

Cumberland Valley Area Development District



2025 Update:

Five Year Comprehensive Economic Development Strategy (CEDS)

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

Table Of Content

- 04 Summary Background
- 20 Climate Resilience
- 33 Economic Resilience
- 40 Opportunity Zones
- 52 SWOT Analysis
- 64 Strategic Direction & Action Plan
- 75 Evaluation Framework
- 78 Regional & County Project Lists

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.

Summary Background



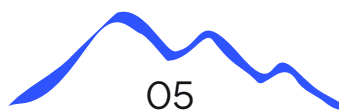
Summary Background



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.

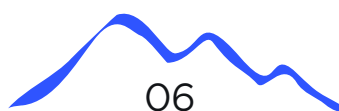
The CVADD region has multiple local resources in different categories such as health services, education, indoor and outdoor recreational activities, etc. to help promote the economic performance in the area. Resources include local hospitals, health departments, clinics, public schools, local colleges, 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

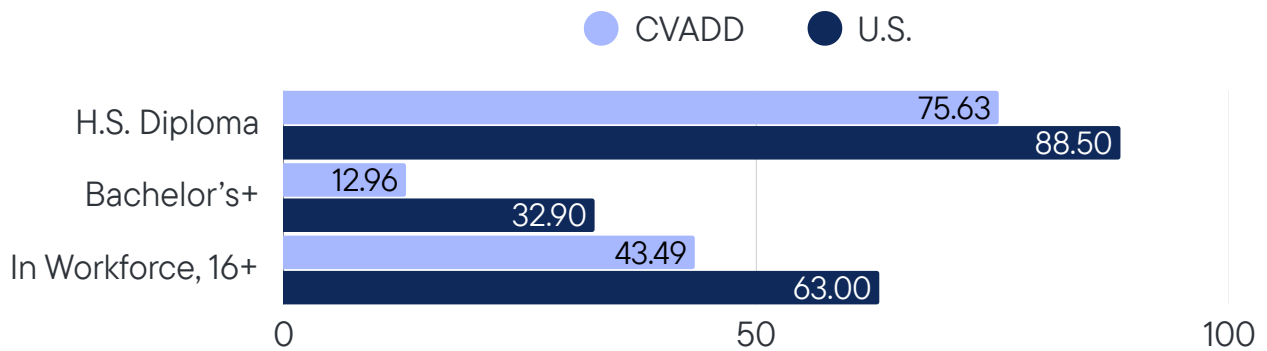
The current economic conditions for the CVADD region are relatively low in comparison to state levels. According to U.S. Census Bureau Quick facts, the total population for CVADD is 228,736 as of July 1, 2021. For education, the total number of CVADD graduates with a High School (H.S.) diploma has an 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%.

County	Population	H.S. Education	B.S. or Higher Education	Workforce
Bell	23,858	74.00%	9.50%	38.40%
Clay	20,206	66.60%	9.50%	38.90%
Harlan	26,164	73.20%	10.40%	37.20%
Jackson	12,984	72.10%	10.20%	40.10%
Knox	29,909	76.50%	15.10%	41.50%
Laurel	62,561	81.50%	16.10%	52.10%
Rockcastle	16,115	80.10%	12.90%	50.20%
Whitley	36,939	81.00%	20.00%	49.50%
CVADD Average	228,736	75.63%	12.96%	43.49%
U.S. Average	331,893,745	88.50%	32.90%	63.00%

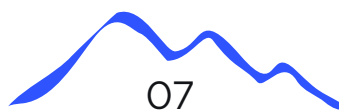
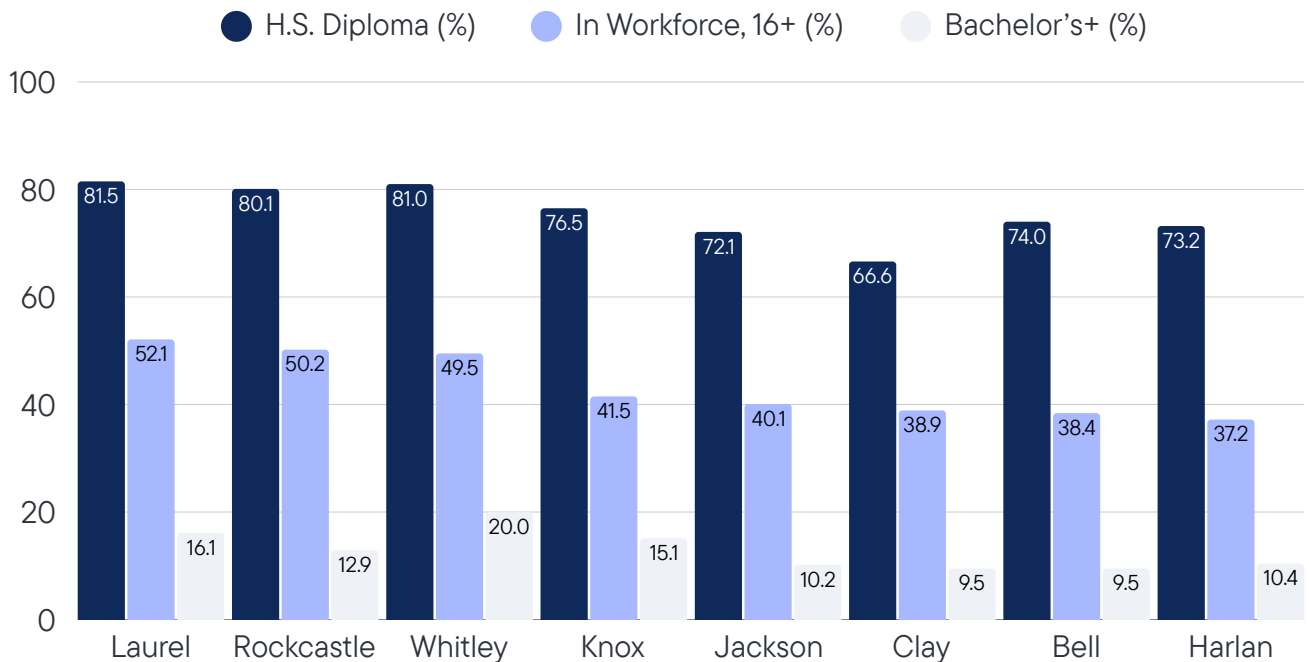


Summary Background

CVADD vs U.S. Averages (Percent)
 Latest available; education measures overlap

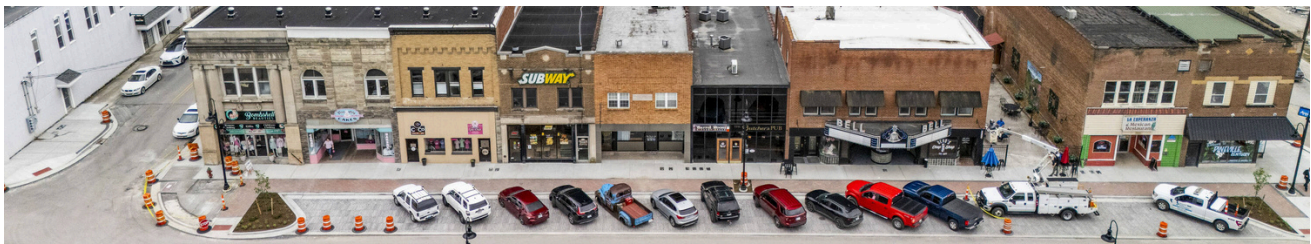


County Metrics (Percent) — CVADD Counties

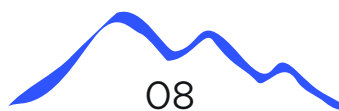


Summary Background

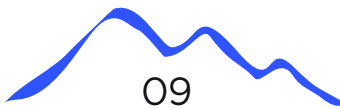
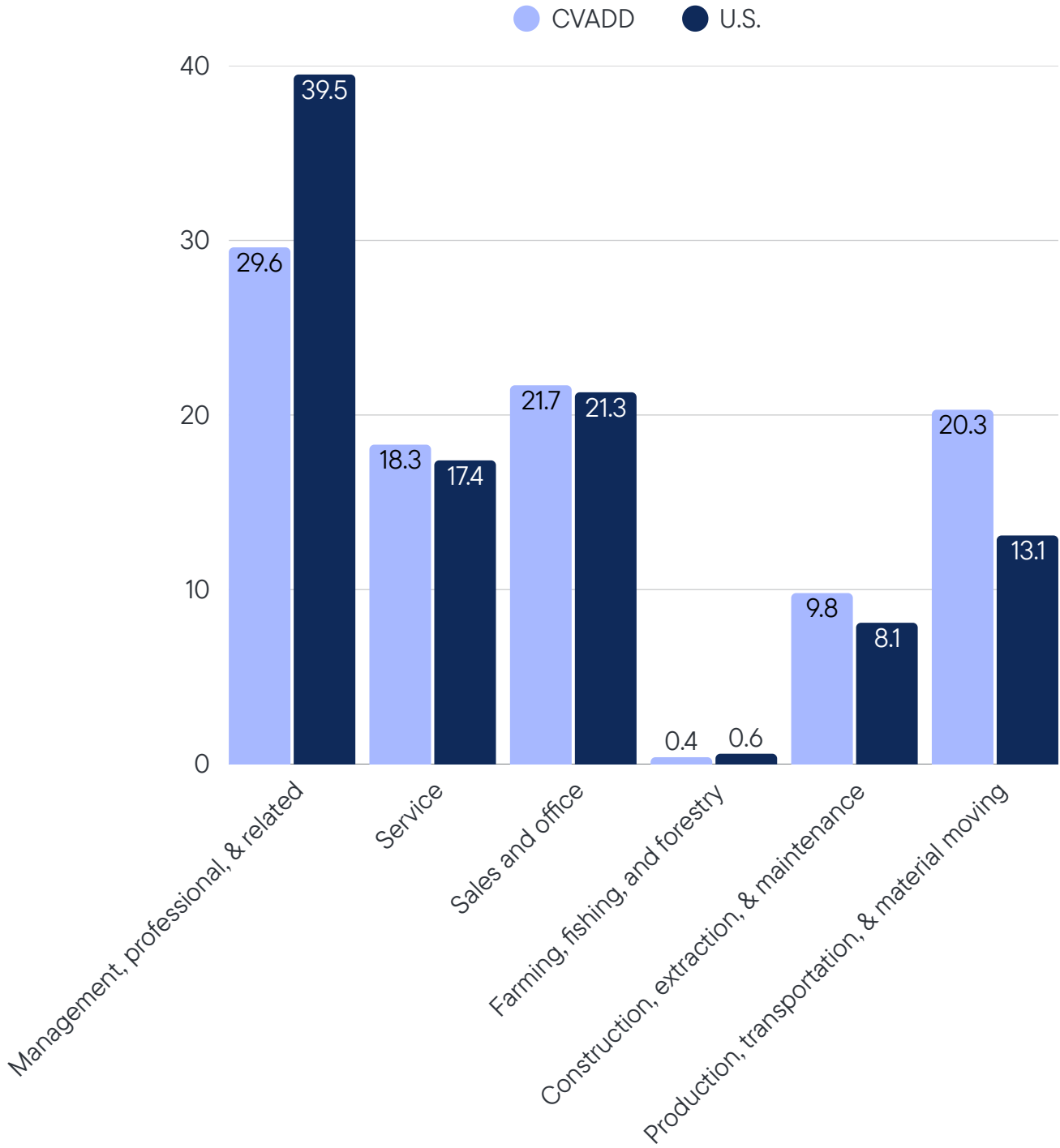
This table highlights the educational attainment and workforce participation across the CVADD counties compared to U.S. averages. While high school completion rates in the region are relatively strong, the share of residents with a bachelor’s degree or higher is significantly below the national average. Workforce participation is also notably lower across all counties, underscoring challenges in labor force engagement and access to higher education.



Resident Occupations, 2020	CVADD	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	29.60%	61,526,906	39.50%
Service	14,087	18.30%	27,095,654	17.40%
Sales and office	16,645	21.70%	33,247,878	21.30%
Farming, fishing, and forestry	344	0.40%	1,001,279	0.60%
Construction, extraction, and maintenance	7,496	9.80%	12,619,157	8.10%
Production, transportation, and material moving	15,574	20.30%	20,398,106	13.10%



Summary Background

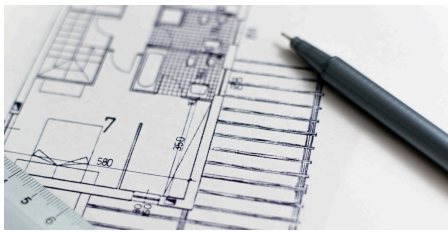


Summary Background



Infrastructure Assets

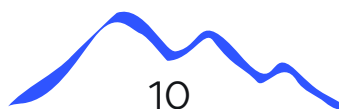
The CVADD region relies on critical infrastructure systems such as water and wastewater facilities, telecommunications and broadband, energy distribution networks, and transportation. Many of these assets face ongoing needs for maintenance and modernization. Broadband gaps remain in rural areas, limiting access to education, healthcare, and business opportunities, while aging utility systems require upgrades to ensure reliability and compliance.



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), Clay County (1,000-1,200), Jackson County (619 customers), Harlan County (35 customers), Knox County (150 customers), and Rockcastle County (100 customers). Other needs in the region include water storage, regionalization, source protection, improved security, economic stimulation, and meeting regulatory requirements.

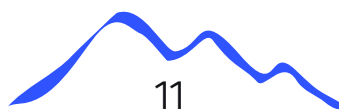


Summary Background

Water

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

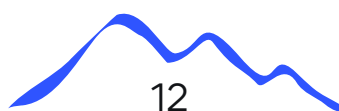
The Cumberland Valley Area Development District is divided into eight planning units that are based on the eight counties in the Cumberland Valley Area. The planning units are: Bell County, Clay County, Harlan County, Jackson County, Knox County, Laurel County, Rockcastle County, and Whitley County.

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 Clay County is served by two water utilities: Manchester Water Works serves approximately 4,000 households and North Manchester Water Works currently serves approximately 2,000 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

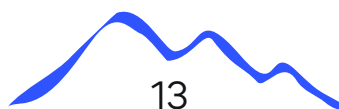
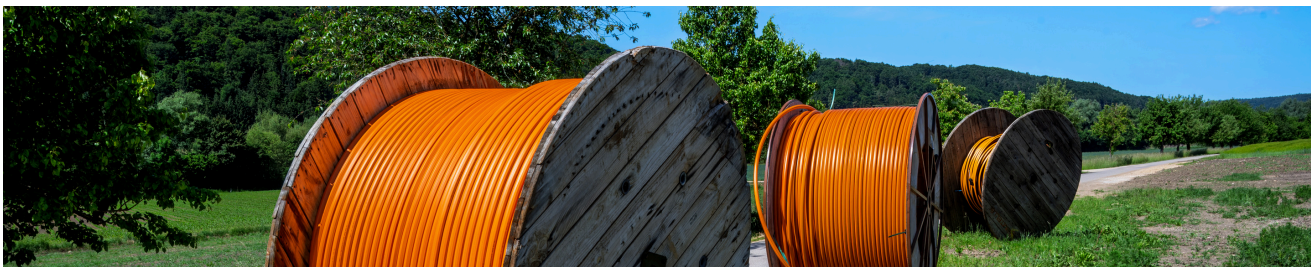
Description and Determination of Planning Units:

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, Kentucky American Water, 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 expanding, CVADD is working with City and County governments to help expand broadband access in unserved areas. 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

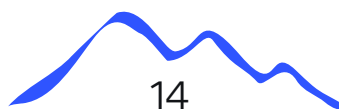
Transportation

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.



The widening of I-75 in Laurel and Whitley Counties is continuing and was announced in July of 2025 that an additional 5 miles of widening will take place starting August of 2025. US 25 in Laurel and Whitley Counties is undergoing a major renovation and widening. In addition to those project the Hal Rogers parkway and Hwy 192 bypass in London/Laurel County are currently undergoing widening projects.

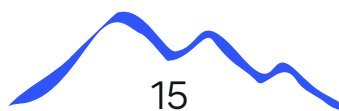
Kentucky's 2022 Highway Plan was approved by the Kentucky General Assembly during the 2022 session. The FY 2022 – FY 2028 Highway Plan outlines scheduled project phases for FY 2022 through FY 2028. In FY 2017, the Kentucky Transportation Cabinet (KYTC) introduced a new concept for prioritization of projects 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.



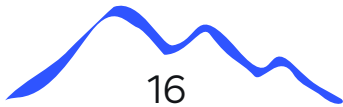
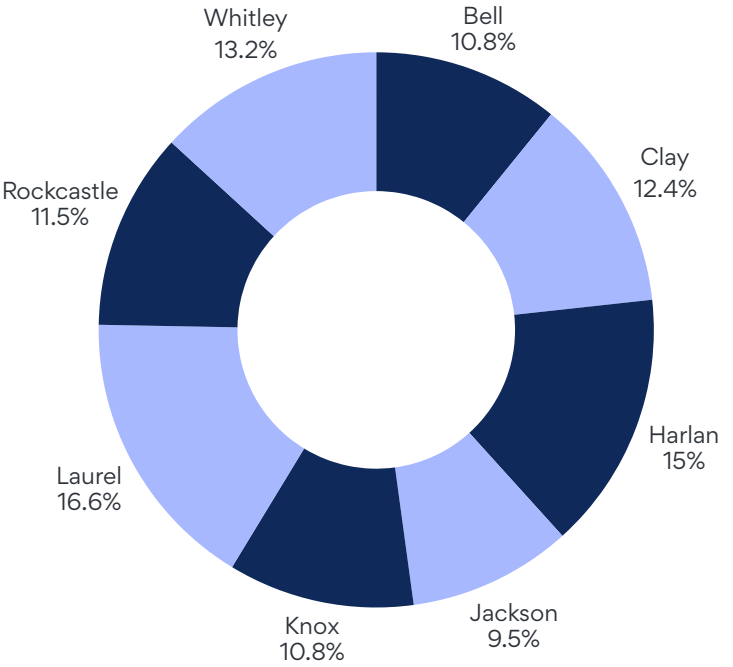
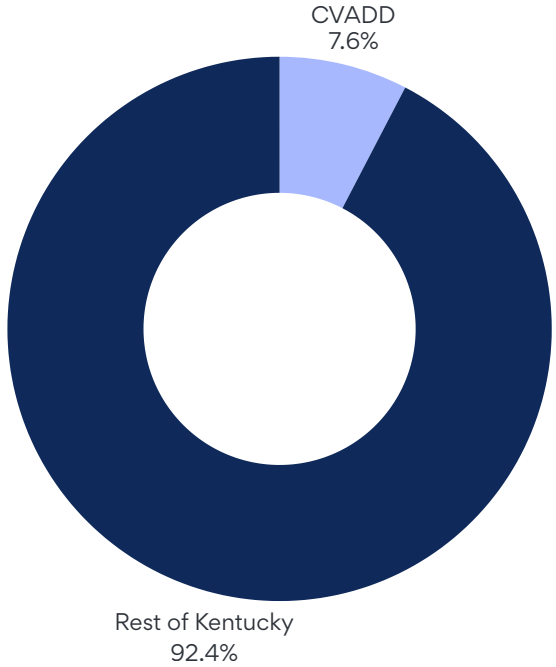
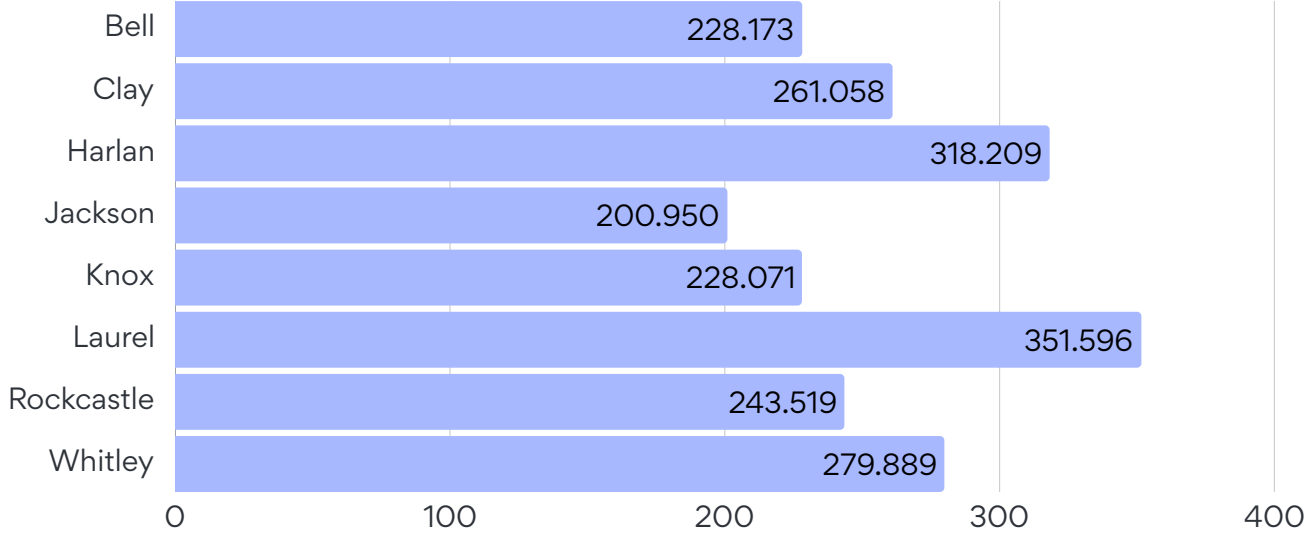
Summary Background

CVADD counties maintain 2,111.475 miles of state roads, accounting for 7.64% of Kentucky’s total mileage. Though interstate and parkway miles are limited, the region depends on its extensive primary and secondary network. Laurel, Whitley, and Harlan counties make up the largest shares, underscoring the importance of these corridors to regional connectivity and economic activity.

