of a technical school in mid or southern Whitley County.
6. Continue to expand and improve pre-school educational opportunities.
7. Develop a job skills center for individuals who are exiting out of rehabilitation/drug court.
8. Promote to put an emphasis on more retail recruitment throughout Whitley County.
9. Achieve work ready status.

# Economic Resilience

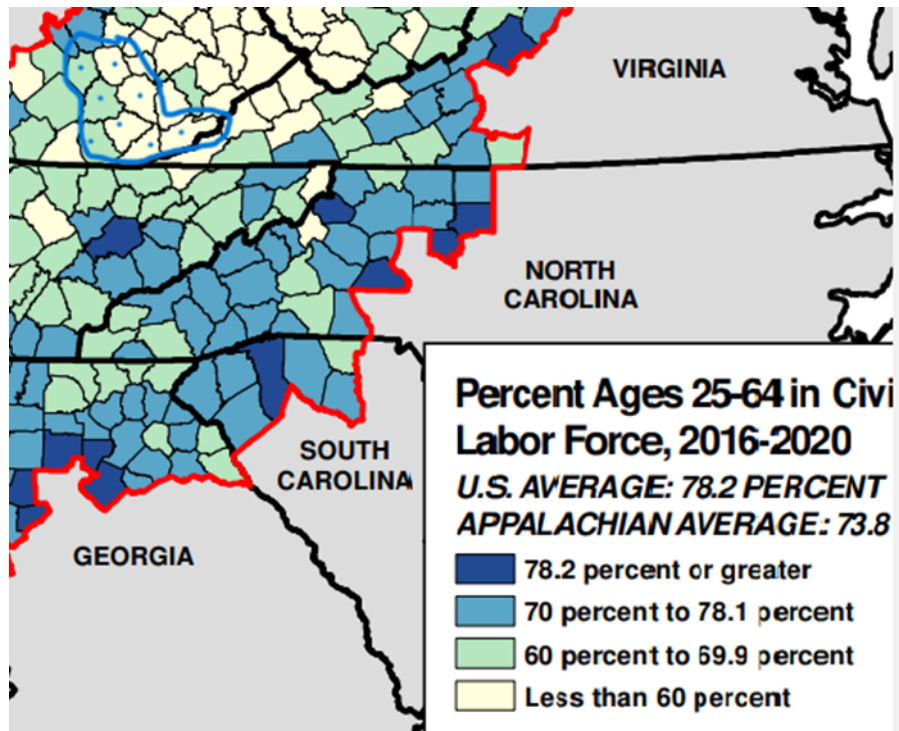
Coal mining in Eastern Kentucky has been in freefall for decades. “Known Kentucky coal mine employment peaked in 1948 after the Second World War at 75,633, with 66,410 in Eastern and 9,223 in Western Kentucky, respectively.” In the last few years, aggregate coal mine production (in short tons) in Kentucky dropped by 42% from 2017 to 2020 while aggregate coal mine labor hours dropped by 45% during the same period. The number of coal mine employees dropped from 6,597 in 2017 to 4,006 in 2020. Kentucky had 17,534 coal mine employees in 2001 with a production of 133,834,374 short tons. Coal production in Kentucky in 2020 was only 18% of what was produced in 2001 and only 23% of the number of employees remained.

Another blow to the region was a similar precipitous drop in tobacco production in eastern Kentucky, accelerated by the Tobacco Transition Payment Program, which ended the tobacco quota program instituted by the US government in 1938. The “tobacco base”, as many farmers called it, assigned an allotment of tobacco poundage that could be grown on a specific piece of land. Landowners who had property with a tobacco base but didn’t wish to grow tobacco themselves could rent their land to a farmer who wanted to grow that allotment on the land or rent the allotment to a farmer who would grow the poundage on his own land.

Tobacco Farming in CVADD								
County	1997	2017	1997	2017	1997	2017	1997	2017
	Acres Harvested		Operations with Sales		Production in Lbs		Sales in \$	
<b>Bell</b>	0	0	0	0	0	0	\$ -	\$ -
<b>Clay</b>	1489	663	336	14	2,435,045	1,057,888	\$ 4,014,000	\$ 2,139,000
<b>Harlan</b>	0	0	0	0	0	0	\$ -	\$ -
<b>Jackson</b>	1868	43	557	12	3,092,447	74,919	\$ 4,893,000	\$ 145,000
<b>Knox</b>	481	0	148	0	806,849	0	\$ 1,379,000	\$ -
<b>Laurel</b>	2382	159	747	14	4,307,036	271,900	\$ 7,133,000	\$ 536,000
<b>Rockcastle</b>	1792	10	533	4	3,265,673	21,200	\$ 5,369,000	\$ 38,000
<b>Whitley</b>	325	0	79	0	535,250	0	\$ 826,000	\$ -
<b>TOTALS</b>	8337	875	2400	44	14,442,300	1,425,907	\$ 23,614,000	\$ 2,858,000