County	Interstate Miles	Parkway Miles	Total State Maintained Roads Miles	Percentage of All State Maintained Roads in KY
Bell	0	0	228.173	0.83%
Clay	0	25.336	261.058	0.95%
Harlan	0	0	318.209	1.15%
Jackson	0	0	200.95	0.73%
Knox	0	0	228.071	0.83%
Laurel	22.824	10.593	351.596	1.27%
Rockcastle	22.641	0	243.519	0.88%
Whitley	27.943	0	279.899	1.01%
CVADD	73.408	35.929	2111.475	7.64%
Kentucky	943.644	473.33	27620.201	100.00%



Summary Background

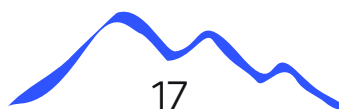


Summary Background

This table provides an overview of the major transportation assets in the CVADD region, highlighting available infrastructure across airports, highways, railroads, pedestrian and bike routes, and rural transit systems. It illustrates the multimodal connectivity of the region and includes links to detailed location resources.



Freight Mode	Facilities	Locations
Airport	5 General Aviation or Reliever NPIAS	Click Here
Highways	2111.475 Total State Maintained Roads	Click Here
Railroads	5 Rail Yards	Click Here
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	Click Here
Transit	3 Rural Transit Systems	Click Here



Summary Background

Census Data for CVADD Counties

Bell County Census Data

<https://censusreporter.org/profiles/05000US21013-bell-county-ky/>

Clay County Census Data

<https://censusreporter.org/profiles/05000US21013-bell-county-ky/>

Harlan County Census Data

<https://censusreporter.org/profiles/05000US21013-bell-county-ky/>

Jackson County Census Data

<https://censusreporter.org/profiles/05000US21013-bell-county-ky/>

Knox County Census Data

<https://censusreporter.org/profiles/05000US21013-bell-county-ky/>

Laurel County Census Data

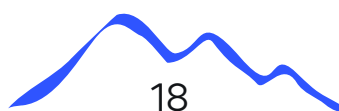
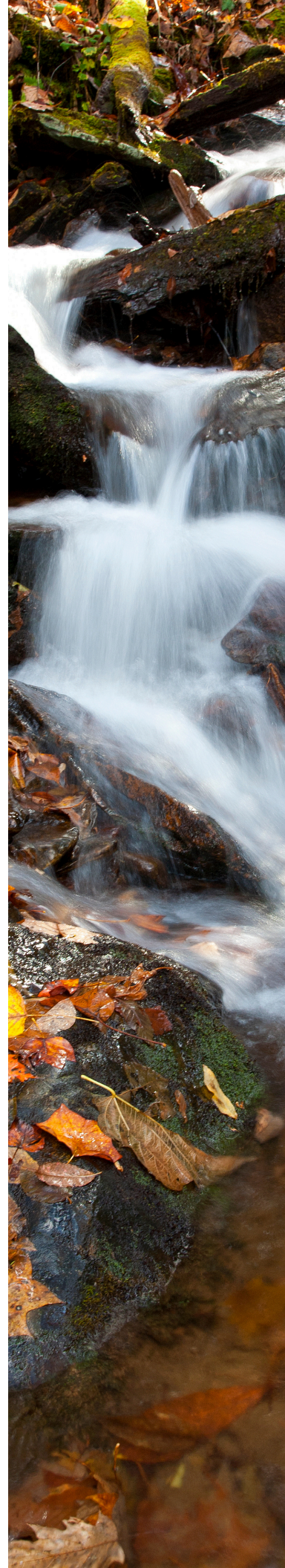
<https://censusreporter.org/profiles/05000US21013-bell-county-ky/>

Rockcastle County Census Data

<https://censusreporter.org/profiles/05000US21013-bell-county-ky/>

Whitley County Census Data

<https://censusreporter.org/profiles/05000US21013-bell-county-ky/>



Summary Background

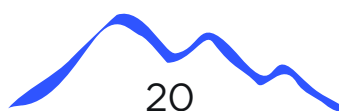
CVADD has conducted the Comprehensive Economic Development Strategy (CEDS) as a regional planning process to guide project development throughout each county and city within CVADD. CEDS is based upon current planning measures and is intended to make an impact to enhance the region as a whole. Throughout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

Climate Resilience

Over the past few decades, there has been an increase in the frequency and severity of climate and weather disruptions that are associated with climate change. Climate change threatens the well-being of businesses, supply chains, economic infrastructure, and other community assets – and the private sector is increasingly interested in investing in areas that have attempted to become more resilient to these climate events and shifts. By planning for and becoming more resilient to climate change, communities and regions can protect their investments while also taking advantage of new economic development opportunities driven by environmental sustainability.

Climate resilience is the ability to anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to the climate. Improving climate resilience involves assessing how climate change will increase risks, and/or create new risks, and taking steps to better cope with these risks. It includes mitigation strategies that tackle the causes of climate change and reduce or eliminate risks to people and property from these hazards. It also includes adaptation techniques that help people and built/natural systems to adjust to the new conditions to reduce risks to valued assets. Because the impacts of climate change are by nature regional, the CEDS provides a distinctive platform to help address climate hazards as part of regional economic development planning. As with economic resilience in general, there is no “one-size-fits-all” approach to incorporating climate resilience into the CEDS. Addressing climate resilience requires an iterative process of: 1) assessing risks and vulnerabilities, 2) prioritizing identified actions, and 3) investigating options to implement.

According to EDA’s federal guidelines, climate change threatens the well-being of our economy through supply chain interruptions, damage to physical infrastructure, and more. Eastern Kentucky has experienced several tornados, ice storms and floods in recent years. These natural disasters have made the CVADD area cognitive of the impact on local economies and has driven the ADD to help counties and cities in our region plan for ways to mitigate these natural disasters.

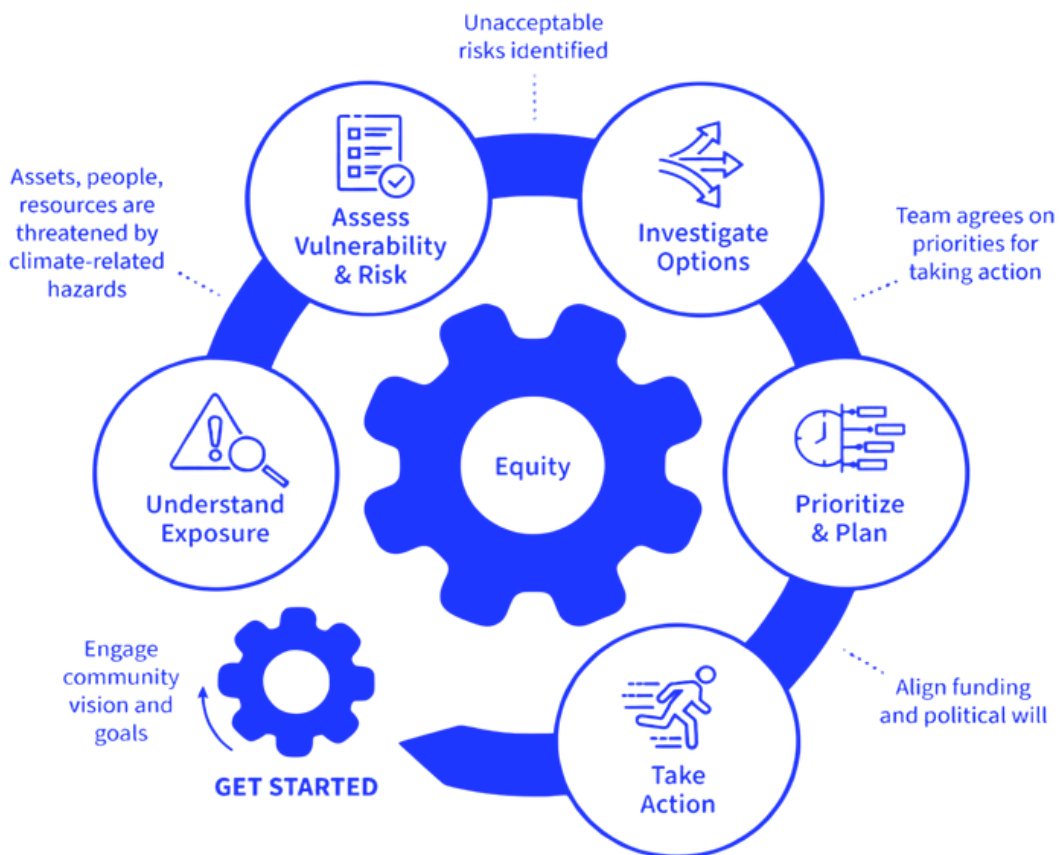


Climate Resilience

In order to be as prepared as possible for the challenges that Mother Nature inevitably throws at our region, the CVADD recently completed the 5-year rewrite of its FEMA-Approved Hazard Mitigation Plan.

- The planning process involved teams of stakeholders from each of the 8 counties in the region, who worked on planning and vulnerability assessments.
- The Cumberland Valley Area Development District Regional Hazard Mitigation Plan addresses each of EDA’s climate resilience priorities: Vulnerability Assessment, Prioritization of Identified Mitigation Actions, and Implementation Options.

The Steps to Resilience



Workforce Development

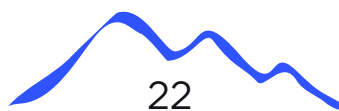
The Cumberland Valley Area Development District recognizes that workforce development for our area is critical for our counties to grow economically. We are committed to working with our counties to ensure that workers in our area are equipped with superior training and skills needed to compete in the global economy. We strive to help align resources for counties in our area to receive the assistance that they need to be successful.

Some examples of resources in our area are as follows:

1. Bluegrass State Skills Corporation provides grants and tax credits to employers for training.
2. Improved Training Facilities
3. Apprentice Programs for several different Careers.
4. Area High Schools offering dual credit courses to earn college credits simultaneously.
5. The Kentucky Community & Technical College System is preparing students to enter the workforce. There are several locations in our area.
6. Local school districts have created specialized high school training centers known as Centers for Innovation. Here students can specialize in certain career paths that make them work ready or post secondary technical school ready upon graduation from high school.

These objectives can help organizations build a strong and engaged workforce that is equipped to meet the challenges of today's rapidly changing business environment.

1. Developing new skills: Encourage employees to learn new skills that will help them perform their jobs better and advance their careers .
2. Improving productivity: Set goals for improving productivity, such as reducing the time it takes to complete a task or increasing the number of tasks in a day .
3. Increasing employee engagement: Foster a culture of engagement by providing opportunities for employees to participate in decision-making, offering feedback and recognition, and promoting work-life balance .
4. Promoting diversity and inclusion: Create a diverse and inclusive workplace by recruiting and retaining employees from different backgrounds, providing training on cultural competency, and ensuring that all employees feel valued and respected

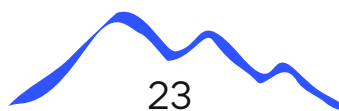


Broadband Expansion

There are several ways to expand broadband in Eastern Kentucky. One of the most effective ways is to apply for state and federal funding that can help bring broadband infrastructure to the region. The SOAR initiative is leading collaboration among stakeholders and providers to make last mile development a reality for everyone in the region .

Ways to expand Broadband in the region:

1. Form a fiber board: A fiber board or broadband board is a group of diverse community stakeholders who meet regularly to advocate for, make decisions about, and implement broadband. Responsibilities of the fiber board include conducting feasibility studies and broadband mapping, building private and public partnerships, prioritizing broadband projects, applying for and distributing broadband funding.
2. Complete a feasibility study: Understand the scope of broadband needs in your county, and the specific actions you'll need to take to fulfill them.
3. Prioritize projects based on their potential impact on the community.
4. Quantify costs: Quantify the costs of your proposed projects.
5. Explore partnerships: Explore partnerships with other organizations or companies that can help you achieve your goals.
6. Apply for broadband funding: Apply for funding opportunities available to the Eastern Kentucky region such as Affordability Connectivity Program, ARC's POWER Initiative, Lifeline Program for Low-Income Consumers, Qualified Private Activity Bonds, USDA ReConnect: Round 4.
7. Successfully obtain additional Broadband Deployment fund grant awards for unserved and underserved areas in the CVADD.
8. Decrease the percent of unserved or underserved by fiber as identified on the states' broadband map.
9. Improved crowdsourcing speed test results with respect to upload and download speeds available regionwide.



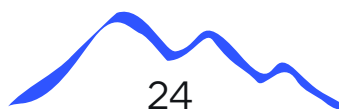
Broadband Expansion



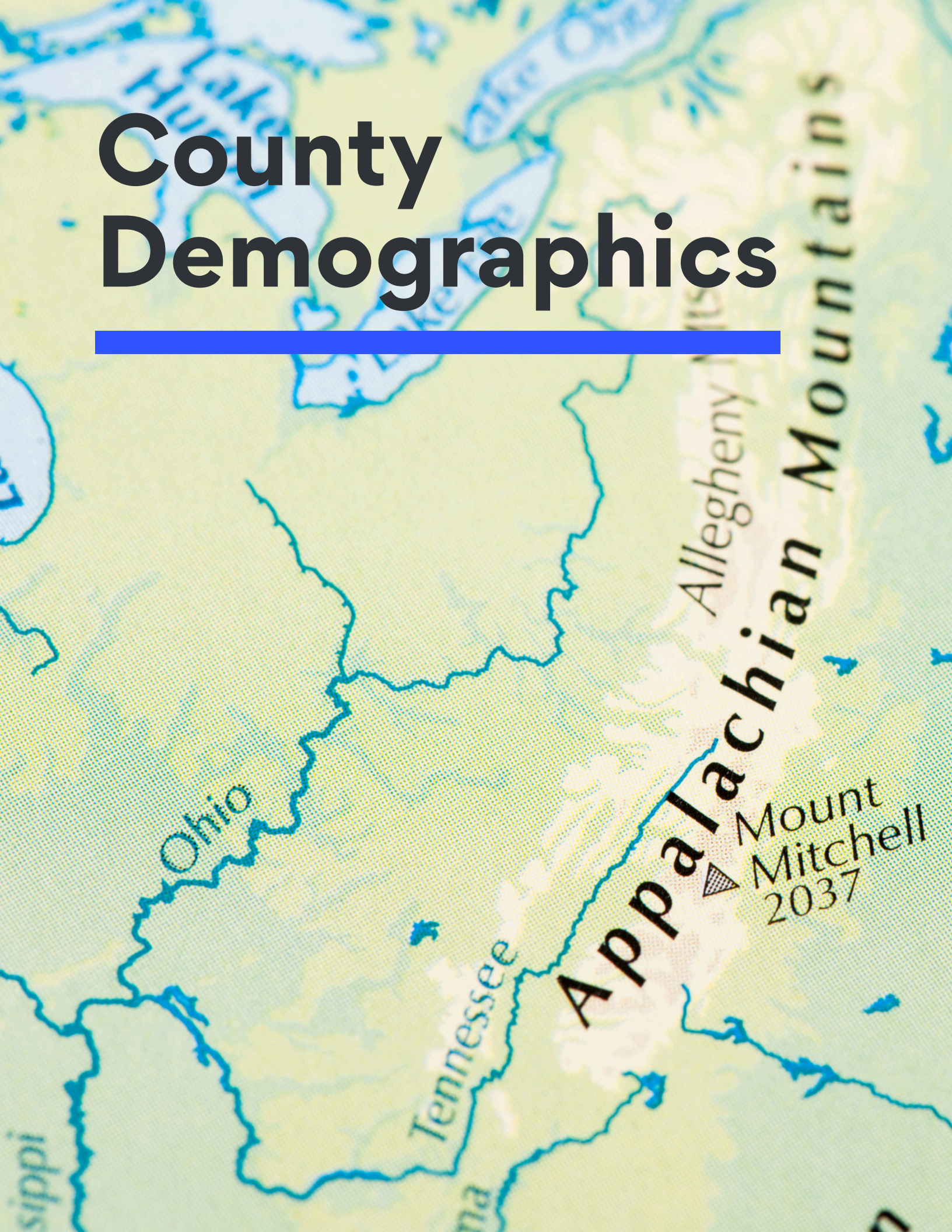
Broadband deployment is a top priority for the CVADD. Improved access to broadband internet will increase regional resiliency by:

- Providing improved rural access to online communications, resources, and employment and education opportunities.
- Increase ability to recruit talent to the region, with enhanced remote and work-from-home employment opportunities.
- Resilience and preparedness against future public health crises, where internet access has proven pivotal to continuity of education and business operations.
- Continue to leverage broadband deployment funds to cut down on local government cash investments and borrowing needs to complete expansion projects.
- Ensure rural areas are treated equitably in terms of accessibility and affordability, and by pushing for all needed “last mile” fiber optic lines to be included any time an ISP installs fiber in a new area.

Reliable broadband is essential for education, healthcare, and business growth in the CVADD region.

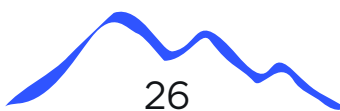


County Demographics



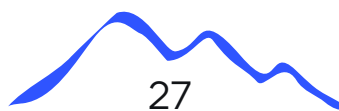
Bell County Demographics

Area Type	Rural
Local Workforce Area	EKCEP
Population Total	24,674
Population Under 18	5,323
Population Ages 18-34	5,005
Population Ages 35-54	6,079
Population Ages 55 and Over	8,267
Households	9,483
Low Income Households	2,333
Low Income Rate	24.60%
People with Disabilities	4,391
Household Disability Rate	46.30%
Veterans	917
Veteran Rate	3.70%
Aging Population (60+)	6,291
Aging Population Rate	25.50%
People with Language Barriers	3
Household Language Barrier Rate	0%
Racial and Ethnic Minorities	1,554
Racial and Ethnic Minority Rate	6.30%



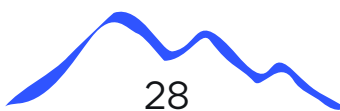
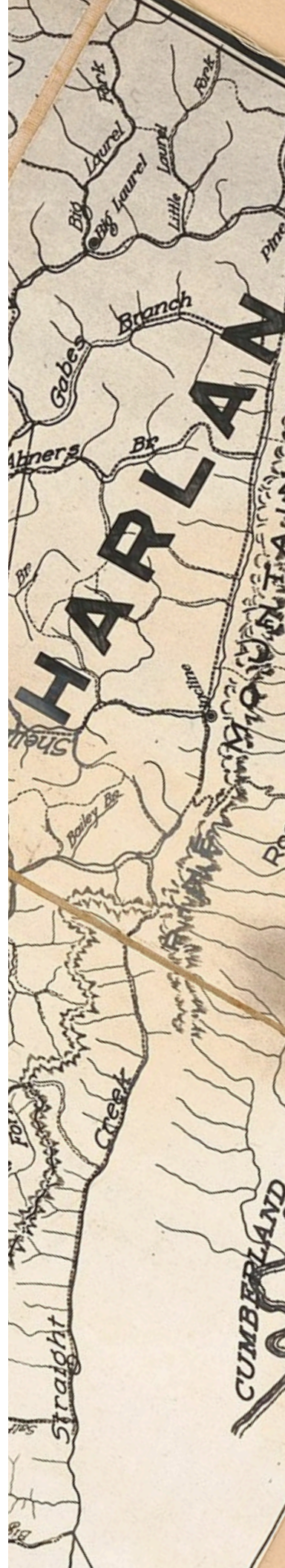
Clay County Demographics

Area Type	Rural
Local Workforce Area	EKCEP
Population Total	20,484
Population Under 18	4,354
Population Ages 18-34	4,475
Population Ages 35-54	5,732
Population Ages 55 and Over	5,923
Households	7,100
Low Income Households	2,113
Low Income Rate	30.10%
People with Disabilities	3,800
Household Disability Rate	54.20%
Veterans	733
Veteran Rate	3.60%
Aging Population (60+)	4,554
Aging Population Rate	22.20%
People with Language Barriers	0
Household Language Barrier	0%
Racial and Ethnic Minorities	1,804
Racial and Ethnic Minority Rate	8.80%



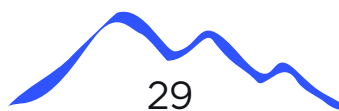
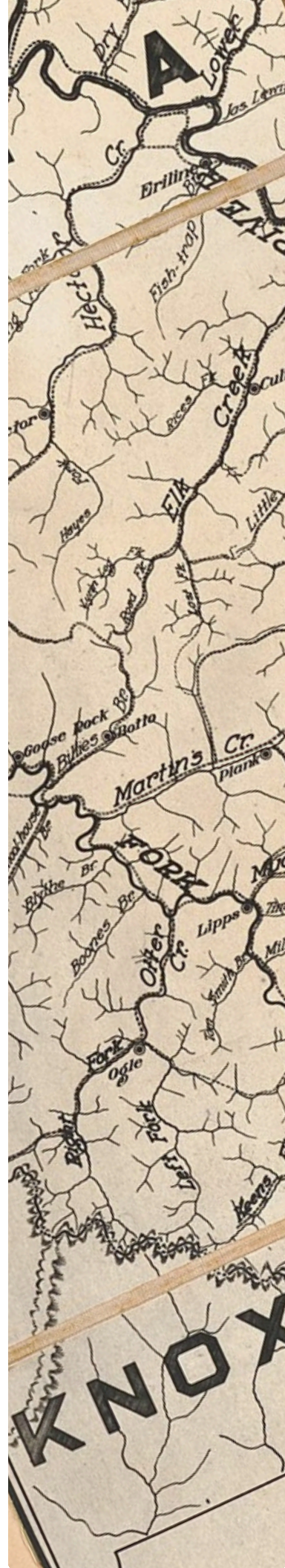
Harlan County Demographics

Area Type	Rural
Local Workforce Area	EKCEP
Population Total	26,921
Population Under 18	6,271
Population Ages 18-34	5,121
Population Ages 35-54	6,715
Population Ages 55 and Over	8,814
Households	10,370
Low Income Households	3,130
Low Income Rate	30.20%
People with Disabilities	5,329
Household Disability Rate	51.40%
Veterans	1,108
Veteran Rate	4.10%
Aging Population (60+)	7,098
Aging Population Rate	26.40%
People with Language Barriers	21
Household Language Barrier	0.20%
Racial and Ethnic Minorities	1,479
Racial and Ethnic Minority Rate	5.50%



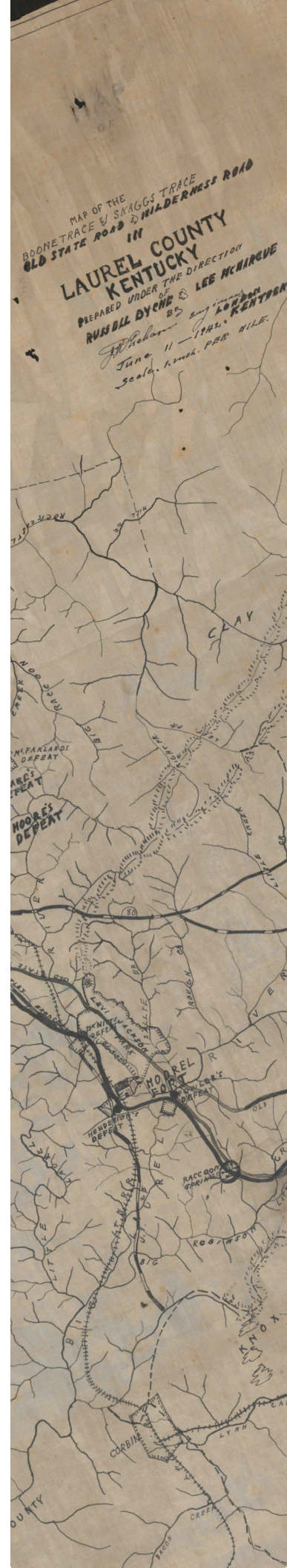
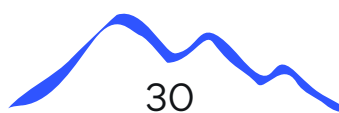
Knox County Demographics

Area Type	Rural
Local Workforce Area	EKCEP
Population Total	30,367
Population Under 18	7,204
Population Ages 18-34	6,547
Population Ages 35-54	7,466
Population Ages 55 and Over	9,150
Households	11,115
Low Income Households	3,115
Low Income Rate	28%
People with Disabilities	3,828
Household Disability Rate	34.40%
Veterans	1,038
Veteran Rate	3.40%
Aging Population (60+)	7,175
Aging Population Rate	23.60%
People with Language Barriers	0
Household Language Barrier	0%
Racial and Ethnic Minorities	1,445
Racial and Ethnic Minority Rate	4.80%



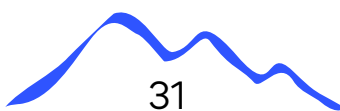
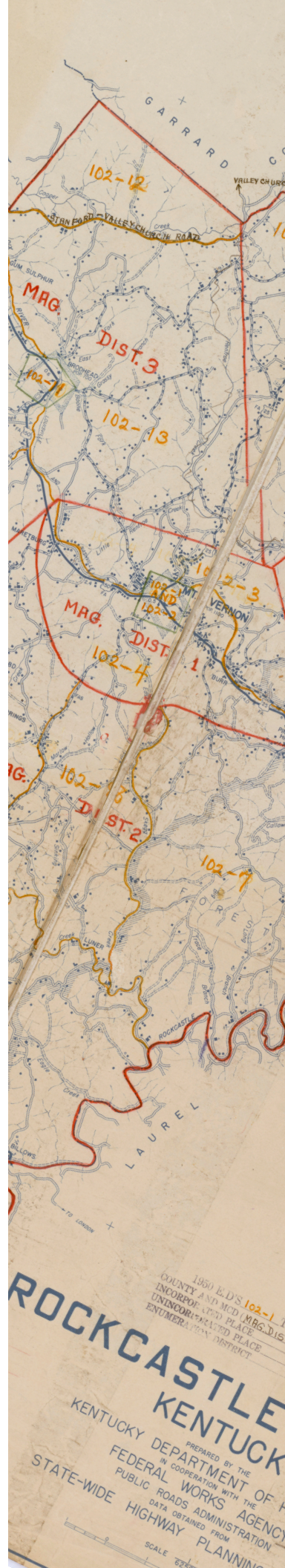
Laurel County Demographics

Area Type	Rural
Local Workforce Area	Cumberlands
Population Total	62,090
Population Under 18	14,445
Population Ages 18-34	12,507
Population Ages 35-54	16,633
Population Ages 55 and Over	18,505
Households	23,146
Low Income Households	4,357
Low Income Rate	18.80%
People with Disabilities	8,120
Household Disability Rate	35.10%
Veterans	2,796
Veteran Rate	4.50%
Aging Population (60+)	14,223
Aging Population Rate	22.90%
People with Language Barriers	30
Household Language Barrier	0.10%
Racial and Ethnic Minorities	2,804
Racial and Ethnic Minority Rate	4.50%



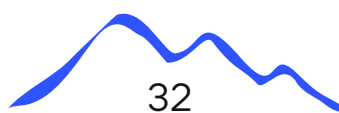
Rockcastle County Demographics

Area Type	Rural
Local Workforce Area	Cumberlands
Population Total	16,167
Population Under 18	3,525
Population Ages 18-34	3,066
Population Ages 35-54	4,257
Population Ages 55 and Over	5,319
Households	6,307
Low Income Households	1,297
Low Income Rate	20.60%
People with Disabilities	2,582
Household Disability Rate	40.90%
Veterans	664
Veteran Rate	4.10%
Aging Population (60+)	4,102
Aging Population Rate	25.40%
People with Language Barriers	0
Household Language Barrier	0%
Racial and Ethnic Minorities	520
Racial and Ethnic Minority Rate	3.20%

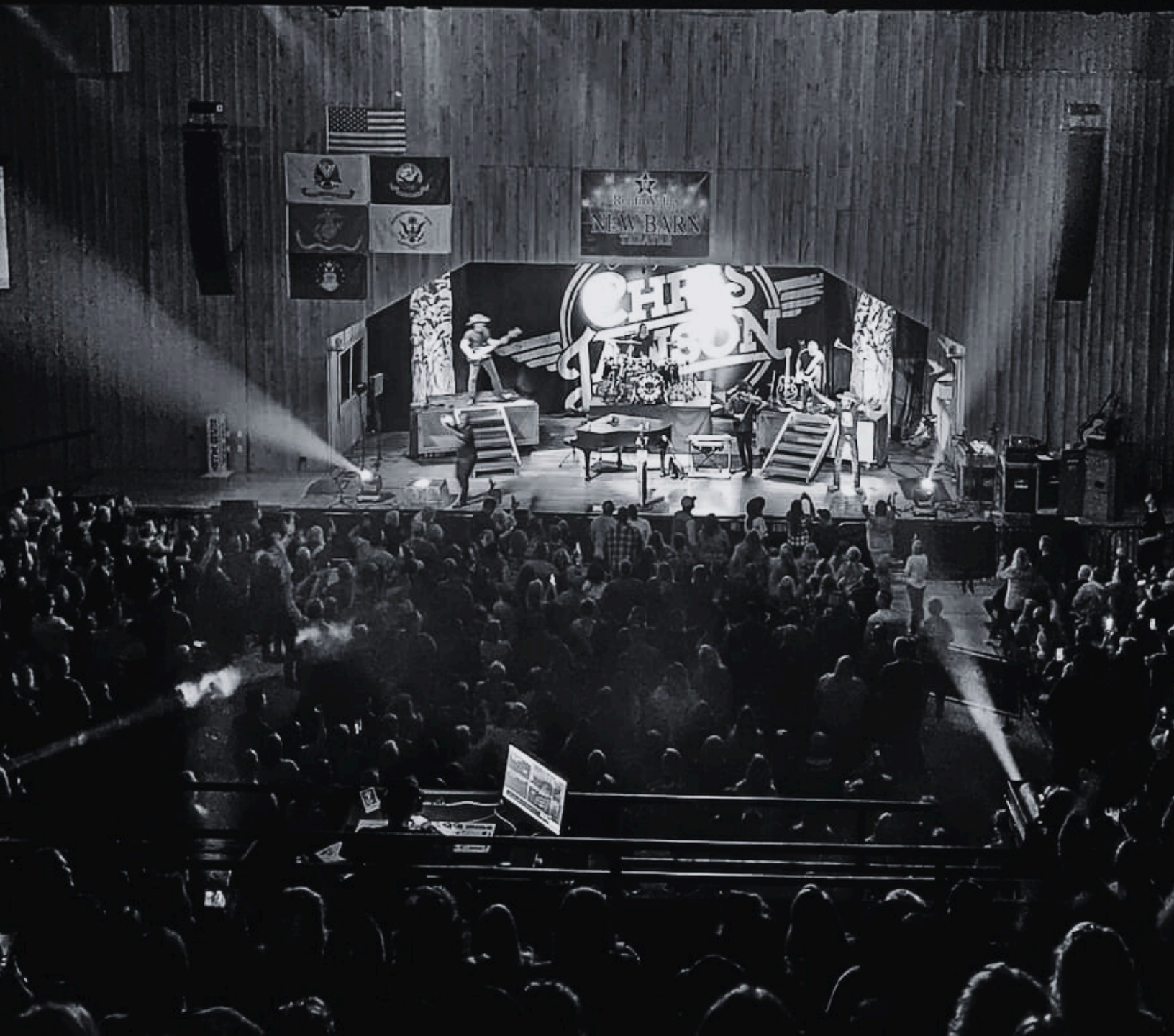


Whitley County Demographics

Area Type	Rural
Local Workforce Area	Cumberlands
Population Total	36,578
Population Under 18	9,287
Population Ages 18-34	8,525
Population Ages 35-54	8,608
Population Ages 55 and Over	10,158
Households	12,774
Low Income Households	2,730
Low Income Rate	21.40%
People with Disabilities	5,422
Household Disability Rate	42.40%
Veterans	1,804
Veteran Rate	4.90%
Aging Population (60+)	7,307
Aging Population Rate	20%
People with Language Barriers	37
Household Language Barrier	0.30%
Racial and Ethnic Minorities	1,578
Racial and Ethnic Minority Rate	4.30%



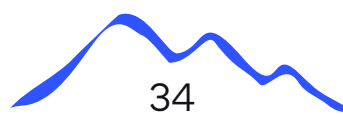
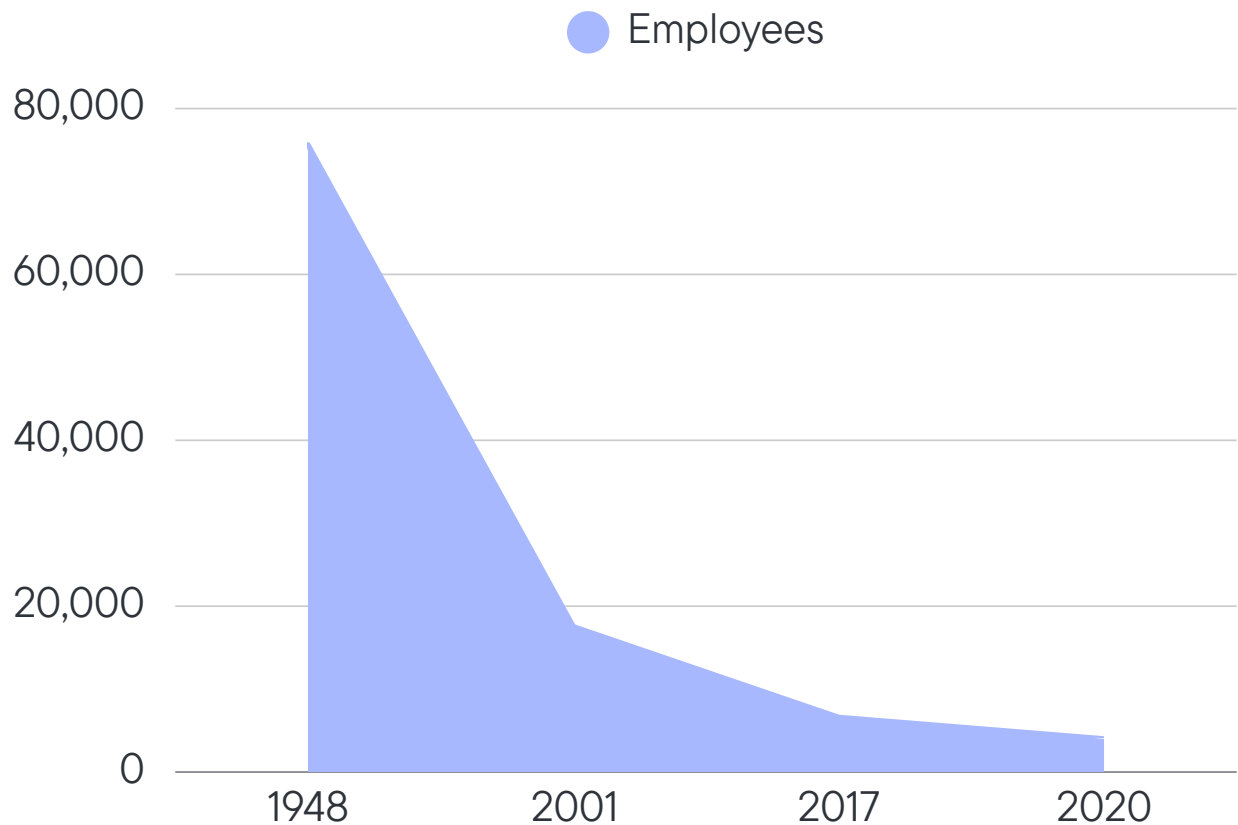
Economic Resilience



Economic Resilience

Legacy Industry Decline

Coal mining in Eastern Kentucky has been in freefall for decades, reshaping the economy of the Cumberland Valley Area Development District (CVADD). Known Kentucky coal mine employment peaked in 1948 at 75,633 (66,410 in Eastern Kentucky and 9,223 in Western Kentucky). By 2001, Kentucky had 17,534 coal mine employees producing 133.8 million short tons. In stark contrast, production in 2020 was only 18% of the 2001 level, and just 23% of the number of employees remained. Between 2017 and 2020 alone, aggregate coal production dropped 42%, mine labor hours dropped 45%, and the number of employees fell from 6,597 to 4,006.



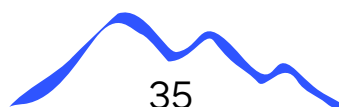
Economic Resilience

Legacy Industry Decline

This decline has affected all eight CVADD counties. Bell, Harlan, Knox, and Clay were historically dependent on mining, and their economies continue to bear the heaviest losses. Jackson, Laurel, Rockcastle, and Whitley—though less coal-dependent—were tied into the supply chain, transportation, and workforce impacts of the industry’s collapse.

A second economic blow came with the collapse of tobacco production. The termination of the federal tobacco quota program in 2004 through the Tobacco Transition Payment Program ended the long-standing “tobacco base” system that sustained thousands of family farms. Every county in the CVADD region—Bell, Clay, Harlan, Jackson, Knox, Laurel, Rockcastle, and Whitley—saw diminished agricultural revenues, declining farm employment, and reduced farm-to-market activity that once circulated money locally.

Coal’s decline and the 2004 end of tobacco quotas weakened CVADD’s economy, reducing farm jobs and revenues and slowing local spending across all eight counties.



Economic Resilience

Labor Force Participation

These industry collapses have been compounded by the region’s low labor force participation rates. According to recent data, five of the counties—Bell, Clay, Harlan, Jackson, and Knox—have fewer than 60% of working-age adults (ages 25–64) employed. Even the better-performing counties—Laurel, Rockcastle, and Whitley—have not exceeded 69.9%. By comparison, national labor force participation stands at 78.2% and Appalachia overall at 73.8%.

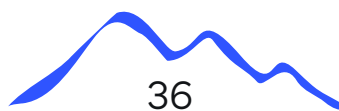
The implications are severe:

- Weakened Local Economies – Lower participation reduces spending power and dampens local business activity.
- Strained Public Revenues – County governments and school districts receive fewer tax dollars to fund services.
- Increased Dependency – A larger non-working population requires public and private support, drawing resources away from development.

COVID-19 Pandemic Impact

The COVID-19 pandemic further disrupted an already fragile economy. Beginning in 2020, thousands in CVADD counties fell ill, and businesses closed or shifted to remote operations. Service industries—restaurants, hotels, and tourism—suffered dramatic losses, and some never reopened. Educational institutions pivoted to online learning, while local governments, manufacturing facilities, and healthcare systems struggled to maintain operations amid worker shortages.

Counties with already low labor force participation were hit hardest. Employers in Bell, Clay, Harlan, Jackson, and Knox faced severe workforce shortages. Even in Laurel and Whitley, where larger healthcare and logistics employers operate, absenteeism and turnover surged. Pandemic-era unemployment and uncertainty deepened the cycle of economic vulnerability across all eight counties.



Economic Resilience

Broadband as a Resiliency Strategy

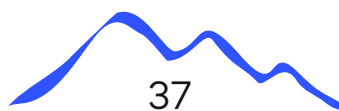
One bright spot in this difficult period was the accelerated expansion of broadband internet. Reliable connections enabled remote work, online education, telehealth, and new entrepreneurial opportunities. Former coal and tobacco workers, as well as those previously out of the labor force, gained the ability to retrain and engage in remote jobs while staying in their home communities. For Laurel, Whitley, and Rockcastle, broadband strengthened logistics and manufacturing connectivity. For more rural counties like Jackson, Clay, and Bell, it created new avenues for workforce participation that had never before been possible.

Broadband is now a cornerstone of regional resilience, helping all eight CVADD counties position themselves for a more diverse and sustainable economic future.

Regional Resilience Initiatives

The CVADD region is leveraging several key frameworks to strengthen long-term resilience:

- **Shaping Our Appalachian Region (SOAR):** Working groups connect CVADD counties to regional innovation, aligning local challenges with new development opportunities.
- **Kentucky Promise Zone:** Covering Bell, Clay, Harlan, Knox, and Whitley, this initiative focuses resources on improving education, healthcare, housing, and job creation.
- **Kentucky Work Ready Communities:** Several counties are certified or pursuing certification, signaling workforce preparedness to prospective employers.
- **Targeted Workforce Training:** Programs provide dislocated coal workers and other adults with training for careers in advanced manufacturing, healthcare, logistics, and IT.

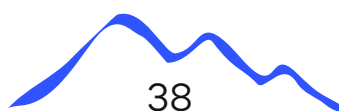


Economic Resilience

The table below presents population estimates, labor force participation rates (LFPR), and the most recent unemployment rates for counties in the CVADD region. Together, these indicators provide a snapshot of the region’s workforce capacity and employment conditions.

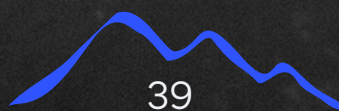
County	Population (2023 est.)	LFPR 25–64 (ACS 2019–23)	Unemployment Rate Jul 2025 (NSA)
Bell	26,017	57.20%	5.10%
Clay	19,903	54.80%	5.70%
Harlan	26,831	56.10%	6.20%
Jackson	13,358	55.30%	5.50%
Knox	30,430	59.70%	5.40%
Laurel	62,228	68.40%	4.20%
Rockcastle	16,037	67.90%	4.60%
Whitley	36,196	66.10%	4.40%

Sources: U.S. Census Bureau QuickFacts (2023 population est.); ACS S2301 2019–2023 (25–64 LFPR); Kentucky Center for Statistics (KYSTATS), Local Area Unemployment Statistics, July 2025 (NSA).