# Economic Resilience

These major economic blows are exacerbated by the low percentage of working-age adults who are in the work force in the district. This section of a map highlights the problem:



In the above map, Cumberland Valley ADD's counties are circled and marked with a dot. Five of the counties – Bell, Clay, Harlan, Jackson, and Knox – have less than 60% of the available 25-64 labor force actually working. None of the eight counties have more than 69.9% working. That is significantly lower than the US average at 78.2% and Appalachia at 73.8%. This has several implications for our district, but two stand out: A low percentage of workers weakens a local economy and reduces various types of taxes utilized to support county and educational services; And the non-working population must be supported somehow, thus pulling resources out of the economy rather than contributing to it.

# Economic Resilience

Complicating the already damaged economy, the COVID pandemic began in January 2020 resulting in thousands of people falling ill and many dying. Not only were workers staying home because of illness, many businesses closed or had their employees work from home to reduce the likelihood of spreading COVID. Businesses in the service industry, including restaurants and hotels, saw a sharp drop in customers. Many closed for good. People were afraid to mingle, afraid to go out to eat, afraid to go shopping. Lower need for goods and services reduced money in the economy. Nearly every industry and type of work was affected, from schools to government to sports to tourism to manufacturing. The below chart shows COVID cases and deaths in each county and then the entire CVADD as compared to the population in each county.

COVID in CVADD 2020 - 2022			
	Cases	Deaths	2020 Pop.
Bell	10,375	164	24,097
Clay	9,144	101	20,345
Harlan	11,767	220	26,164
Jackson	4,933	84	12,955
Knox	14,083	159	30,193
Laurel	24,873	268	62,613
Rockcastle	6,165	64	16,037
Whitley	16,203	219	36,712
	97,543	1,279	229,116

As noted above, in many CVADD counties only 60% or fewer people of working age were actually in the labor force. This put an additional burden on employers trying to weather the pandemic with their businesses intact even before those workers started to get sick. Once the pandemic picked up momentum, businesses struggled to find employees and customers both.

# Economic Resilience

Into the breach came the expansion of broadband Internet, already underway when the pandemic picked up. Reliable internet connections allowed many workers to set up connections at home so they could continue to do their tasks. It allowed educators to teach students in their homes, as well as setting the stage for a major expansion in remote work for willing Kentuckians jostled by the economy. Former coal miners, former tobacco workers, and those formerly not employed had opportunities to stay in their communities among family and the familiar, while learning new jobs and going to school. Employers had a stronger, more reliable, more responsive workforce.

Economic resiliency includes the ability to quickly recover from a disruption, to withstand a shock or disruption, and/or to avoid the shock altogether. There was no way for CVADD communities to avoid the accumulation of shocks – collapsing coal industry, collapsing tobacco industry, and a worldwide pandemic wreaking havoc in their own homes. But Appalachian communities have a long history of withstanding whatever shocks or disruptions come their way and adapting. The transition from in-person work and services to virtual connections not only helped keep jobs in the community, but also helped expand the job base and laid a foundation for future generations to stay home rather than move away. Reliable and fast internet is truly a game-changer for the communities of CVADD.

The following are ongoing and the CVADD will continue to identify and develop goals to strengthen economic resilience:

## **Shaping Our Appalachian Region (SOAR)**

Developed working groups and committees that cover an array of issues to reassess current challenges and prompt discussions of ideas and innovations already underway which could be leveraged or aligned to capture emergent regional development opportunities through public engagement.

# Economic Resilience

## **The Kentucky Promise Zone**

The first rural promise zone involves five CVADD counties: Bell, Clay, Harlan, Knox, and a portion of Whitley County. The initiative is engaging these counties in a collaborative, comprehensive process aimed at improving the overall quality of life while concentrating resources and partnerships between local, state, and federal governments and the private sector.