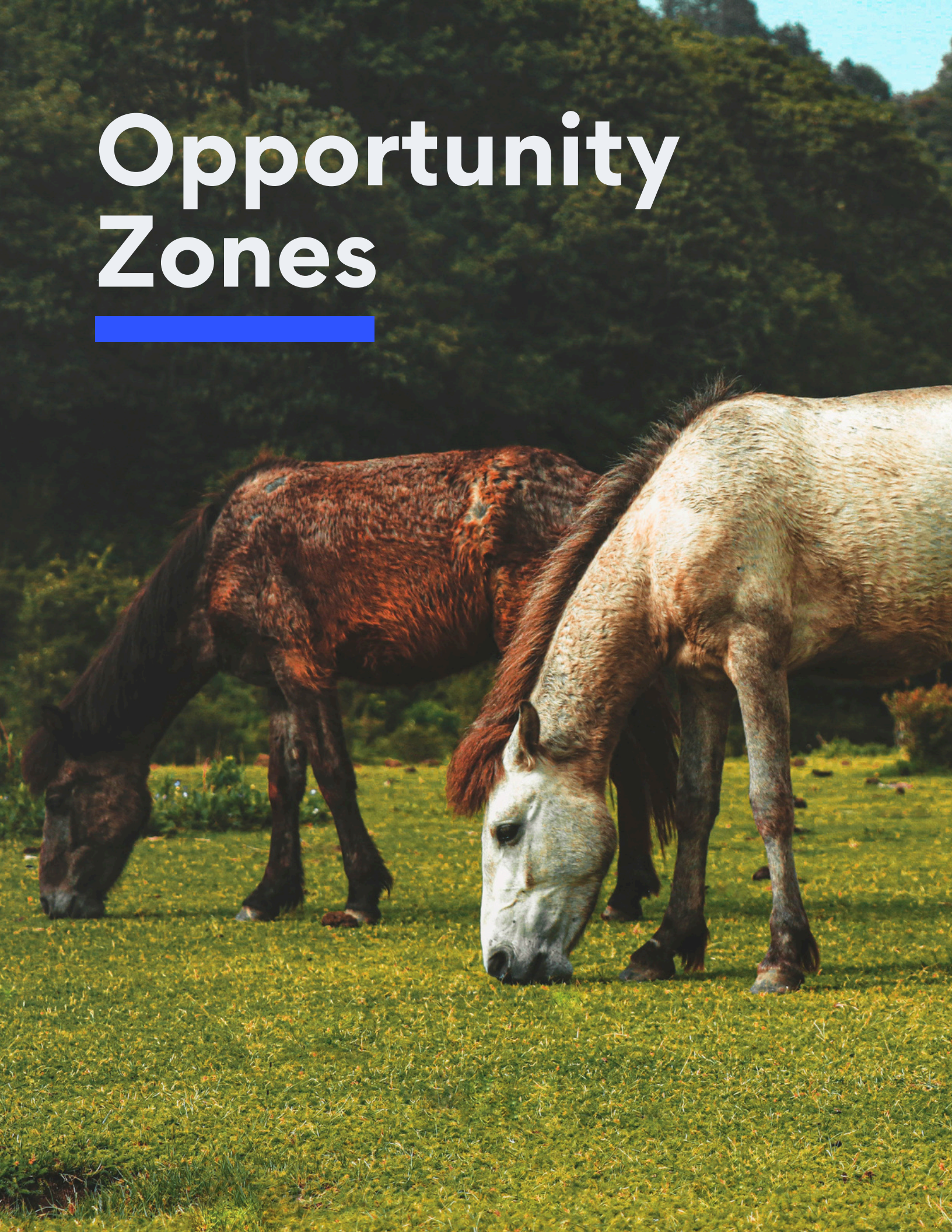
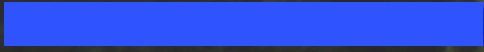


Conclusion

Economic resiliency means the ability to recover from disruption, withstand shocks, and adapt to changing circumstances. CVADD's eight counties have endured the collapse of coal and tobacco, a global pandemic, and long-standing structural challenges in labor force participation. Yet, they continue to adapt. With broadband expansion, regional collaboration, and workforce development, Bell, Clay, Harlan, Jackson, Knox, Laurel, Rockcastle, and Whitley are laying the foundation for a stronger, more diversified economy that will enable future generations to thrive without leaving home.



Opportunity Zones



Opportunity Zones

Regional Resilience Initiatives

In Kentucky, 144 Opportunity Zones across 84 counties have been designated by the U.S. Department of the Treasury. Within CVADD, six counties include designated zones that remain in effect through December 31, 2026. These zones provide federal tax benefits to attract private investment into communities most in need, supporting:

Opportunity Zones provide federal tax benefits for investors who reinvest capital gains into projects located within these zones. The goal is to drive private investment into communities most in need—generating opportunities for:

- Affordable housing development
- Neighborhood revitalization
- Improved health outcomes
- Entrepreneurship and small-business growth

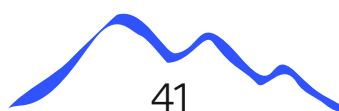
To maximize impact, CVADD hosts stakeholder meetings to connect local organizations and partners in advancing these projects.

Community Development Corporations (CDCs)

Community Development Corporations (CDCs) are vital to Opportunity Zone success. These nonprofits serve low-income and underserved areas impacted by decades of disinvestment. CDCs help:

- Amplify citizen voices and local interests
- Provide essential community services
- Advocate for revitalization and equitable development
- Build networks that attract and align outside investment with local needs

Within the CVADD region, multiple CDCs are already active in advancing economic development initiatives and ensuring Opportunity Zone strategies align with community priorities.



Opportunity Zones

Current EDA Investments in CVADD

Two major U.S. Economic Development Administration (EDA) grants are currently being implemented within CVADD's Opportunity Zones:

- Harlan County: EDA funding supports the development of a fast-track advanced manufacturing training program across sixteen counties and three community colleges. This program directly addresses workforce gaps in the regional manufacturing sector, supporting both job creation and business expansion—including supply chain opportunities.
- Knox County: EDA investment converted an abandoned Barbourville nursing home (in an Opportunity Zone) into a Work Ready Training Facility. Operated by KCEOC Community Action Partnership, it offers training in manufacturing, healthcare, logistics, IT, agri-foods, and hospitality. The project builds workforce skills, attracts investment, and fosters long-term growth.

CVADD Opportunity Zone Highlights

Knox County

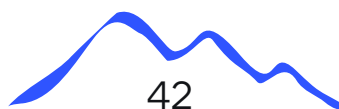
- 1 hospital; county transit system operated by CAC Transit
- Major employers: Healthcare & Social Assistance, Retail Trade, Education

Harlan County

- 1 hospital; transportation services provided by Community Action Agency
- Major employers: Healthcare & Social Assistance, Retail Trade, Education
- Top industries: Information; Mining, Quarrying & Oil/Gas; Agriculture, Forestry, Fishing & Hunting

Whitley County

- 1 hospital in the Opportunity Zone



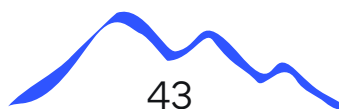
Opportunity Zones

Opportunity Zones present a time-sensitive opportunity to attract new private investment into some of CVADD's most economically challenged areas. By leveraging community-based organizations, federal EDA support, and strong regional collaboration, CVADD is laying the foundation for transformative projects that can improve quality of life, diversify local economies, and generate lasting prosperity for Bell, Clay, Harlan, Jackson, Knox, Laurel, Rockcastle, and Whitley counties.

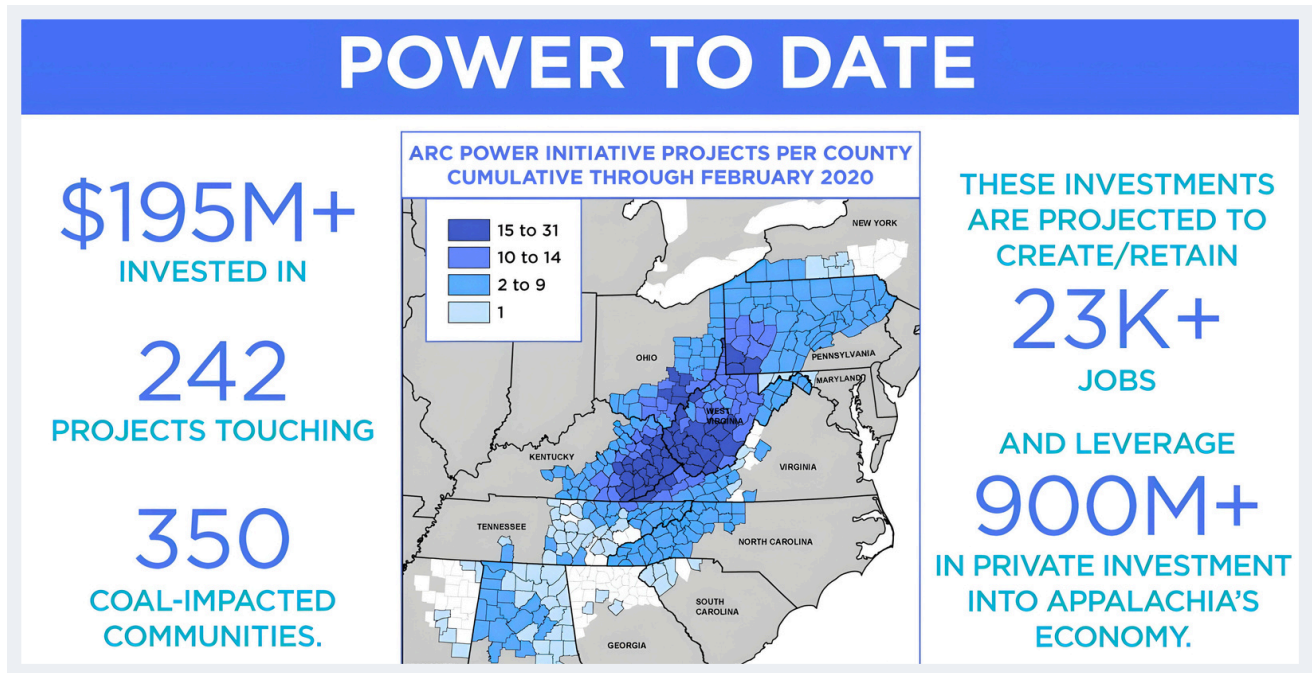
Opportunity Zone Area in CVADD
491
square miles

Total Population in Zones
8,045
residents

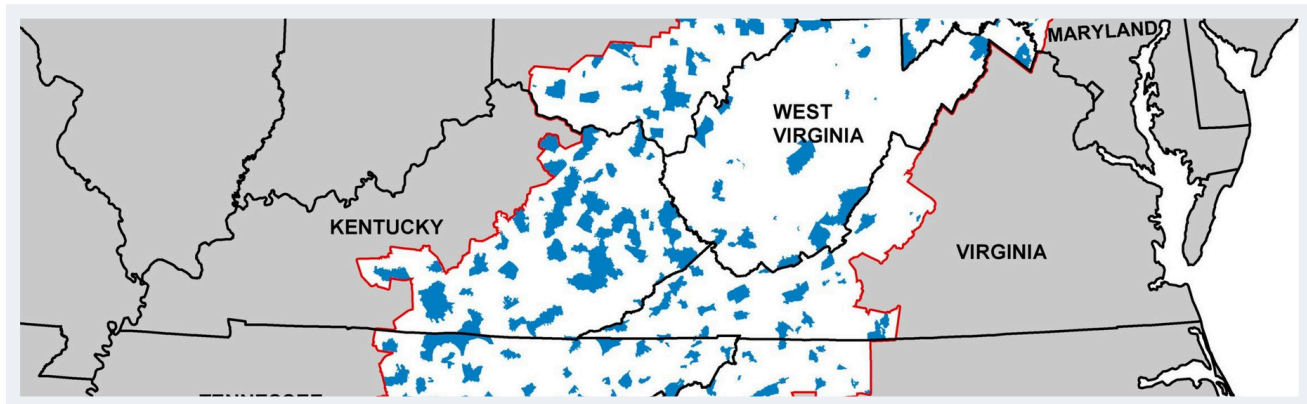
Labor Force in Zones
2,049
workers



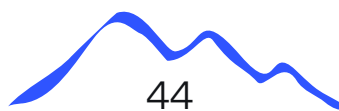
Opportunity Zones



POWER (Partnerships for Opportunity and Workforce and Economic Revitalization) is an ARC program that invests in coal-impacted communities across Appalachia to diversify local economies, grow jobs, and build workforce and industry capacity.



Qualified Opportunity Zones in the Appalachian Region, 2018



Opportunity Zones

Bell

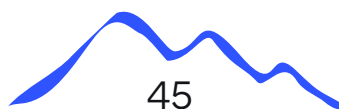
Middlesboro	Community Base Services
	Cumberland Trails United Way
	Kentucky Small Business Development Center
	Bell County Chamber-Commerce
	Civic Development Group
Pineville	Bell - Whitley Community Action Agency
	Pineville Bell County Community

Clay

Manchester	Daniel Boone Development Transit
	Daniel Boone Community Action Agency
	Community Connections LLC
	Cabinet for Health and Family Services, Clay County
	Clay Community Foundations, LLC

Harlan

Benham	Cumberland Community Development
Cumberland	
Evarts	
Harlan	Harlan County Community Action
Loyall	
Lynch	Meridzo Center, INC

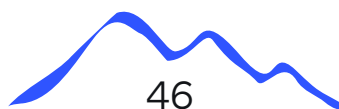


Opportunity Zones

Jackson	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



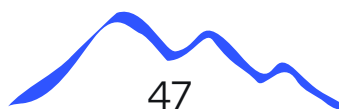
Opportunity Zones

Rockcastle

Brodhead	Daniel Boone Community Action Agency
	Mountain Association
	Rockcastle County Industrial Development Authority
Livingston	Daniel Boone Community Action Agency
	Mountain Association
	Rockcastle County Industrial Development Authority
Mt. Vernon	Daniel Boone Community Action Agency
	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

Bell County

Hospitals:

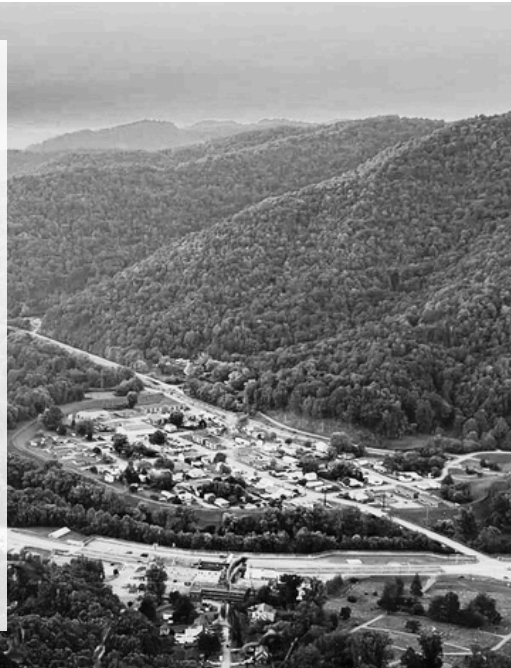
- Middlesboro ARH
- Pineville Community Health Center

College/University:

- Southeast Community and Technical College

Major Employers:

- Health Care and Social Assist
- Manufacturing
- Retail Trade
- Mining and Oil/Gas
- Agriculture/Forestry/Fishing/Hunting
- Wholesale Trade



Clay County

Hospitals:

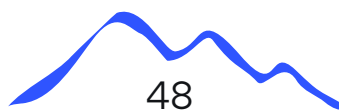
- AdventHealth Manchester

College/University:

- Eastern Kentucky University - Branch

Major Employers:

- Retail Trade
- Health Care and Social Assist
- Education
- Mining and Oil/Gas
- Transportation/Warehousing



Opportunity Zones

Harlan County

Hospitals:

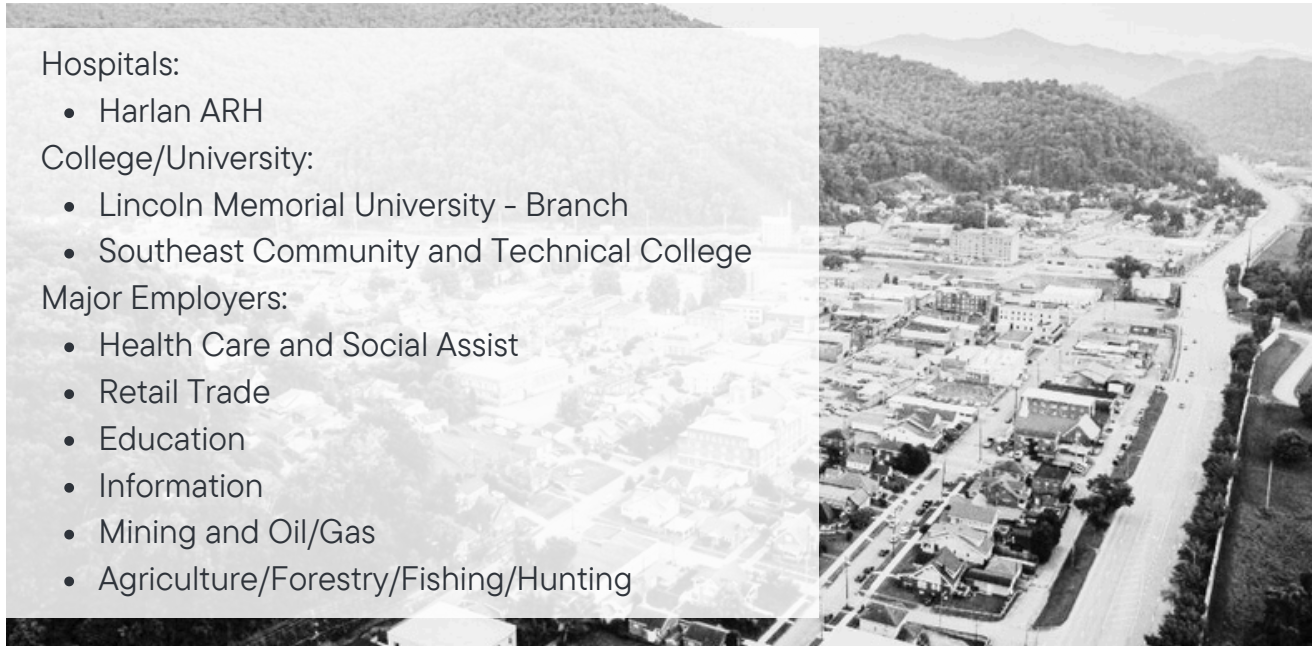
- Harlan ARH

College/University:

- Lincoln Memorial University - Branch
- Southeast Community and Technical College

Major Employers:

- Health Care and Social Assist
- Retail Trade
- Education
- Information
- Mining and Oil/Gas
- Agriculture/Forestry/Fishing/Hunting



Jackson County

Hospitals:

- Jackson County Memorial
- Kentucky River Medical Center

College/University:

- Midway College

Major Employers:

- Manufacturing
- Construction
- Health Care and Social Assist
- Utilities
- Education
- Finance/Insurance

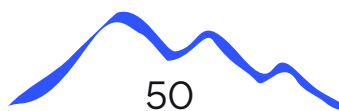
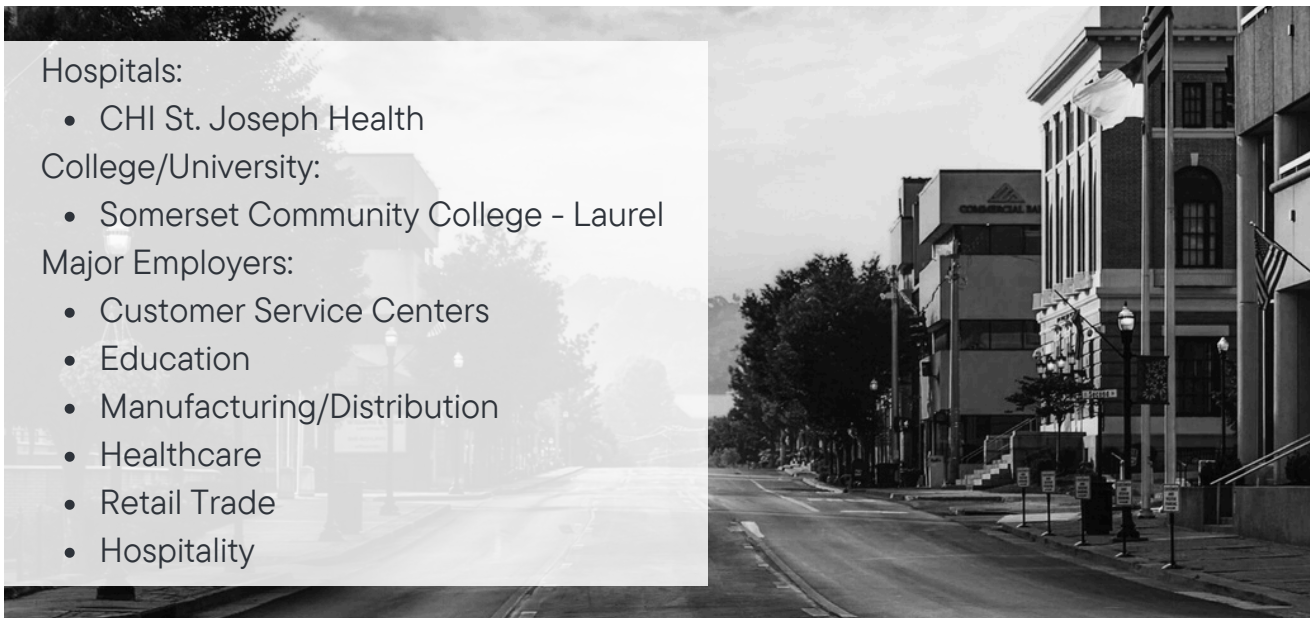


Opportunity Zones

Knox County



Laurel County



Opportunity Zones

Rockcastle County



Hospitals:

- Rockcastle Regional Hospital

Major Employers:

- Manufacturing
- Healthcare

Whitley County



Hospitals:

- Parkview Whitley

College/University:

- University of the Cumberlands

Major Employers:

- Lear Corporation
- Ultra Electronics - USSI
- C and A Tool Engineering, Inc.
- 80/20 Inc.
- Whitley County Consolidated Schools
- Steel Dynamics Inc., Structural and Rail Division and Dynamic Composites
- Micropulse
- Parkview Whitley Hospital
- BRC Rubber and Plastics Inc.
- Warner Electric

SWOT Analysis

"BOBBY KEITH AND CLAY COUNTY TIGER
SAVED THE STATE CHAMPIONSHIP..."
- Tom

TE C

STATE

IONS

LIFE OF A LEGEND

THE "BOY WHO LIVED TO SURVIVE"

...

...

...

...

...

HIGH SCHOOL COACHING HISTORY



SWOT Analysis

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.



Strengths

Internal advantages the region already has. These are assets, capabilities, and resources that support performance and growth, and they are largely within local control to maintain or expand

Weaknesses

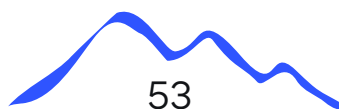
Internal limitations that hinder performance. These include gaps in skills, resources, infrastructure, coordination, or policy that the region can address through planning, funding, and better execution.

Opportunities

External conditions the region can use. These are trends, programs, markets, or policy windows that create favorable conditions for investment, job creation, and quality-of-life improvements if the region acts.

Threats

External risks that could impede progress. Economic, policy, environmental, competitive, and demographic pressures outside local control; manage with mitigation and contingency plans.



SWOT Analysis

Population Trends



Strengths

- Strong family values and community pride
- People staying in the region
- Lower violent crime
- Job availability and “go-to” perception of Kentucky
- Natural beauty
- Affordable cost of living

Weaknesses

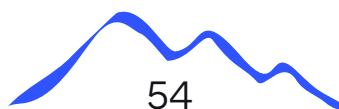
- Limited things for locals to do
- Distance to amenities and services
- Out-migration for jobs; youth options limited
- Not enough employable workers in remote counties
- Limited experience base in parts of the region
- Aging population in remote counties

Opportunities

- Recruit higher-pay employers and add new housing
- Add businesses and services to reduce travel for basics
- Promote natural assets and tourism
- Incentives for in-migration and remote work
- Stronger marketing and advertising
- Revitalize downtowns to attract residents

Threats

- Drugs and loss of workforce
- Better jobs elsewhere drawing residents away
- Flooding in Eastern Kentucky and inflation
- Economic stagnation and weak local support
- Continued population decline in remote counties
- Rising cost of living reduces retention



SWOT Analysis

Employment



Strengths

- Growing job numbers and availability
- Mix of utility, factory, tourism, and retail jobs
- Space and facilities that allow expansion
- Fiber connectivity in parts of the region
- Strong local work ethic
- Loyal workforce with long tenures

Weaknesses

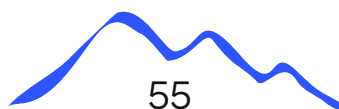
- Too few living-wage and professional roles
- Childcare and transportation barriers limit participation
- Low education levels and few independent businesses
- No clear long-term plan for job growth
- Limited career ladders within existing employers
- Skills mismatch between openings and applicants

Opportunities

- Recruit new industry and expand manufacturing
- Support small business starts and workforce training
- Leverage the HWY 30 corridor for sites and logistics
- Grow vocational programs aligned to employer needs
- Public and private partnerships to industrial parks
- Promote remote and hybrid roles to widen hiring

Threats

- Drugs and worker shortages reduce reliability
- Competition from nearby regions for talent and firms
- Rural internet gaps slow modern business operations
- Funding and execution gaps delay projects
- Transportation hurdles and tech skills gaps persist
- Aging workforce and retirements shrinking labor supply



SWOT Analysis

Wages & Income



Strengths

- Good utility and public sector jobs in some areas
- Wages rising in select industries
- Lower cost of living compared with many regions
- Reliable employers that anchor the local economy
- Room to grow overall earning capacity
- Location and resources in area

Weaknesses

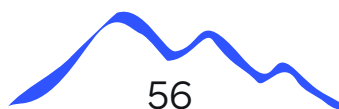
- Low average pay and few quality employers
- Limited advancement and career ladders
- Housing constraints that limit workforce retention
- Many residents commute out for better pay
- Reliance on assistance for some households
- Cost of living pressures outpace local wages for many

Opportunities

- Recruit higher-pay employers and new industry
- Attract out-commuters back with local jobs
- Grow manufacturing, tourism, and small business
- Expand broadband to widen access to remote work
- Use incentives and training to raise wages
- Expand internet access for higher-pay remote work

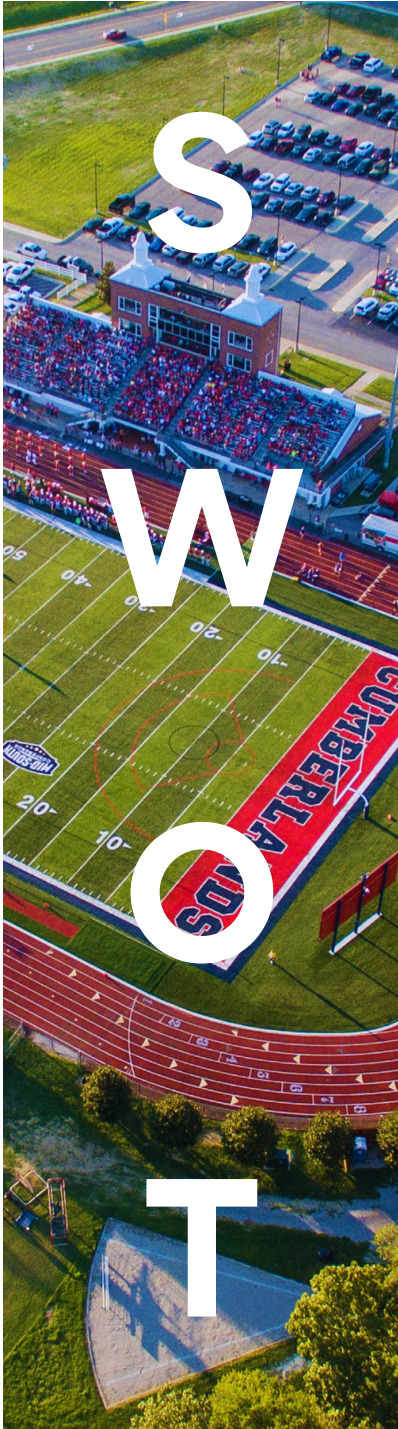
Threats

- Inflation & recession pressure on employers & workers
- Employers unable or unwilling to sustain higher wages
- Low workforce engagement and benefit gaps
- Rising utility and transportation costs
- Competition from nearby regions for talent
- Rising transport and utility costs cut take-home pay



SWOT Analysis

Education & Workforce Development



Strengths

- Local campuses and a new career center
- More training options than in the past
- Strong K-12 partners in several districts
- Workforce programs and credentials available
- Many residents complete high school
- Active employer engagement in some programs

Weaknesses

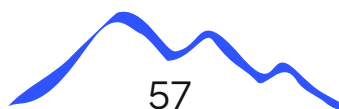
- Dropout rates and underprepared graduates
- College-first culture with limited career tracks
- High cost of higher education
- Small schools limit course offerings
- Curriculum not fully aligned to local jobs
- Limited counseling and career navigation

Opportunities

- Expand scholarships, GED, and vocational programs
- Update curricula with employer input
- Grow dual credit and apprenticeships
- Use technology for career exploration
- Employer partnerships for work-based learning
- Align credentials with regional industry needs

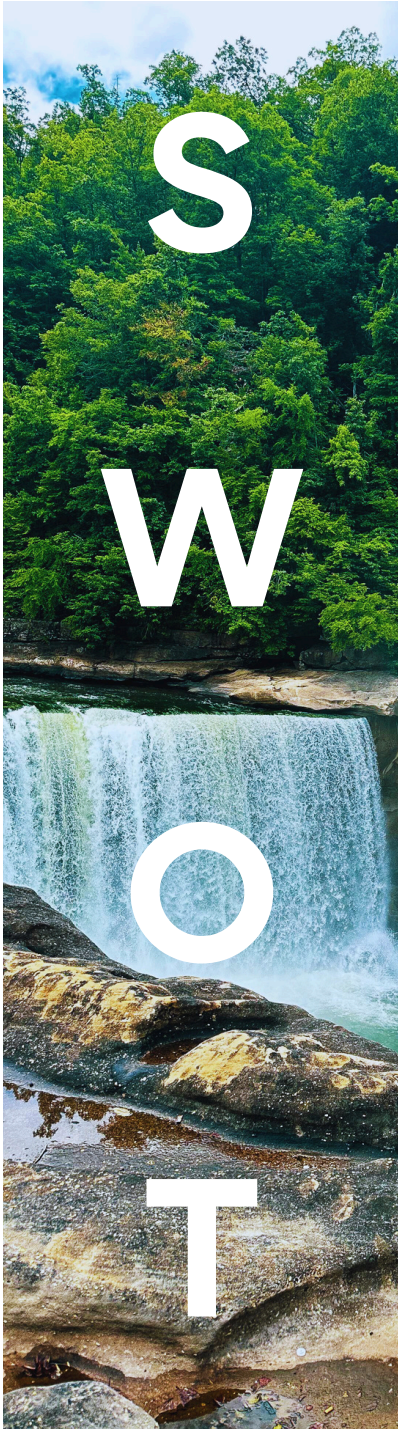
Threats

- Generational poverty and low motivation
- Talent leaving for college and not returning
- Affordability and access barriers
- Competition from nearby regions and online options
- Funding volatility for education and training
- Uncertain support for key workforce programs



SWOT Analysis

Tourism



Strengths

- Cumberland Falls, Laurel Lake, and trail systems
- Outdoor recreation, historic sites, and parks
- Corbin Arena for concerts, conventions, and sports
- Scenic landscapes with four-season appeal
- Growing short-term rentals and visitor interest
- Recognizable regional brand and story

Weaknesses

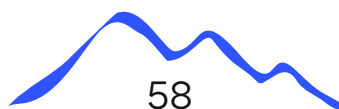
- Limited attractions beyond trail riding
- Gaps in lodging, dining, venues, and service quality
- Inconsistent branding and promotion across counties
- Fragmented visitor information and wayfinding
- Limited private investment in amenities
- Limited year-round indoor attractions

Opportunities

- Package experiences and expand events
- Recruit lodging, restaurants, outfitters, and guides
- Develop trailheads, river access, signage, and gateways
- Coordinate regional marketing and storytelling
- Leverage grants and partnerships to improve sites
- Create linked trail towns and itineraries

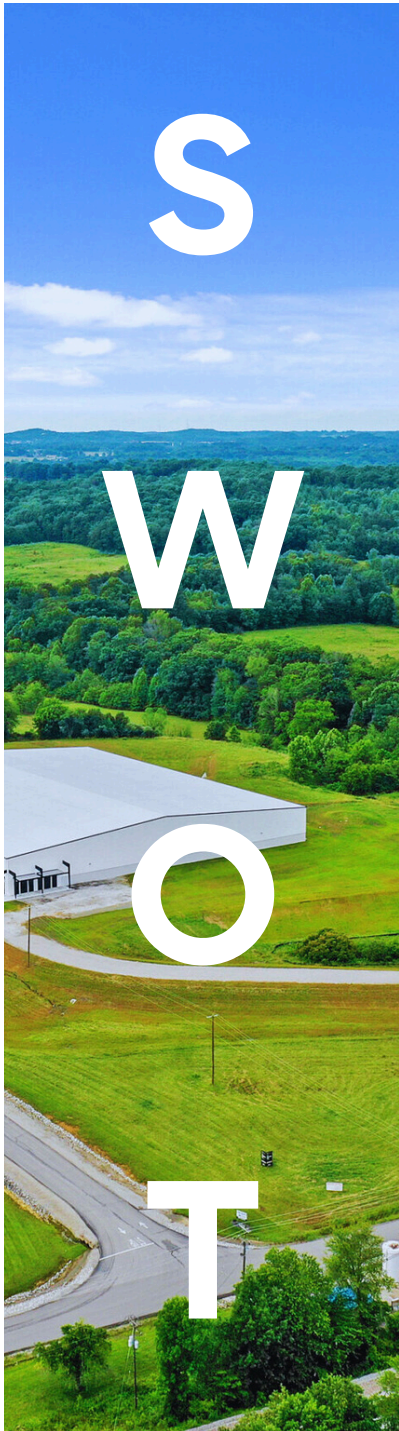
Threats

- Counties not coordinating on priorities and funding
- Weather, flooding, and disaster disruptions
- Workforce and customer service constraints
- Access limitations on private and forest lands
- Competition from nearby destination markets
- Overtourism strain at peak sites



SWOT Analysis

Industrial Parks



Strengths

- Available land and vacant facilities for recruitment
- Locations near major corridors for truck access
- Basic utilities present at many sites
- Potential to cluster suppliers and anchor employers
- Community interest in new jobs and investment
- Competitive land costs

Weaknesses

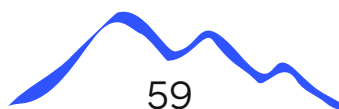
- Limited site readiness and upkeep after initial build
- Few spec buildings and shovel-ready pads
- Infrastructure gaps for water, sewer, and broadband
- Inconsistent vision and marketing across counties
- Limited pipeline of qualified project leads
- Lengthy utility permitting timelines

Opportunities

- Use grants and incentives to advance site readiness
- Develop modern spec buildings and pad-ready sites
- Form a regional coalition for joint marketing
- Target manufacturers, logistics, and value-add ag
- Reuse suitable existing facilities to cut costs
- Certify sites to state readiness standards

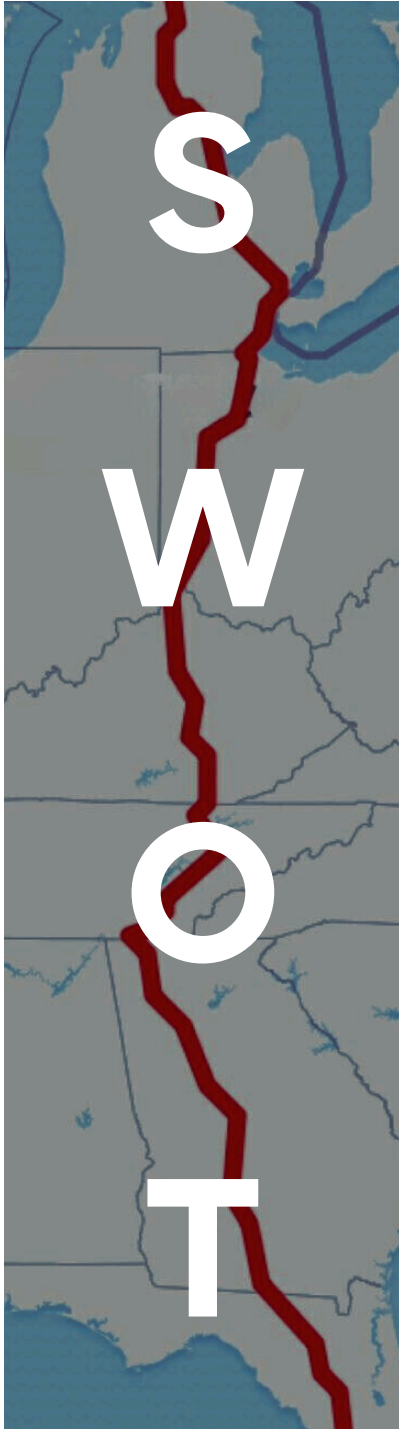
Threats

- Low wages or labor shortages deterring prospects
- Economic swings reducing corporate expansion plans
- Competing regions with fully ready megasites
- Disaster risks and insurance costs on older assets
- Community resistance to certain industries
- Rising construction and financing costs



SWOT Analysis

Transportation



Strengths

- Recent road improvements and access via HWY 30
- Multiple local providers including senior service
- Corridors that link counties and job centers
- Proximity to interstates for freight and logistics
- Active public works capacity for small projects
- Ongoing coordination across counties and partners

Weaknesses

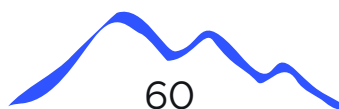
- Rural road conditions and narrow secondary routes
- Limited public transit and no fixed routes in most areas
- Long travel distances to services and jobs
- High vehicle and fuel costs for residents
- Funding constraints that slow upgrades
- Limited sidewalks and bike connections

Opportunities

- Expand regional transit and demand-response service
- Build industry near major corridors and interchanges
- Secure funds for road, bridge, and safety projects
- Plan for EV infrastructure and fleet transitions
- Promote carpooling and employer transportation
- Expand freight logistics and transload capacity

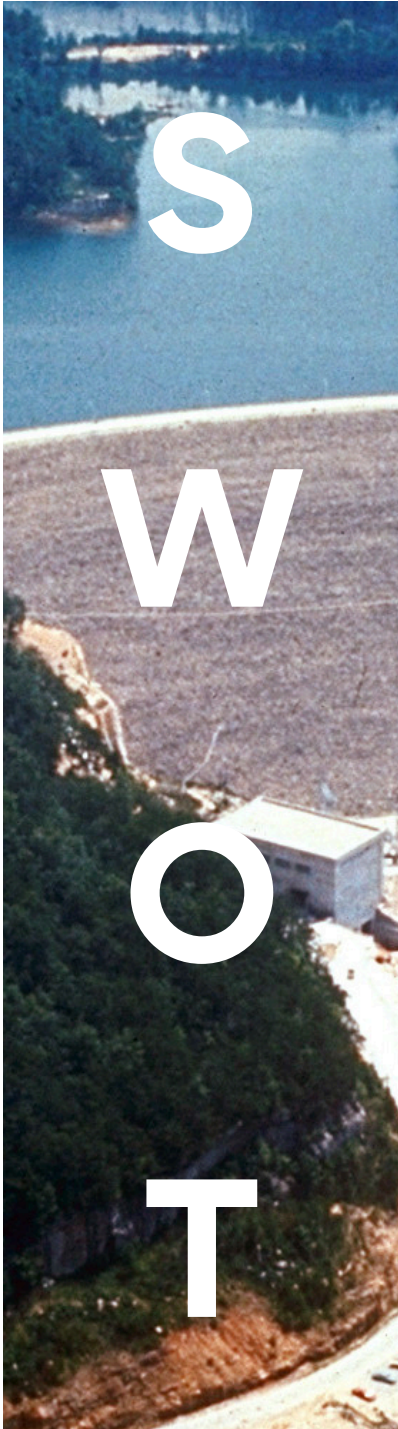
Threats

- Aging infrastructure, storm damage, and flooding risks
- Rising construction, fuel, and maintenance costs
- Fragmented providers and limited local match
- Delays in permitting and procurement
- Insufficient coverage for workforce reliability
- Driver shortages affecting transit and freight



SWOT Analysis

Water and Wastewater



Strengths

- Clean, treated water in most service areas
- Multiple local systems with regional partners
- Experienced operators and utility staff
- History of line extensions and plant upgrades
- Regulatory compliance in many facilities
- Established relationships with regulators and funders

Weaknesses

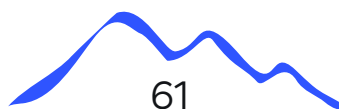
- Aging lines, tanks, and plants with high costs
- Rural access gaps and frequent boil advisories
- Septic reliance and failing onsite systems
- Limited sewer capacity at priority sites
- Capital constraints and slow project delivery
- Data gaps on leaks and inflow/infiltration

Opportunities

- Replace lines, loop networks, and cut loss
- Regional wastewater projects and expansions
- New sources, interconnects, and feeder upgrades
- Use grants and low-interest funds for projects
- Pair site readiness with utility improvements
- Deploy smart meters and SCADA upgrades

Threats

- Non-potable sources and contamination risks
- Inflation in materials and construction
- Flooding and disaster damage to facilities
- Regulatory changes that increase costs
- Growth outpacing source and treatment capacity
- Source water variability during droughts



SWOT Analysis

Technology



Strengths

- High-speed fiber in several communities
- Multiple local ISPs building coverage
- Youth familiarity with devices and online tools
- Schools and libraries have strong internet connectivity
- Growing use of basic cloud services
- Regional interest in remote work

Weaknesses

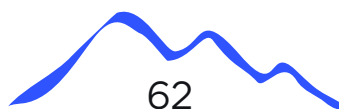
- Broadband gaps and dead zones in rural areas
- Limited speed and reliability for many households
- Cost barriers and low digital literacy
- Few tech-focused training programs
- Limited adoption by small businesses
- Device access gaps in low-income households

Opportunities

- Expand last-mile broadband and fixed wireless
- Subsidize access for low-income households
- Stand up digital skills and remote-work training
- Shared tech resources for small businesses
- Market the region as remote-work friendly
- Public Wi-Fi and device-lending programs

Threats

- Being outpaced by metro areas on speed and price
- Cybersecurity risks for agencies and firms
- Funding cliffs as programs sunset
- Vendor lock-in or price hikes from limited providers
- Perception of poor connectivity deterring growth
- Talent outflow to larger tech hubs



SWOT Analysis

Geography and Environment



Strengths

- Scenic mountains, rivers, and National Forest access
- Clean air, dark skies, and four-season appeal
- Iconic natural sites that anchor identity
- Abundant outdoor recreation potential
- Strong sense of place and heritage
- Abundant public lands and scenic byways

Weaknesses

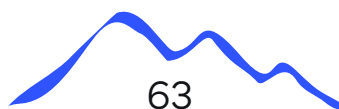
- Difficult terrain and bad-weather travel
- Litter, illegal dumping, and landfill concerns
- Gaps in lodging and visitor infrastructure
- Limited public access to prime natural areas
- Aging roads and limited trailhead facilities
- Limited wayfinding and gateway signage

Opportunities

- Expand trails, campgrounds, river access, and gateways
- Use federal funding for conservation and recreation
- Restore brownfields and reclaim legacy sites
- Outdoor education and stewardship programs
- Coordinate regional branding of natural assets
- Conservation easements to protect key areas

Threats

- Severe weather, flooding, and erosion risks
- Wildfire, invasive species, and habitat loss
- Rising maintenance and insurance costs
- Regulatory hurdles and land-use conflicts
- Inaction leading to degradation of key sites
- Insurance and financing hurdles in floodplains



Strategic Direction & Action Plan



Strategic Direction & Action Plan

Vision, Goals, and 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. It serves as a practical roadmap for prioritizing projects, funding, and partnerships across the region. Progress will be measured and reviewed regularly with community stakeholders to keep the strategy current and accountable.