## **Kentucky Work Ready**

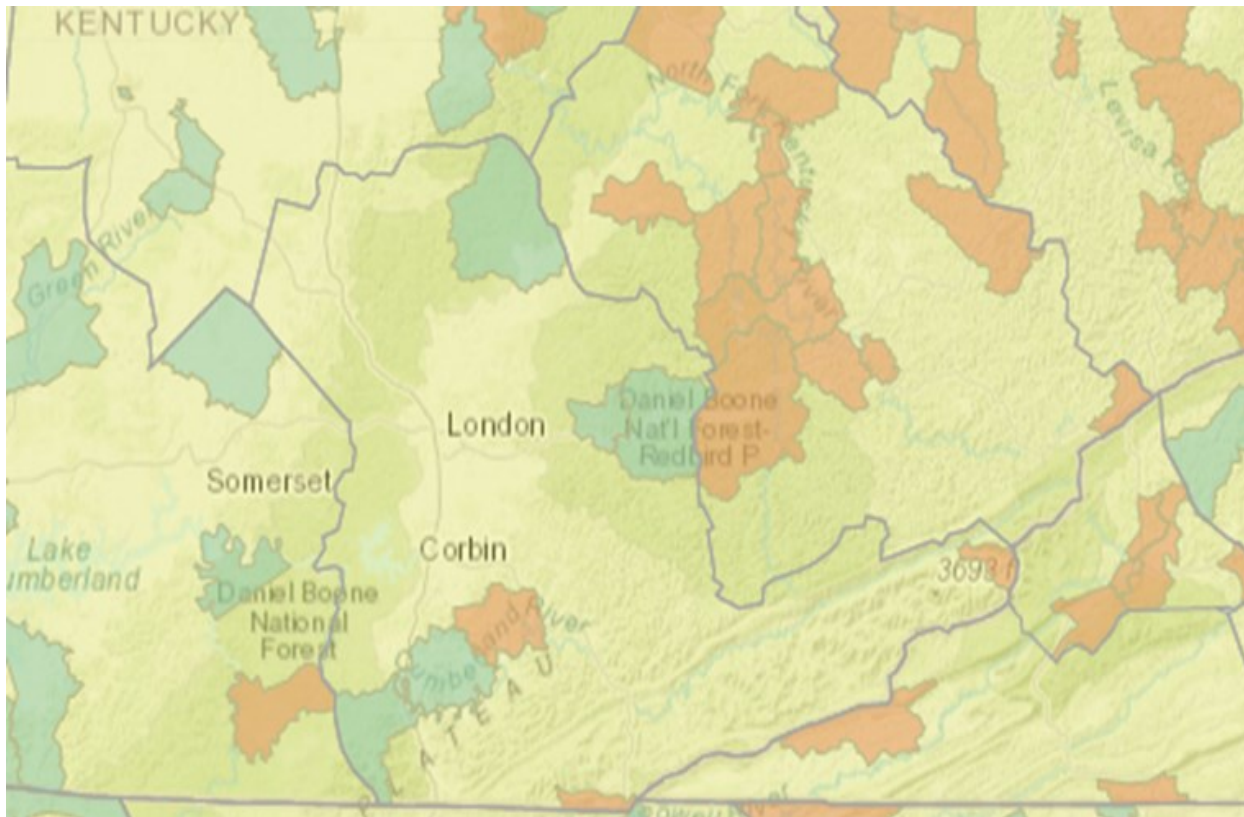
Many counties throughout the region have become, or are working toward becoming, a Kentucky Work Ready Community. A Kentucky Work Ready Community certification is a measure of a county's workforce quality. It is an assurance to business and industry that the community is committed to providing the highly skilled workforce required in today's competitive global economy. There are two levels of certification – counties can apply to be a Kentucky Work Ready Community or a Kentucky Work Ready Community in Progress.

## **Workforce Trainings**

County representatives continue to attend workforce trainings where private industries discuss career opportunities that would be beneficial to train adults and dislocated workers, in particular coalmine workers.

# Opportunity Zones

In Kentucky, 144 sites in 84 counties have been designated as Opportunity Zones; with six of the CVADD counties included in this designation. Opportunity Zones are effective until 12/31/2026. Investors in these designated Opportunity Zones are eligible for several federal tax benefits, which can bring economic development project possibilities. In doing so, there will be affordable housing, neighborhood revitalization, improvement of health outcomes, and entrepreneurship growth.



# Opportunity Zones

Hosting stakeholder meetings will serve to identify the local organizations that will play a key role for the ADDs Opportunity Zones.

Community Development Corporations are essential to the vitalization of the local level community development. A CDC is a 501(c)(3) non-profit, community-based organization that serves the needs of low-income and underserved populations, often located in places that have experienced extreme levels of disinvestment.

Community organizations are formal or informal entities whose leadership promotes citizen voice, represents local interests, and provide helpful services to the community. Community organizations frequently develop naturally over time, becoming more structured and taking on larger roles in a neighborhood. Many of these organizations have also incorporated as CDCs. Community groups aim to make sure that local change is reflected in and shaped by the desires of the residents of the areas they serve as network builders and advocates.