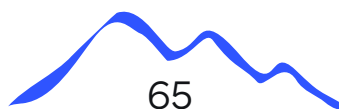
Economic Development

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

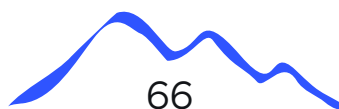
1. Secure funding for tourism related staff support.
2. Continue and increase efforts to improve facilities at the State and National Parks and numerous other smaller publicly owned facilities.
3. Increase efforts to assist private, municipal and non-profit tourist attractions.
4. Expand and develop 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

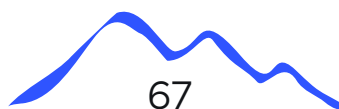
Goal #1

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.

Ensure residents' dignity, health, and independence through accessible, community-based services, strengthening caregiver support, advancing quality care, and promoting prevention and healthy living.



Strategic Direction & Action Plan

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. 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.
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.

Expand ag-based jobs while ensuring every resident can live in a decent, safe, sanitary home, with pathways to affordable ownership.



Strategic Direction & Action Plan

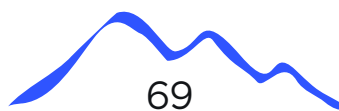
Goal #3

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.
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.

Strengthen public safety through improved training, communication, and coordination among law enforcement, while expanding prevention and victim support programs.



Strategic Direction & Action Plan

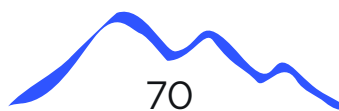
Infrastructure

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
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.



Strategic Direction & Action Plan

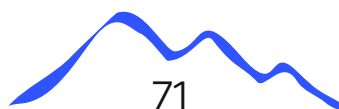
Goal #2

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.

Build a safe, reliable, and connected transportation network that moves people and products efficiently across the District, improving roads and bridges, expanding rail and air options, and strengthening public transit and trails.



Strategic Direction & Action Plan

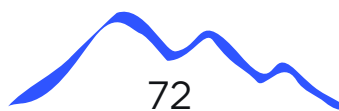
Geography & Environment

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
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.
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.

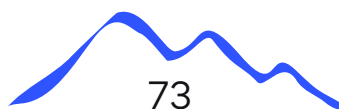
Civic & Government Systems

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.

Objectives

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



Strategic Direction & Action Plan

Education & Workforce Development

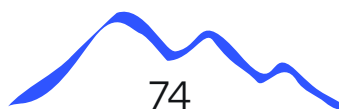
Goal #1

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.
5. Promote equity in the allocation of capital: Ensure that capital is allocated fairly, and equitably, with focus on supporting minority and women-owned businesses.
6. Direct supportive services to minority and women-owned businesses: Provide supportive services such as training, mentorship, and networking opportunities to minority and women-owned businesses.
7. Achieve inclusive jobs growth through improving skills and access to jobs: Encourage inclusive job growth by improving access to jobs and skills training for underrepresented groups.

Invest in education and training that match local needs, expand apprenticeships, and build a skilled, job-ready workforce by securing program funding, aligning curricula with in-demand careers, and connecting learners to local employers.



Evaluation Framework



Evaluation Framework

Successful economic development in the CVADD region requires active involvement and clear communication among local leaders, engaged citizens, stakeholders, and subject-matter experts to organize and implement strategies that improve the region. To guide this work, CVADD has convened a CEDS Committee to assess regional needs and recommend actions. The committee includes Judge/Executives, mayors, citizen members, transportation representatives, education personnel, infrastructure and utility partners, industrial development authorities, economic development staff, and others. An annual CEDS Performance Report is produced for the committee to review progress and identify improvements.

Evaluation Framework

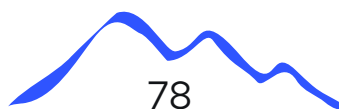
To achieve the region's goals and project priorities, CVADD pursues grants and loans such as Community Development Block Grants (CDBG), Land and Water Conservation Fund (LWCF), Recreational Trails Program (RTP), Kentucky Office of Homeland Security (KOHS), USDA Rural Development, EPA Brownfields, and Transportation Alternatives Program (TAP). Public participation and the inventory of key local resources further support these efforts. Using these resources helps CVADD meet performance measures for the CEDS and strengthen the regional economy. The regional and county project lists below will guide future grant applications and economic development initiatives.

Evaluation Framework

Regional and County Project List

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. Noetown Sewer Rehabilitation/Binghamtown Pump Station Rehab.
5. City of Pineville Wastewater Treatment Plant Expansion Project.
6. Y-Road Sewer Line Extensions/Whitmer Industrial Park.
7. HWY 119 Water Line Replacement.
8. City of Pineville System Wide- A/C Waterline Replacement
9. Develop ATV and other trail activities, including RV park.
10. Develop enhanced communication technology, such as broadband, for local communities, especially first responders.
11. Support efforts to build a hotel/motel/conference facility in the Pineville area.
12. Provide passing opportunities on US-119 between Pineville and Harlan County.

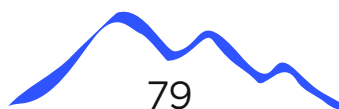


Evaluation Framework

Regional and County Project List

Clay County Regional Priority Projects

1. Identify and utilize an additional raw water source.
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. Provide reliable & affordable Broadband/fiber to home access to all areas of county.
9. City of Manchester Lift Station Rehab and Replacement.
10. Promote the upgrade of the Hal Rogers Parkway from Somerset to Hazard.
11. Promote the construction improvements along US-421 and KY-11 in Clay County.
12. Development of additional industrial property for job creation opportunities.
13. Enhanced communication technology, such as Broadband.
14. Develop a regional recreational/industrial park.

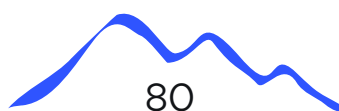


Evaluation Framework

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
14. Develop enhanced communication technology, such as Broadband.
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.



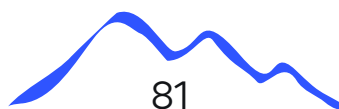
Evaluation Framework

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 and spot improvements of US-421 in Jackson County.
14. 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

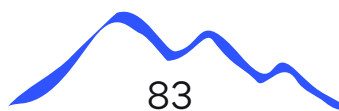
1. Construct speculative buildings in Industrial Parks.
2. Encourage the expansion of services at the ARH.
3. Develop a hotel/motel with meeting room to accommodate up to 100 people.
4. Construct adequate parking facility in downtown Barbourville and Corbin.
5. Continue to support further development 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 and KY 1487 Manchester Street.
10. Correct substandard roadway geometrics, flooding, and address safety issues on KY-11 and KY 229.
11. Improve safety on KY-3439 by providing sidewalks for residents walking to and from housing, schools, work, and shopping areas.
12. Promote Cumberland Run Horse Racing facility.
13. Focus on obtaining funding for new Mega Industrial Park.
14. Improve KY 225 and 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 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.
20. Widen 5th Street from KY-192 to Main Street.
21. Address horizontal alignment issues on KY-363 from Philpot Road to the 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 London & Corbin connection.
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.

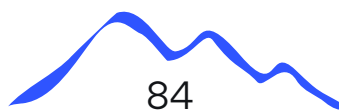


Evaluation Framework

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.
3. Encourage expansion at Renfro Valley to establish a major regional tourism facility.
4. Develop enhanced communication technology, such as Broadband and additional cell phone towers, for local communities, especially first responders.
5. City of Livingston plumbing to new tank (rehab).
6. City of Mt. Vernon tower tank transmission main.
7. City of Mt. Vernon Phase 3 WTP improvements.
8. City of Brodhead waterline replacement and upgrade.
9. City of Brodhead WWTP upgrade and improvement.
10. City of Livingston wastewater collection system improvement project.
11. West Main and School Street pump station rehabilitation.
12. City of Mt. Vernon wastewater replacement along Main Street.
13. City of Mt. Vernon new WWTP and pump station on Richmond Road.
14. Address congestion and safety issues on KY-2549 from Rockcastle County Industrial Park #2 to US-150.
15. Develop training programs to assist individuals in reentry into the workforce through collaboration with the school district and workforce development.
16. Promote tourism attractions such as Kentucky Music Hall of Fame, Renfro Valley Entertainment Center, Rockcastle Speedway, Lake Linville, Anglin Falls, Cedar Rapids Golf Course, Great Saltpetre Cave Preserve, and Rockcastle Riverside.
17. Organize and promote Kentucky Food Truck Championship, Bittersweet Festival, Kentucky Blues Music Festival, Noel Night Market, as well as other family friendly activities throughout Rockcastle County.



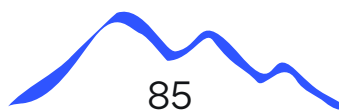
Evaluation Framework

Regional and County Project List



Whitley County Regional Priority Projects

1. Develop industrial park or sites in southern Whitley County & 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.

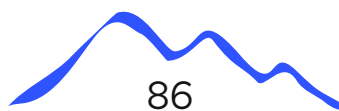


Evaluation Framework

Regional and County Project List

Bell County Project List | Economic Development

1. Increase marketing for Boone's Ridge.
2. Boost efforts to increase tourism for downtown Pineville and 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.
16. Continue efforts to develop tourist attractions and market current attractions, including improving walking trails throughout the county and developing ATV trails and appurtenances.
17. Encourage workforce development through training & expansion.
18. Investigate and identify industrial sites for the wood industry.
19. Provide more information and obtain more projects for the Bell County Airport.

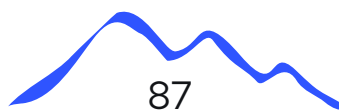


Evaluation Framework

Regional and County Project List

Bell County Project List | 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.
9. Support local health department in expanding facilities to better serve residents.
10. Develop incentives to encourage private investment in retirement and assisted living 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 the 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.

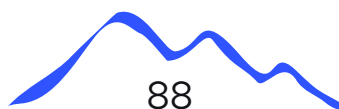


Evaluation Framework

Regional and County Project List

Bell County Project List | Quality of Life

1. Encourage housing agencies to construct or rehabilitate housing stock to be energy efficient.
2. Utilize codes enforcement to accomplish the demolition of unoccupied substandard housing that is not feasible to rehabilitate.
3. 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.
4. Develop a system for disseminating information on programs that help families obtain decent, safe, and sanitary housing, especially low and moderate income families.
5. Encourage comprehensive programs to keep existing school and church indoor facilities open after regular business hours.
6. Form a project to develop a center for indoor recreation.
7. Support efforts to create and enhance parks in all areas of the county with sports equipment for youth.
8. Support Pine Mountain State Park's efforts to establish walking trails within the park.
9. Promote efforts to develop a water park and other water based amenities in Bell County.
10. Develop recreational areas with shelters, walking trails, playground equipment, picnic areas, and more.
11. Promote development of boys' and girls' community centers with several annexes throughout the county.
12. Enhance opportunities for adventure tourism, including ATV trails.



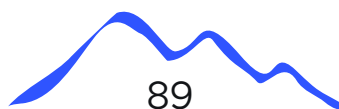
Evaluation Framework

Regional and County Project List



Bell County Project List | Quality of Life

1. Promote overnight lodging and other facilities at national and state parks in the area.
2. Provide up to date equipment and upgrade education for all law enforcement.
3. Promote the use of vacant buildings for housing non violent criminals.
4. Continue to upgrade technology to ensure proper operation of the enhanced 911 system to provide better emergency services to residents of Bell County.
5. Continue efforts to properly equip and train first responders, such as VFDs, police, and emergency medical personnel.
6. Continue efforts to improve communications between local & state police officials.
7. Increase emphasis on programs to eliminate drug & child abuse, and abduction.
8. 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 employees.
9. Further investigate the feasibility of home incarceration as a means of reducing jail expense and related problems.
10. Encourage and support implementation of drug courts in Bell County.
11. Promote projects and efforts to address issues relating to homeland security and emergency services.

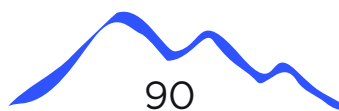


Evaluation Framework

Regional and County Project List

Bell County Project List | 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.
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 Act 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.



Evaluation Framework

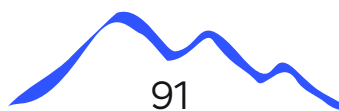
Regional and County Project List

Bell County Project List | Infrastructure

1. Assist in the funding of new stormwater systems where needed in urban areas.
2. Clean ditches along rural roads to facilitate drainage of roadways.
3. Provide passing opportunities on US-119 between Pineville and Harlan.
4. Utilize the county's equipment and manpower to reduce the total cost of any project in Bell County.
5. Improve safety of roads to lower the ranking of most crashes resulting in fatality or serious injury in Bell County.
6. Seek funds to blacktop gravel roads maintained as county roads and to improve maintenance on all county roads.
7. Promote rural public transit throughout the CVADD area.

Bell 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. Develop an ongoing public educational program to inform the public of the dangers of uncontrolled littering and illegal dumping.

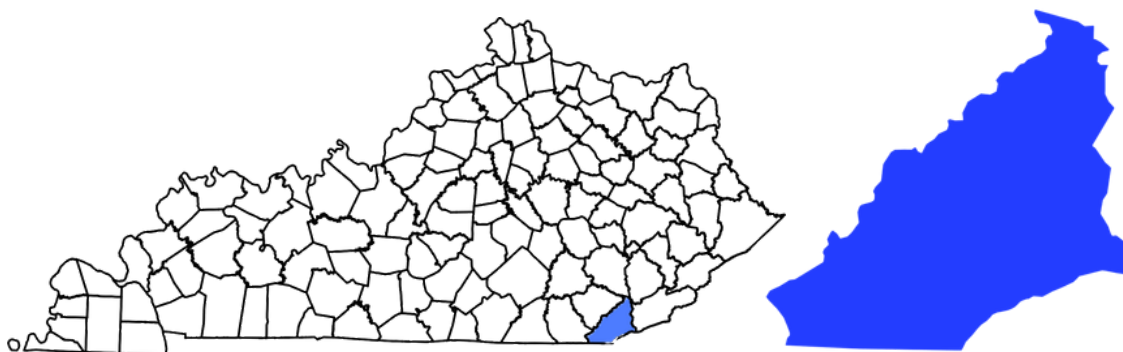


Evaluation Framework

Regional and County Project List

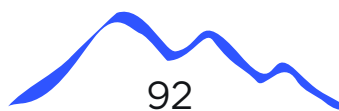
Bell County Project List | Geography & Environment

1. Construct and operate a regional composting operation for household & yard waste.
2. Continue and expand recycling efforts in the county to reduce the landfill area need, transfers cost and to promote a cleaner environment.
3. Support funding through such programs as PRIDE to help clean up Bell County.
4. Encourage and participate in the state's Clean County Program.



Bell County Project List | Civic & Government Systems

1. Construct a Disaster and Emergency Services facility for Bell County.
2. Continue efforts to improve local officials' 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 orderly growth.
5. Implement a comprehensive GIS mapping system to enable enhanced 911, existing road mileages and conditions, and location of public buildings and facilities.
6. Promote 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).



Evaluation Framework

Regional and County Project List



Bell County Project List | Education

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 attendance throughout the county.
5. Strengthen and improve vocational programs for students unable to pursue secondary education and emphasize high tech courses.
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.

Dedicated to every student



Evaluation Framework

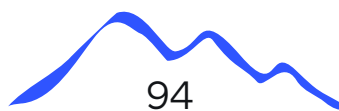
Regional and County Project List

Clay 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. Promote and develop a Community Supported Agriculture program.
5. Promote and encourage the development of coal, gas, and oil resources.
6. Encourage entrepreneurship to create locally based jobs.
7. Promote development of the historical downtown area.
8. Promote and encourage the development of tourism in the county.
9. Support the development of a new Clay County Recreational Center.
10. Promote the development of wildlife viewing stations on Elk Hill.

Clay County Project List | 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 rehabilitation centers in Clay County for men and women.
5. Continue efforts to expand and improve educational, early diagnostic and preventive health care.
6. Continue to support the initiative to provide curriculum in the public school systems to correct lifestyle health issues, such as obesity and diabetes.
7. Continue to support recovery/rehabilitation centers.
8. Assist local governments and nonprofit agencies in utilizing code enforcement as a tool for housing rehabilitation.
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 per the HUD programs.

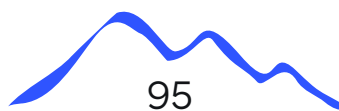


Evaluation Framework

Regional and County Project List

Clay County Project List | Quality of Life

1. Expand a system for disseminating information on programs that help families obtain decent, safe, and sanitary housing, especially low and moderate income families.
2. Develop an emergency center and community center for the Oneida community.
3. Encourage the development of Section 8 and public housing for low and moderate income families.
4. Promote incremental development of tourism as identified in the local plan.
5. Develop public walking tracks and other recreational facilities on high school grounds.
6. Develop recreational areas with shelters, toilets, ball fields, horseshoe pits, picnic facilities, loop trails, and conservatory trails.
7. Promote development of facilities for motor homes and other campers.
8. Promote development of facilities for ATVs, horseback riding, and hiking or walking trails, as well as other adventure tourism.
9. Promote the availability of top tier smallmouth bass and muskie fishing.
10. Continue to support development of the Bert T. Combs Scenic Trail for horseback riding, walking, and hiking.
11. Develop a program to improve educational levels for law enforcement officials.
12. Continue efforts to properly equip and train first responders, such as VFDs, police, and emergency medical personnel.
13. Continue to support Enhanced 911 services to provide better emergency services to residents and businesses of Clay County.
14. Continue working with UNITE to eliminate drug abuse within the county.
15. Promote projects and efforts to address issues related to homeland security and emergency services.

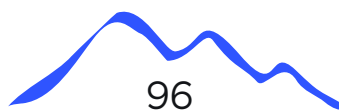


Evaluation Framework

Regional and County Project List

Clay County Project List | 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.
8. Assist existing sewer systems in efforts to comply with the Clean Water Act and Safe Drinking Water Act.
9. Improve asset management practices to ensure future compliance and requirements.
10. Develop an operator training program to address future needs and 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 proper runoff of 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 construction improvements along US-421 and KY-11 in Clay County.
17. Improve road safety to lower the ranking of crashes resulting in fatality or serious injury in Clay County.



Evaluation Framework

Regional and County Project List

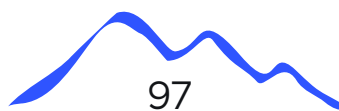
Clay County Project List | Infrastructure

1. Seek funds to blacktop gravel roads maintained as county roads and to improve maintenance on all county roads.
2. Promote rural public transit throughout the county.
3. Seek funding to provide broadband and fiber to homes throughout Clay County.



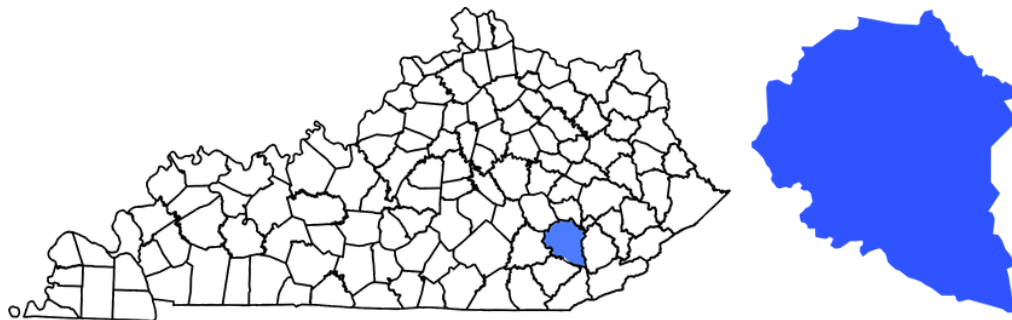
Clay County Project List | Geography & Environment

1. Continue to promote projects involving volunteers to clean along rivers, streams, and throughout the county.
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 .



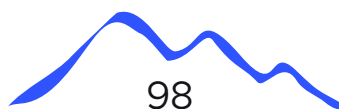
Evaluation Framework

Regional and County Project List



Clay County Project List | 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.



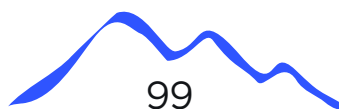
Evaluation Framework

Regional and County Project List



Clay 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. Expand and improve upon pre-school educational programs.
5. Promote curriculum that prepares students for post-secondary education and ready students for the work force.
6. Promote improvements of Eastern Kentucky University Center through expanded course curriculum, etc.
7. Continue to support the incorporation of programs to reduce the dropout rate.



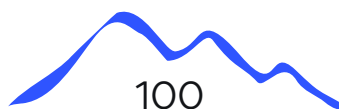
Evaluation Framework

Regional and County Project List



Harlan 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, furniture refinishing and other decor industries.
7. Promote tourism industry through crafts, antiques, bed and breakfast, and tour guides to scenic areas, such as Little Shepard Trial, Blanton Forest & 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.

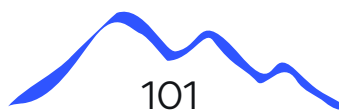


Evaluation Framework

Regional and County Project List

Harlan County Project List | Quality of Life

1. Support after hour urgent treatment facilities.
2. Expand educational, early diagnostic, and preventive health care.
3. Provide incentives for high school students to enter medical professions.
4. Promote legislation that encourages medical students to 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 legislation that provides additional community based services and medical support for senior citizens.
8. Assist in developing medical surveys for clusters of cancers, diabetes, and cardiac related diseases to determine patterns.
9. Engage in community planning to prepare for the Baby Boomers.
10. Support the local health department in expanding programs to better serve residents.
11. Develop health enhancing facilities such as wellness centers.
12. Promote and develop retirement villages to attract residents who want to return 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 accessible.
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 recreational vehicle facilities.
19. Develop hunting and camping in wildlife areas.



Evaluation Framework

Regional and County Project List

Harlan County Project List | Quality of Life

1. Develop a comprehensive plan to keep school and church indoor facilities open after normal operating hours.
2. Develop and support funding for twenty five miles of the Rails to Trails program.
3. Construct multipurpose recreation centers with facilities.
4. Develop recreational areas with shelters, walking, hiking, and biking trails, playground equipment, and picnic areas.
5. Promote overnight lodging and other facilities at Kingdom Come Park.
6. Develop the Blanton Forest in the Watts Creek area for recreation and tourism.
7. Promote further development of Little Shepherd Trail, Kingdom Come Park, and the Upper Martin's Fork area as tourist attractions, including improved road accessibility.
8. Establish a Hall of Fame inside County Courthouse recognizing Harlan Countians.
9. Provide incentives for incarcerated individuals who are illiterate to participate in a learn to read program.
10. Provide up to date equipment for law enforcement agencies.
11. Improve programs to reduce drug abuse.
12. Encourage county attorneys to enforce statutes concerning payment of back taxes.
13. Broaden Youth and Family Resource Centers to include services coordinated with district and circuit courts.
14. Promote projects addressing Homeland Security and Emergency Management Services, including a county wide warning system.
15. Continue efforts to properly equip and train first responders, such as VFDs, police, and emergency medical personnel.
16. Use Community Development Block Grant funds and other sources to acquire and demolish substandard units unfeasible to rehabilitate and assist families in relocating to housing that meets minimum property standards.

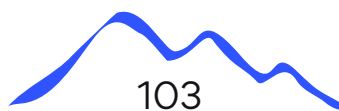


Evaluation Framework

Regional and County Project List

Harlan County Project List | Infrastructure

1. Promote a regional approach to water systems where practical and feasible.
2. Develop one or more public water interconnections, including connections to adjacent counties for backup supply.
3. Develop water systems that provide maximum fire protection, including installation of fire hydrants.
4. Rehabilitate existing systems to improve service and achieve less than 15% line loss throughout the county.
5. Merge existing systems where practical to improve service.
6. Improve asset management practices to ensure future compliance and requirements.
7. Develop an operator training program to address future needs and turnover.
8. Study the development of sewer facilities capable of serving the greater part of Harlan County.
9. Address infiltration and inflow issues in wastewater collection systems where cost effective.
10. Promote innovative wastewater collection and treatment systems for rural areas.
11. Assist existing sewer systems in complying with the Clean Water and Safe Drinking Water Act.
12. Establish procedures for qualified city or county employees to review and approve drainage tile and culvert sizes before installation.
13. Assist in funding new storm water systems in existing urban areas and study the feasibility of storm water drainage.
14. Develop a storm water system to address drainage problems in Harlan, Benham, and Loyall.



Evaluation Framework

Regional and County Project List

Harlan County Project List | Infrastructure

1. Promote construction improvements along US-421 and US-119 in Harlan County.
2. Reconstruct US-421 from Barn Branch to the Virginia state line.
3. Improve safety along US-119 with landslide repairs.
4. Develop a five mile section of KY-72 from Ligget to Blackstar.
5. Support expansion of I-26 from Kingsport, TN to connect to I-75 or the Hal Rogers Parkway in Laurel County.
6. Seek funds to blacktop gravel roads maintained as county roads and improve maintenance on all county roads.
7. Promote rural public transit throughout the county.
8. Increase efforts to supply broadband services and better cell phone signal to Harlan County.

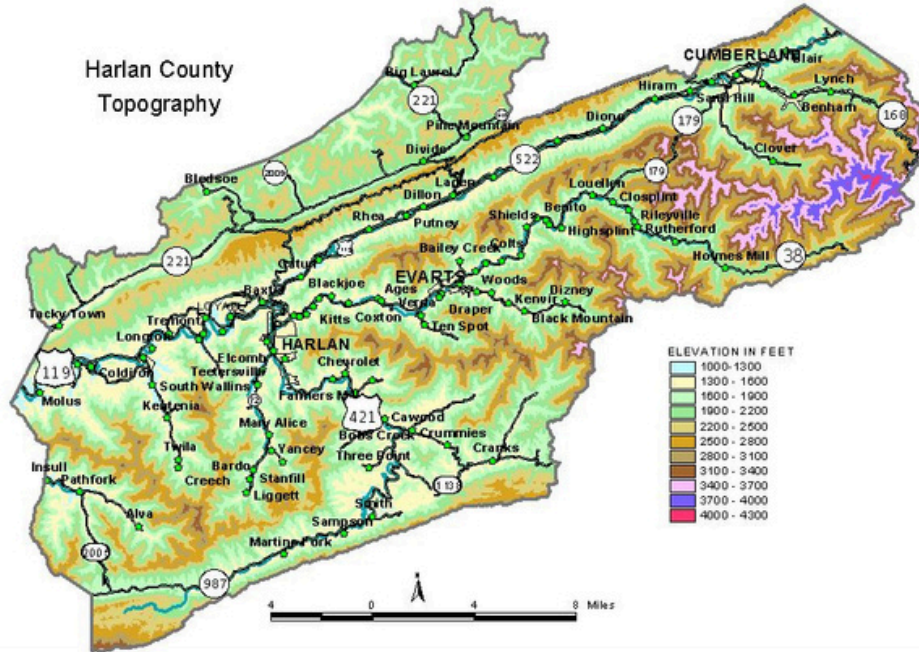
Harlan County Project List | Geography & Environment

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 a program for planting trees in 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 to reduce environmental contamination from illegal dumping and littering.
7. Install “anti littering” and “penalty for illegal dumping” signs throughout the county..



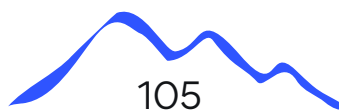
Evaluation Framework

Regional and County Project List



Harlan County Project List | Geography & Environment

1. Promote a countywide cleanup campaign through the PRIDE and Commonwealth Cleanup programs.
2. Promote making illegal dumping of waste on private, state, & federal lands a felony
3. Promote establishment by the Environmental and Public Protection Cabinet of a field monitoring system with trained personnel to collect evidence and protect citizens from long term ecological damage caused by illegal dumping.
4. Utilize the services of the Long Range Policy Research Center.
5. Initiate research to develop new products from recyclable solid waste.
6. Initiate research to find better markets for recyclables.
7. Develop a public use C&D landfill in the county.



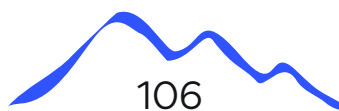
Evaluation Framework

Regional and County Project List



Harlan County Project List | Civic & Government Systems

1. Continue efforts to improve local officials' 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 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 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 the effort.
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).



Evaluation Framework

Regional and County Project List



Harlan County Project List | Education

1. Develop vocational training programs aligned with local industry needs.
2. Provide more training opportunities for students pursuing skilled trades over post secondary education.
3. Encourage schools to enhance work ethic values to better prepare students for jobs.
4. Continue to expand and improve pre school educational opportunities.
5. Renovate and add to public educational facilities at elementary and high schools.
6. Initiate tourism and hospitality training in high schools, vocational schools, and community colleges.
7. Develop programs in area high schools, vocational schools, and the community college for the telecommunications industry.
8. Support the Harlan County Challenge Program.
9. Promote curriculum that prepares students for post secondary education and the workforce.
10. Promote and expand youth entrepreneurial programs within the school systems.



Evaluation Framework

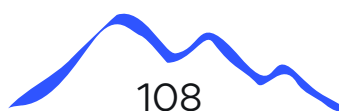
Regional and County Project List

Jackson 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 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

Jackson County Project List | 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.
3. Expand educational, early diagnostic, and preventive health care.
4. Improve health education programs in public school systems.
5. Provide support to the neighboring county drug rehabilitation center.
6. Support the local health department in expanding and improving facilities to better serve residents, and explore funding options.

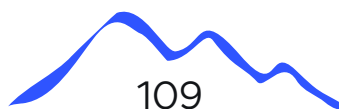


Evaluation Framework

Regional and County Project List

Jackson County Project List | Quality of Life

1. Assist local governments and nonprofit agencies in using code enforcement as a tool for housing rehabilitation.
2. Use code enforcement to demolish unoccupied substandard housing that is unfeasible to rehabilitate.
3. Use Community Development Block Grant funds and other sources to acquire and demolish substandard units unfeasible to rehabilitate, and relocate families into housing that meets minimum property standards.
4. Develop a system to share information on programs that help families obtain decent, safe, and sanitary housing, especially low and moderate income families.
5. Encourage housing agencies to construct or rehabilitate housing stock to be energy efficient.
6. Support development of walking trails, horse trails, campsites, and off road vehicular opportunities.
7. Form a committee of county and city officials and others to coordinate forestry resources.
8. Seek funding to add improvements and trailheads at Gray Hawk Park, Sand Gap Park, Worthington Park, McKee Park, and other recreation facilities.
9. Develop recreational facilities and trails at the Flat Lick Falls scenic and recreational area.
10. Develop an indoor recreation center.
11. Continue progress toward developing one or more lakes for tourism and recreation.
12. Promote the Hoot 'n Holler Recreational Facility and federally designated Scenic Highway 89 as tourist attractions.
13. Seek funding for a new walking trail park in the county.



Evaluation Framework

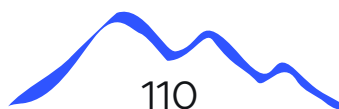
Regional and County Project List

Jackson County Project List | Quality of Life

1. Promote development of an event center to host concerts, festivals, and events.
2. Promote Airbnb options for tourist lodging.
3. Create a regional trails system within the county.
4. Seek funding to update McKee City Park.
5. Seek funding to develop tennis and pickleball courts at local parks.
6. Seek funding to develop a splash pad at local parks.
7. Increase downtown revitalization to add new local restaurants and businesses.
8. Provide for expansion and additional beds at the local nursing home.
9. Develop a dentist office in Jackson County.
10. Continue efforts to create a drug rehabilitation center for youth and adults.
11. Seek funding for programs such as Meals on Wheels for the Senior Center.
12. Develop programs for local rental housing in Jackson County.
13. Provide assistance for local homeless shelters.

Jackson 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.

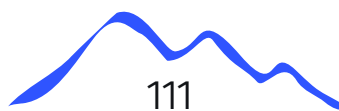


Evaluation Framework

Regional and County Project List

Jackson County Project List | Infrastructure

1. Plan water system development to keep plants and lines upgraded 10 to 15 years ahead of population growth.
2. Support a countywide fire hydrant system instead of flush valves to improve protection and lower insurance rates.
3. Encourage the two county water systems to work together to maintain feasible rates.
4. Improve asset management practices to ensure future compliance and requirements.
5. Develop an operator training program to address future needs & employee turnover.
6. Continue to seek funds for a new sewer system and for the existing collection system in the City of McKee.
7. Develop a sanitary sewer system for the Annville community and study the feasibility of a grinder station or pump system.
8. Secure funding to conduct a countywide sewer feasibility study and implement rural sewer line extensions.
9. Assist existing sewer systems in efforts to comply with the Clean Water Act and Safe Drinking Water Act.
10. Establish procedures so qualified city or county staff review and approve storm drainage facility sizes before installation.
11. Seek funds for new storm water systems in urban areas.
12. Ensure storm water capacity of pipes, ditches, and creeks in new projects is sized for future flow.
13. Maintain an ongoing program to clean ditches along rural roads to improve drainage and mitigate flood damage.
14. Reconstruct and make spot improvements on US-421 in Jackson County.



Evaluation Framework

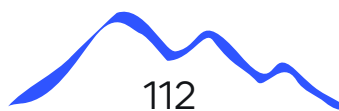
Regional and County Project List

Jackson County Project List | Infrastructure

1. Address congestion and access management on US-421 near Jackson County High School, the County Jail, and nearby industries.
2. Seek funds to blacktop gravel roads maintained as county roads and improve maintenance on all county roads.
3. Promote rural public transit throughout the county.
4. Continue improvements on Highway 290 in Jackson County.
5. Add new water lines on KY-30.
6. Seek funding to add water and sewer lines throughout Jackson County.

Jackson County Project List | Geography & Environment

1. Promote improved forest practices on public & private lands to improve production.
2. Develop a practical program to eliminate erosion and prevent siltation of ditch lines and stream beds.
3. Continue to support and promote the U.S. Forest Service and Kentucky Forest Service in assisting private individuals in the wood industry.
4. Provide incentives for people to keep the environment clean.
5. Promote countywide cleanup campaigns through PRIDE and the Commonwealth Cleanup Program.
6. Develop stronger penalties for solid waste offenders with emphasis on apprehension and prosecution.
7. Increase integration of environmental education into the county school curriculum.
8. Continue to promote and encourage community recycling and develop a residential recycling pickup program.
9. Increase storage capacity for the recycling center.
10. Continue to support & seek funding for restoration of abandoned cemeteries.



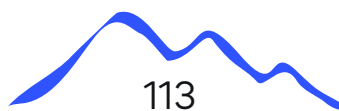
Evaluation Framework

Regional and County Project List



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



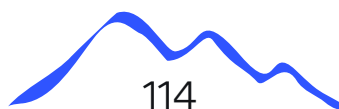
Evaluation Framework

Regional and County Project List



Jackson County Project List | Education

1. Develop programs to encourage more high school graduates to pursue post secondary education.
2. Encourage schools to enhance work ethic values to better prepare students for job opportunities.
3. Support Kentucky mandates to reduce the school drop out rate.
4. Improve vocational school opportunities for students unable to pursue post secondary education.
5. Identify and offer vocational training at the vocational school to meet local needs such as electricians, plumbing, and computer training.
6. Continue to expand and improve pre school educational programs.
7. Promote curriculum that prepares students for post secondary education and readies students for the workforce beginning as early as middle school.
8. Develop vocational high tech training programs to support local industry needs.
9. Develop and expand Head Start facilities in Sand Gap, McKee, and Annville.
10. Support the Lord's Gym of Jackson County Community Activity Center in providing community education classes and activities for area youth.
11. Continue to improve and expand Midway College extension classes offered at the vocational school.

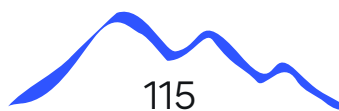


Evaluation Framework

Regional and County Project List

Knox County Project List | Economic Development

1. Market and upgrade existing buildings for economic growth.
2. Promote and encourage development of the secondary wood industry.
3. Promote and develop agribusinesses.
4. Develop a hotel or motel with a 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 to create locally based jobs.
8. Continue pooling local, state, and federal resources to recruit industry regionally.
9. Promote and encourage development of a retirement community in Knox County.
10. Market and upgrade existing buildings for economic growth.
11. Promote and encourage development of the secondary wood industry.
12. Promote and develop agribusinesses.
13. Develop a hotel or motel with a meeting room to accommodate up to 100 people.
14. Promote the development of a local farmers market.
15. Encourage entrepreneurship to create locally based jobs.
16. Continue to pool local, state, and federal resources to recruit industry regionally.
17. Promote and encourage development of a retirement community in Knox County.
18. Propose an electrical power plant to connect to the national grid via transmission mains in the county, utilizing coal and other regional resources.
19. Promote downtown revitalization.
20. Market and upgrade existing buildings for economic growth.
21. Endorse KCEOC Kentucky Career Center JobSight employer services for new or expanding businesses.
22. Pursue funding to create jobs and assist new or expanding businesses.

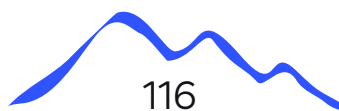


Evaluation Framework

Regional and County Project List

Knox County Project List | 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.
10. Apply for funds through the Community Development Block Grant program and other sources to acquire and demolish substandard housing unfeasible to rehabilitate and relocate families into homes meeting minimum property standards.
11. Develop a system to share information on programs that help families obtain decent, safe, and sanitary housing, especially low and moderate income families.
12. Provide housing counseling and funding assistance for new construction or rehabilitation for low and moderate income families.
13. Provide funding to establish a Habitat for Humanity program and continue expanding services at homeless and transitional housing facilities.
14. Expand and improve housing programs for the elderly, particularly through development of a gated retirement community.

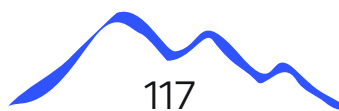


Evaluation Framework

Regional and County Project List

Knox County Project List | Quality of Life

1. Encourage housing agencies to construct or rehabilitate energy efficient housing.
2. Landscape state and county roadsides for erosion control and scenic enhancement.
3. Develop recreational facilities and activities such as field days, hunting, fishing, camping, and boating.
4. Encourage expansion and activities at Dr. Thomas Walker State Historic Site.
5. Develop a program to keep school and church indoor facilities open after regular business hours.
6. Continue to improve and expand the Wellness Center to include a senior center, basketball court, racquetball courts, meeting rooms, weight rooms, cardiovascular room, soccer fields, and tennis courts.
7. Encourage development of hiking, ATV, and bike trails through RTP.
8. Promote overnight lodging and related facilities at national and state parks
9. Upgrade educational levels for law enforcement officials and provide them with up to date equipment.
10. Promote the use of vacant buildings for housing non violent offenders.
11. Improve communication between city, county, and state police officials.
12. Continue & expand programs to eliminate drug use, child abuse, & child abduction.
13. Continue efforts to properly equip and train first responders, such as VFDs, police, and emergency medical personnel.
14. Develop additional fire stations with a focus on the Dewitt community.
15. Promote projects and initiatives addressing Homeland Security and Emergency Management Services.
16. Provide affordable housing opportunities for low income families in Knox County.
17. Expand pediatric health services.

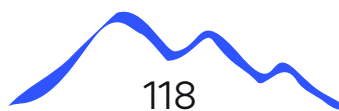


Evaluation Framework

Regional and County Project List

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

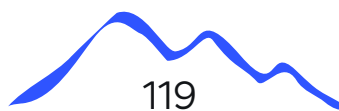


Evaluation Framework

Regional and County Project List

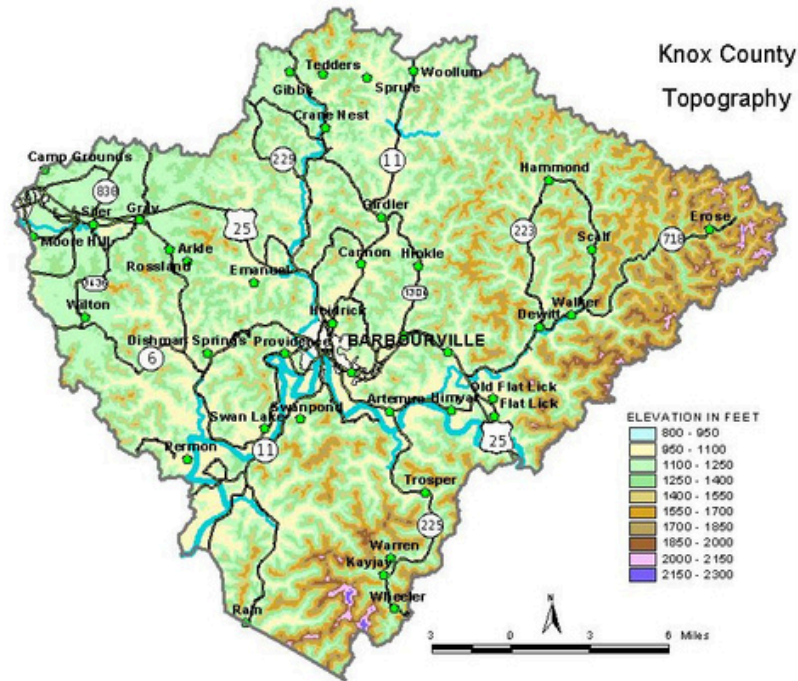
Knox County Project List | Infrastructure

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



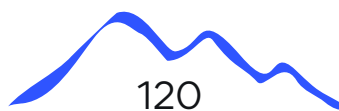
Evaluation Framework

Regional and County Project List



Knox County Project List | 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 for forestry practices.
5. Encourage forest fire prevention programs at the fourth and fifth grade levels.
6. Seed & landscape roadsides & other areas for erosion control and scenic attraction.
7. Preserve Barbourville's historic Owens House as a multi-functional facility housing a welcome center, 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.



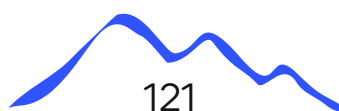
Evaluation Framework

Regional and County Project List



Knox 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. Seek funding for greater use of GIS/GPS technologies to assist in county growth.
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



Knox County Project List | Education

1. Pursue other funding streams to improve school attendance and lower the dropout 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
7. Expand technology education.
8. Promote KCEOC Kentucky Career Center JobSight who administers Workforce Innovation and Opportunity Act (WIOA) programs
9. Endorse TeleworksUSA.
10. Support Southeast Kentucky Community and Technical College-Knox Campus.

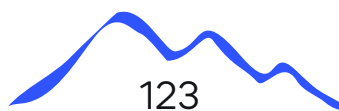


Evaluation Framework

Regional and County Project List

Laurel 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.
5. Development of wood industries, with emphasis on secondary wood utilization and manufacturing of finished products.
6. Research & development of agri-businesses, including fish farming & cottage industries.
7. Research and promote the use of the old Marymount Hospital property to serve the county and region for Veteran's housing, hospital, clinic, or a drug rehab facility.
8. Encourage large wholesale distributors to locate in Laurel County.
9. Encourage entrepreneurship for creation of local based jobs.
10. Seek funding to develop "spec" buildings to help attract industry into the Laurel County Industrial Parks.
11. Promote the local farmers market and agri-business opportunities.
12. Seek replacement crop alternatives for tobacco farmers.
13. Encourage Laurel County to conduct annual or semiannual business wage and benefit surveys to assist in recruiting new jobs.
14. Continue downtown revitalization and encourage a variety of community activities.
15. Develop acreage adjoining the London-Corbin Airport for an airpark to attract businesses requiring airport access and support industrial relocations and expansions through the Revolving Loan Fund.