**\*\*Throughout the CVADD there are many different Community Development Corporations that are actively playing a role in the economic development of many communities.**

BELL	MIDDLESBORO	Community Base Services
		Cumberland Trails United Way
		Kentucky Small Business Development Center
		Bell County Chamber-Commerce
		Civic Development Group
	PINEVILLE	Bell - Whitley Community Action Agency
		Pineville Bell County Community
CLAY	MANCHESTER	Daniel Boone Development Transit
		Daniel Boone Community Action Agency
		Community Connections LLC
		Cabinet for Health and Family Services, Clay County Community Based Services
		Clay Community Foundations, LLC
HARLAN	BENHAM	Cumberland Community Development
	CUMBERLAND	
	EVARTS	
	HARLAN	Harlan County Community Action
	LOYALL	
	LYNCH	Meridzo Center, INC
JACK-SON	MCKEE	Daniel Boone Community Action Agency
		Jackson County Extension Service
		Jackson County - McKee Industrial Development Authority
KNOX	BARBOURVILLE	McVey Land Development, LLC
		KCEOC Community Action Partnership, Inc.
		Knox County Cooperative Extension
LAUREL	LONDON	Daniel Boone Community Action Agency
		London-Laurel County Industrial Development Authority
		USDA Rural Development
		Kentucky Highlands Investment
		Laurel County Extension Office
ROCKCASTLE	BRODHEAD	Mackville Community Development
		Mountain Association
		Rockcastle County Industrial Development Authority
	LIVINGSTON	Mackville Community Development
		Mountain Association
		Rockcastle County Industrial Development Authority
	MT. VERNON	Mackville Community Development
		Mountain Association
		Rockcastle County Industrial Development Authority
WHITLEY	CORBIN	Southern Kentucky Economic Development Agency
		Kentucky Community Based Services
		Department-Community Based Services
		Bell-Whitley Community Action Agency
		KCEOC Community Action Partnership, Inc.
	WILLIAMSBURG	Bell Whitley Comm Action Agency
		Mountain Outreach
		Whitley County Extension

# Opportunity Zones

Currently within the CVADD there are two funded U.S. Economic Development Administration grants.

Harlan: This EDA investment funds the development and implementation of a fast-track advanced manufacturing training program across sixteen counties and three community colleges. The program will be designed to meet the immediate and future needs of the manufacturing industry in the region. The investment will encourage job growth and business expansion in manufacturing including supply chain manufacturing.

Knox: This EDA investment funds the renovations and re-equip of an abandoned nursing home to transform into a work ready training facility in downtown Barbourville in Knox County, Kentucky (a designated Opportunity Zone). The project will provide trainings in manufacturing, healthcare, logistics, business technologies, and IT/agri-foods/hospitality industries. Once completed, this project will support workforce development opportunities in areas significantly impacted by the coal industry, and will attract private investments, create jobs, and spur economic growth throughout the region.

Within CVADDs Opportunity Zones:

Knox- 2 hospitals; Knox County CAC Transit (Transportation); Major employers include Healthcare & Social Assistance, Retail Trade, and Educational Services.

Harlan- 1 hospital; transportation provider: Harlan County Community Action Agency; Major Employers include Health Care & Social Assistance, Retail Trade, and Educational Services, and the highest paying industries are Information, Mining, Quarrying, & Oil & Gas Extraction, and Agriculture, Forestry, Fishing & Hunting.

Whitley- 1 hospital.

\*\*Within the CVADD there is a total of 491 square miles of Opportunity Zones. Within this area there is a total of 8,045 citizens, and a labor force of 2,049.

County	Hospital(s)	College/ University	Major Employer(s)
Bell	1.Middlesboro ARH 2. Pineville Community Health Center	1. Southeast Community & Technical College	1.Health Care & Social Assistance 2.Manufacturing 3.Retail Trade 4.Mining, Quarrying, & Oil & Gas Extraction 5.Agriculture, Forestry, Fishing & Hunting, & Mining 6.Wholesale Trade
Clay	1.AdventHealth Manchester	1. Eastern Kentucky University- Branch	1.Retail Trade 2.Health Care & Social Assistance 3.Educational Services 4.Mining, Quarrying, & Oil & Gas Extraction 5.Transportation & Warehousing
Harlan	1.Harlan ARH	1. Lincoln Memorial University-Branch 2.Southeast Community & Technical College	1.Health Care & Social Assistance 2.Assistance 3.Retail Trade 4.Educational Services 5.Information 6.Mining, Quarrying, & Oil & Gas Extraction 7.Agriculture, Forestry, Fishing & Hunting, & Mining.
Jackson	1.Jackson County Memorial 2.Kentucky River Medical Center	1.Midway College	1.Manufacturing 2.Construction 3.Health Care & Social Assistance 4.Assistance 5.Utilities 6.Educational Services 7.Finance & Insurance
Knox			
Laurel			
Rockcastle			
Whitley	Parkview Whitley	1. University of the Cumberlands	1.Lear Corporation 2.Ultra Electronics – USSI 3.C&A Tool Engineering, Inc. 4.80/20 Inc. 5.Whitley County Consolidated Schools 6.Steel Dynamics Inc., Structural and Rail Division & Dynamic Composites 7.Micropulse 8.Parkview Whitley Hospital 9.BRC Rubber and Plastics Inc. 10.Warner Electric