Evaluation Framework

Regional and County Project List

Laurel County Project List | 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.
10. Encourage and develop retirement community and assisted living facilities.
11. Assist in promoting and making available the old Marymount Hospital property.
12. Construct a major Allied Health Services building and support its programs and needs.
13. Promote and support existing housing rehabilitation programs.
14. Continue developing quality assisted living facilities throughout the county.
15. Continue rehabilitating existing housing stock for low income, elderly, and handicapped individuals.
16. Promote programs that make homes of disabled or handicapped citizens more accessible for transportation and home care.

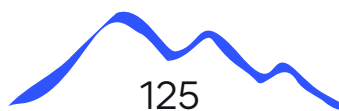


Evaluation Framework

Regional and County Project List

Laurel County Project List | Quality of Life

1. Assist local governments in adopting and using code enforcement as a tool for housing rehabilitation.
2. Use code enforcement to demolish unoccupied substandard housing that is unfeasible to rehabilitate.
3. Encourage housing agencies to construct or rehabilitate energy efficient housing.
4. Utilize Community Development Block Grant and other funding sources to acquire and demolish substandard units unfeasible to rehabilitate and relocate families into housing meeting minimum property standards.
5. Develop mixed use housing subdivisions utilizing CDBG Housing programs.
6. Create a system to share information about programs that help families obtain decent, safe, and sanitary housing, especially for low and moderate income families.
7. Improve property owners' rights by expediting the eviction process.
8. Provide housing assistance programs to help first time home buyers secure loans.
9. Construct a regional entertainment center including an indoor gym, theater, literary center, and other amenities.
10. Develop additional outdoor sports fields for baseball, soccer, football, basketball, and other recreational activities.
11. Encourage and promote further development of Camp Wildcat.
12. Develop an outdoor amphitheater for summer productions.
13. Create picnic areas & children's play areas , including at the fairgrounds.
14. Enhance adventure tourism opportunities, including ATV trails and similar activities.
15. Develop weekend activities for the downtown area, such as mini festivals & concerts.
16. Expand city owned Levi Jackson Park to attract sponsorships and provide entertainment such as mini festivals, food trucks, yard sales, and outdoor theater.
17. Develop a youth center and reopen the pool at Levi Jackson Park.

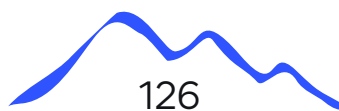


Evaluation Framework

Regional and County Project List

Laurel County Project List | Quality of Life

1. Develop programs to maximize use of school & church indoor recreational facilities.
2. Promote overnight lodging and related facilities at nearby national and state parks.
3. Encourage further development and expansion of facilities at Levi Jackson State Park, including the addition of a lodge.
4. Support efforts of the London/Laurel County Tourism Commission to increase tourism in the area.
5. Continue developing recreational areas with shelters, walking, hiking, and biking trails, playgrounds, picnic areas, and similar amenities.
6. Upgrade education & training for law enforcement & provide up to date equipment.
7. Promote using vacant buildings to house non violent offenders.
8. Seek establishment of a regional drug rehabilitation center in Laurel County.
9. Promote projects & initiatives addressing homeland security & emergency services.
10. Continue efforts to properly equip and train first responders such as VFDs, police, and emergency medical personnel.
11. Promote improved communication between city, county, and state police officials, prosecutors, judges, and court workers (UNITE).
12. Expand DARE and programs to eliminate drug use, child abuse, and child abduction.
13. Staff and fund a pre-trial division and establish an alternative dispute resolution system for non-violent offenses.
14. Promote stronger enforcement of existing child custody and child abuse laws.
15. Seek funding to construct temporary storm shelters for communities.
16. Partner with Sue Bennett College to utilize the auditorium, cafeteria, dorms, and other facilities for programs, dinner theaters, overnight workshops, and similar community events.

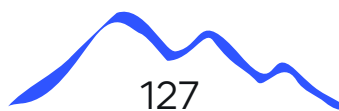


Evaluation Framework

Regional and County Project List

Laurel County Project List | 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.
9. Install larger water lines to West Laurel to improve interconnections and better serve Whitley County and existing areas.
10. Increase water line capacity for improved fire protection.
11. Seek funding for countywide sewer systems in Laurel County through line extensions and small community treatment facilities.
12. Support Wood Creek and other county water districts in providing sewer treatment facilities throughout the county.
13. Extend sewer service to the entire watershed area of Woods Creek.
14. Provide sewer service to areas contiguous to London and Corbin, as well as other feasible areas of Laurel County.
15. Assist existing sewer systems in complying with the Clean Water Act and Safe Drinking Water Act.
16. Establish procedures requiring qualified city or county employees to size storm drainage tiles and culverts before installation.



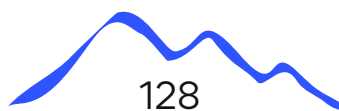
Evaluation Framework

Regional and County Project List



Laurel County Project List | Infrastructure

1. Seek funding for adequate storm water systems in urban areas.
2. Seek funds to clean ditches along rural roads to improve drainage.
3. Promote upgrading the Hal Rogers Parkway from Somerset to Hazard to interstate standards.
4. Continue construction on widening I-75.
5. Widen 5th Street from KY-192 to Main Street.
6. Address horizontal alignment issues on KY-363 from Philpot Road to roundabout.
7. Pave KY-192 to Laurel Lake and maintain regular cleanup along the roadway.
8. Design a new route from KY-1006 to US-25E to provide a connector between London and Corbin.
9. Continue developing hiking and bicycling trails throughout Laurel County.
10. Encourage inclusion of new sidewalks in all future road projects.
11. Promote rural public transit throughout the county.
12. Support expansion of I-26 from Kingsport, TN, to connect with I-75 or the Hal Rogers Parkway in Laurel County.
13. Seek funds to blacktop gravel roads maintained as county roads and improve maintenance on all county roads.



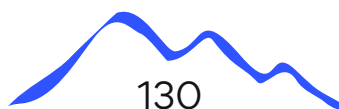
Evaluation Framework

Regional and County Project List



Laurel County Project List | 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.
5. Support local charitable organizations in their efforts to assist individuals and families in need.
6. Continue developing and expanding emergency housing for the homeless and stranded travelers.
7. Provide education and training for city and county employees in computer use.
8. Expand D.E.S. funding annually to stockpile materials for emergency response.
9. Adopt and enforce the Kentucky Building Code and a substandard housing code for Laurel County.
10. Implement telecommunication technologies for all local government functions, including city, county, VFD, police, rescue, hazard response, and health care.
11. Promote improvements to public facilities and infrastructure.



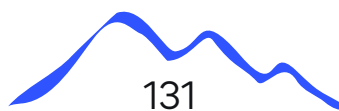
Evaluation Framework

Regional and County Project List



Laurel County Project List | Education

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.
6. Promote new methods to improve middle school education attainment for greater success in secondary education.
7. Continue promoting curriculum that prepares students for post secondary education and workforce readiness.
8. Expand and improve programs reaching the welfare population through adult and community education.
9. Strengthen child and adult literacy programs.
10. Continue improving Head Start and early childhood education programs.
11. Provide alternative GED programs such as night classes and childcare assistance.
12. Develop and promote programs supporting a drug free workforce.
13. Offer GED programs at multiple accessible locations.

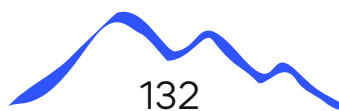


Evaluation Framework

Regional and County Project List

Rockcastle 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 agencies in their developmental efforts.
4. Continue to initiate programs to provide training in preparation of business plans, financing and marketing.
5. Continue to encourage entrepreneurship for creation of local based jobs.
6. Promote the development of publicly owned industrial sites throughout the county.
7. Continue to encourage private investment in speculative construction within publicly owned sites and industrial parks.
8. Promote tourism attractions such as Kentucky Music Hall of Fame, Renfro Valley Entertainment Center, Rockcastle Speedway, Lake Linville, Anglin Falls, Cedar Rapids Golf Course, Great Saltpetre Cave Preserve, and Rockcastle Riverside.
9. Organize and promote Kentucky Food Truck Championship, Bittersweet Festival, Kentucky Blues Music Festival, Noel Night Market, as well as other family friendly activities throughout Rockcastle County.
10. Promote securing funding for the Mt. Vernon Main Street Program
11. Develop plans and secure funding for beautification projects in Brodhead, Livingston, and Mt. Vernon, such as extending street lamps from Renfro Valley to downtown and burying overhead wires.
12. Restore and preserve historic sites and structures of interest.
13. Promote expansion of Renfro Valley to include more family-friendly attractions.
14. Promote Rockcastle County as the Music Capital of Kentucky.
15. Continue developing a park within or near Mt. Vernon at Lake Linville, featuring walking and multiuse paths, playgrounds, picnic areas, and a concession stand with public restrooms.
16. Develop and make available acreage along I-75 for new development.

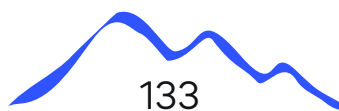


Evaluation Framework

Regional and County Project List

Rockcastle County Project List | 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 in expanding fitness opportunities for residents.
8. Seek funding sources for Habitat for Humanity housing.
9. Continue supporting the Daniel Boone Community Action Council's program to rehabilitate housing for low income, elderly, and handicapped residents.
10. Initiate programs to make homes of disabled and handicapped citizens more accessible for transportation and home care.
11. Assist local governments in using code enforcement as a tool for housing rehabilitation.
12. Encourage housing agencies to construct or rehabilitate energy efficient housing.
13. Use code enforcement to demolish unoccupied substandard housing that is unfeasible to rehabilitate.
14. Utilize Community Development Block Grant and other funding sources to acquire and demolish substandard units unfeasible to rehabilitate and relocate families into housing meeting minimum standards.
15. Promote regional code enforcement through interlocal agreements.
16. Seek funding for land acquisition to develop a community park.
17. Develop a park within or near Mt. Vernon featuring one T-ball field, three baseball fields, a running track, playground area, picnic area, and a concession stand with public restrooms.

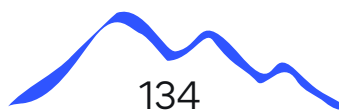


Evaluation Framework

Regional and County Project List

Rockcastle County Project List | 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 in expanding fitness opportunities for residents.
8. Seek funding sources for Habitat for Humanity housing.
9. Continue supporting the Daniel Boone Community Action Council's program to rehabilitate housing for low income, elderly, and handicapped residents.
10. Initiate programs to make homes of disabled and handicapped citizens more accessible for transportation and home care.
11. Assist local governments in using code enforcement as a tool for housing rehabilitation.
12. Encourage housing agencies to construct or rehabilitate energy efficient housing.
13. Use code enforcement to demolish unoccupied substandard housing that is unfeasible to rehabilitate.
14. Utilize Community Development Block Grant and other funding sources to acquire and demolish substandard units unfeasible to rehabilitate and relocate families into housing meeting minimum standards.
15. Promote regional code enforcement through interlocal agreements.
16. Seek funding for land acquisition to develop a community park.
17. Develop a park within or near Mt. Vernon featuring one T-ball field, three baseball fields, a running track, playground area, picnic area, and a concession stand with public restrooms.



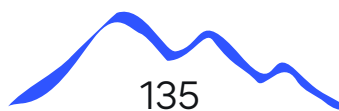
Evaluation Framework

Regional and County Project List



Rockcastle County Project List | Quality of Life

1. Encourage development of recreational areas with shelters, walking trails, playgrounds, and picnic areas.
2. Develop programs to keep school & church recreational facilities open for public.
3. Promote and support the development of Salt Peter Cave as a Civil War attraction and recreation area.
4. Develop a large scale, comprehensive recreation complex.
5. Encourage and promote adventure tourism such as ATV riding, hiking, & horse trails.
6. Improve communication between city, county, and state police officials.
7. Promote use of vacant buildings to house non violent offenders.
8. Provide local law enforcement with up to date equipment.
9. Continue efforts to properly equip and train first responders, including VFDs, police, and emergency medical personnel.
10. Expand programs to eliminate drug abuse, child abuse, and abduction.
11. Develop improved communication systems for law enforcement and emergency services.
12. Seek funding to enhance emergency services through additional manpower, equipment, and education.
13. Continue promoting projects and initiatives addressing homeland security and emergency management services.

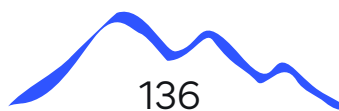


Evaluation Framework

Regional and County Project List

Rockcastle County Project List | Infrastructure

1. Complete the Regional Water Supply Plan to identify and recommend solutions for potential environmental hazards across the county.
2. Improve asset management practices to ensure future compliance and regulatory requirements.
3. Develop an operator training program to address future workforce needs and employee turnover.
4. Maintain public interconnections with adjacent systems as a backup water supply.
5. Upgrade water systems to provide maximum fire protection capabilities.
6. Extend water service to all areas of the county.
7. Develop interconnections between the City of Brodhead and systems in West Rockcastle, Lincoln, and Pulaski Counties.
8. Replace obsolete and undersized water lines.
9. Continue improving storage and treatment capabilities for the City of Mt. Vernon.
10. Continue rehabilitating the existing water system for the City of Livingston.
11. Provide sewer service to unserved areas in Brodhead, Livingston, and Mt. Vernon.
12. Evaluate the feasibility of regionalizing the Livingston and Mt. Vernon collection systems.
13. Assist existing sewer systems in complying with the Clean Water Act and Safe Drinking Water Act.
14. Investigate the feasibility of a countywide sewer plant for Rockcastle County.
15. Extend and upgrade the sewer system to provide complete coverage in the City of Brodhead.
16. Repair leaks in existing systems to reduce sewage treatment costs and improve effluent quality entering rivers.
17. Continue upgrading the system to ensure cost effective sewer service for the City of Mt. Vernon.



Evaluation Framework

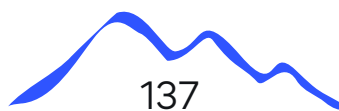
Regional and County Project List

Rockcastle County Project List | Infrastructure

1. Eliminate inflow and infiltration (I&I) and expand or construct a new sewer treatment plant for the City of Mt. Vernon.
2. Repair the Main Street sewer system in Mt. Vernon.
3. Repair or replace the existing system and extend sewer service to fully cover the City of Livingston.
4. Establish procedures requiring qualified city or county employees to review and approve drainage tile and culvert sizes before installation.
5. Seek funding for new storm water systems where needed in urban areas.
6. Address congestion and safety issues on KY-461 from US-150 to US-25.
7. Address congestion and safety issues on KY-2549 from Rockcastle County Industrial Park #2 to US-150.
8. Promote Livingston as a Trail Town destination, along with other county trails for equine, bicycling, and hiking.
9. Promote rural public transit throughout the county.
10. Seek funds to blacktop gravel roads maintained as county roads and improve maintenance on all county roads.

Rockcastle 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 & private land to improve production.
3. Continue programs to eliminate erosion and reduce sedimentation of the county's streams and rivers.
4. Develop additional reservoirs & lakes for water supply, recreation & flood control.
5. Develop additional utilization of forest products through the secondary wood manufacturing industry.



Evaluation Framework

Regional and County Project List

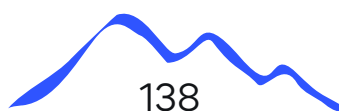
Rockcastle County Project List | Geography & Environment

1. Continue support for the county wide program for the collection of recyclables.
2. Continue support for the used oil recycling center.
3. Develop a county wide composting facility for lawn clippings, tree limbs and other items that can be composted.



Rockcastle 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 technology to assist in the orderly growth.
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.



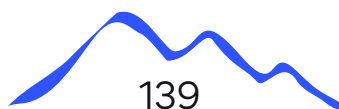
Evaluation Framework

Regional and County Project List



Rockcastle County Project List | Education & Workforce

1. Continue support for the county wide program for the collection of recyclables.
2. Continue support for the used oil recycling center.
3. Develop a county wide composting facility for lawn clippings, tree limbs and other items that can be composted.
4. Assist educational groups and local industries in improving vocational program opportunities for students who do not pursue post secondary education.
5. Continue to expand and improve pre school educational programs.
6. Enhance programs to increase parent involvement in dropout prevention programs.
7. Promote the Work Ready Program that offers certifications and grants, making it accessible to everyone regardless of income.
8. Encourage schools to enhance work ethic values in students to better prepare them for employment opportunities.
9. Promote curriculum that prepares students for post secondary education and workforce readiness.
10. Enhance training programs for foster parents and eligible couples.
11. Encourage creation of a post secondary learning center in the county.
12. Develop workforce reentry training programs to assist individuals transitioning back into employment.

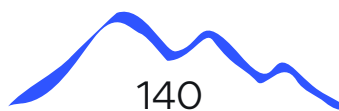


Evaluation Framework

Regional and County Project List

Whitley 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. City of Corbin Developed Code Enforcement.
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.
12. Develop a system to share information about programs that help families obtain decent, safe, and sanitary housing, especially low and moderate income families.
13. Continue supporting Kentucky Highlands' efforts to construct energy efficient housing for residents and low income families.



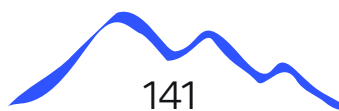
Evaluation Framework

Regional and County Project List



Whitley County Project List | Quality of Life

1. Continue destination development initiatives led by Corbin Tourism.
2. Promote overnight lodging and related facilities at national and state parks in the area through Corbin Tourism.
3. Promote all tourism assets across the region under Corbin Tourism.
4. Develop boat launches & ramps along waterways to create a Waterway Trail System.
5. Develop ATV, horseback riding, hiking, biking trails, and RV parks for adventure tourism opportunities.
6. Achieve Kentucky Trail Town status.
7. Acquire and develop the 312 area in partnership with the Forestry Department as a new recreation site.
8. Develop a multi use trail or bike trail connecting to Cumberland Falls.
9. Develop a regional athletic complex capable of hosting multi sport events.
10. Develop and expand programs to prevent child abuse and abduction.
11. Promote use of vacant buildings to house non violent offenders.
12. Continue improving collaboration between state and local officials in rural areas.
13. Maintain and strengthen the county's drug enforcement task force to work with schools on education and enforcement.
14. Promote neighborhood watch organizations to help local enforcement.
15. Increase first response agencies' tools, equipment, and training to strengthen Homeland Security initiatives, supporting specialized teams such as Corbin Fire Department's Swift Water Rescue Team.

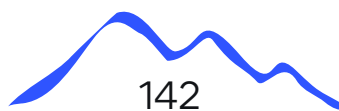


Evaluation Framework

Regional and County Project List

Whitley County Project List | Infrastructure

1. Identify & eliminate environmental hazards to ground water & 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 & improve 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.
11. Develop methods to expand proper sewage treatment coverage in rural areas.
12. Enhance GIS/GPS technology to improve efficiency in managing existing and new wastewater systems.
13. Utilize new technologies to provide sanitary wastewater treatment access to individual homes and community clusters.
14. Support and encourage water districts and municipal water/sewer systems to expand sewer service into rural areas.



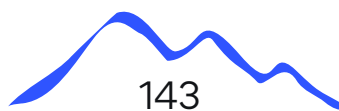
Evaluation Framework

Regional and County Project List



Whitley County Project List | Infrastructure

1. Develop and implement sewer treatment solutions for Cumberland Falls State Park and surrounding areas.
2. Assist existing sewer systems in complying with the Clean Water Act and Safe Drinking Water Act.
3. Establish procedures requiring qualified city or county employees to review and approve drainage tile and culvert sizes before installation.
4. Seek funding for new storm water systems in the county's urban areas.
5. Improve asset management to ensure long-term compliance and sustainability.
6. Develop an operator training program to prepare for needs & employee turnover.
7. Continue construction on the widening of I-75 to the Tennessee state line.
8. Construct sidewalks along KY-296 to KY-92.
9. Build multiuse walking and biking paths around Kentucky Splash Park, connecting lower-income housing areas to shopping centers.
10. Reconstruct KY-92 near the McCreary County line.
11. Continue seeking improvements to US-25 across the county to address congestion, access management, and safety concerns.
12. Adopt and implement bicycle and pedestrian plans for the cities of Corbin and Williamsburg (Corbin is currently in the planning phase).
13. Promote rural public transit throughout the county.
14. Seek funds to blacktop gravel roads maintained as county roads and improve maintenance on all county roads.



Evaluation Framework

Regional and County Project List

Whitley County Project List | 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 & private land to increase 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.
7. Promote and implement the county's Solid Waste Management Plan.
8. Encourage regional cooperation to improve efficiency in waste disposal and collection systems.

Whitley County Project List | Geography & Environment

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 orderly growth.



Evaluation Framework

Regional and County Project List

Whitley County Project List | Geography & Environment

1. Promote the improvements to public facilities and infrastructure.
2. Implement telecommunication technologies for all local governmental functions (city, county, VFD, police, rescue, hazard response, health care, and other entities).
3. Provide workshops for the education of city and county employees, as well as elected officials, regarding general government procedures and roles. Corbin partners with the Kentucky League of Cities.
4. Engage in county wide strategic planning process.

Whitley County Project List | Education & Workforce

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.

