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COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

2019 UPDATE

COMPILED FOR:



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FIVCO AREA DEVELOPMENT DISTRICT

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

I. EXECUTIVE SUMMARY

FIVCO Area Development District's Comprehensive Economic Development Strategy is the cumulative effort of numerous participants from throughout the five-county service area. Drawing on the expertise of local committee members as well as staff from area colleges/universities, various local units of government, businesses, health care industry representatives, school system employees, local services providers, and several others, we present this document as a working resource for the FIVCO region counties of Boyd, Carter, Elliott, Greenup, and Lawrence.

The very uniqueness of our area that creates barriers to economic development also provides opportunities. We are beginning to realize some of those opportunities, due to the dedication of many throughout the region. It is our goal to showcase our area's resources and strengths in this CEDS document and to disseminate this information so that it can be utilized as an area-wide resource and planning document.

In an attempt to keep abreast of the changing economy and new opportunities coming to our region, the FIVCO Area Development District compiled this update to the Comprehensive Economic Development Strategy. The following text covers significant changes in our service area, with respect to the current economic landscape, as well as updates to goals, objectives, and priority activities as we move forward.

A handwritten signature in dark ink, reading "Sherry H. McDavid". The signature is written in a cursive style with a large, stylized 'S' and 'M'.

Sherry McDavid
Executive Director

II. SUMMARY BACKGROUND

Boyd and Greenup counties are the epicenter of economic activity within the area. The economy in the FIVCO region is somewhat diverse, although loss of employment in the steel, railroad, and coal industries has impacted the diversity of the economic base within the region in recent years. Three of our region's five counties are coal impact counties. Conversion of a coal-fired unit to a gas-fired unit at the Big Sandy Power Plant in Lawrence County also impacted our region.

Healthcare has a strong economic presence in the region. King's Daughters Medical Center (KDMC) is the largest medical facility in the tri-state region, having a bed capacity of 616. KDMC is the FIVCO region's largest employer. Our Lady of Bellefonte Hospital and Three Rivers Medical Center are also located in the FIVCO region.

Over the last several years, the area experienced a decline in higher paying executives in professional jobs, due to the relocation of Ashland Oil's headquarters to Covington and changes at AK Steel. After Ashland, Inc. sold its 38 percent interest in Marathon-Ashland Partnership (MAP) to Marathon in 2005, additional executive staff were relocated. In early 2019, AK Steel announced its Ashland plant would close by the end of the year. Some area employers, such as CSX railroad, have also reduced their workforce in recent years. These actions have forced regional leaders to work collectively to attract new jobs. That cooperative work, partnered with leadership of state officials, resulted in success for our area through the recent announcement that Braidy Industries will construct a \$1.3 billion aluminum rolling mill in the region.

In addition to job attraction, there is a strong need to focus on retaining and expanding existing businesses. More recently, additional emphasis has been placed on cultivating an entrepreneurial economic sector. Entities such as the Tri-state Angel Investment Group, Kentucky Small Business Development Center, Mountain Association for Community Economic Development (MACED), and Southeast Kentucky Economic Development Corporation (SKED) are instrumental in assisting entrepreneurs.

EastPark, the industrial park created through the Northeast Kentucky Regional Industrial Park Authority, is located off the Industrial Parkway (KY 67), which connects I-64 in Carter County with US 23 in Greenup County. The parkway terminates adjacent to the connector road to the Wurtland River Port where rail, barge and trucking facilities are located. The Boyd/Greenup Riverport area, in the corporate limits of the City of Wurtland, is located within the Port of Huntington Tri-State, the second largest inland river port in the nation, by tonnage.

Various communities in the region are focusing efforts on cultural heritage and tourism as one way to grow the economy. Ashland, for example, has designated five city blocks as the Ashland Arts District. The Paramount Arts Center is continuing its promotional campaign of the U.S. 23 Country Music Trail series in keeping with the Kentucky tourism drive. Trails are becoming a large focus in the region, due in part to Olive Hill's designation as a certified Kentucky Trail Town and the EK Bikeway. Our waterways are becoming popular destinations with the interest in kayaking in places like the Levisa Fork and Grayson Lake, for example. Also, in Boyd and Lawrence counties, the Heritage Harvest Tour laps through giving visitors a sampling of rural life and traditions during the 18th, 19th, and early 20th centuries. Agriculture is a mainstay in the region's economy. From farms selling locally, to equine businesses, to agri-tourism

endeavors, it offers a potential growth area for the region. Profiles for each county are listed on pages 72-76 of the appendices and provide additional background information for each county.

A. INTEGRATION OF STATE’S ECONOMIC PRIORITIES

The FIVCO ADD Board adopted the priorities outlined in the 2012 “Kentucky’s Unbridled Future Strategic Economic Development Plan.” The six priorities from the Kentucky Cabinet for Economic Development’s plan are listed below.

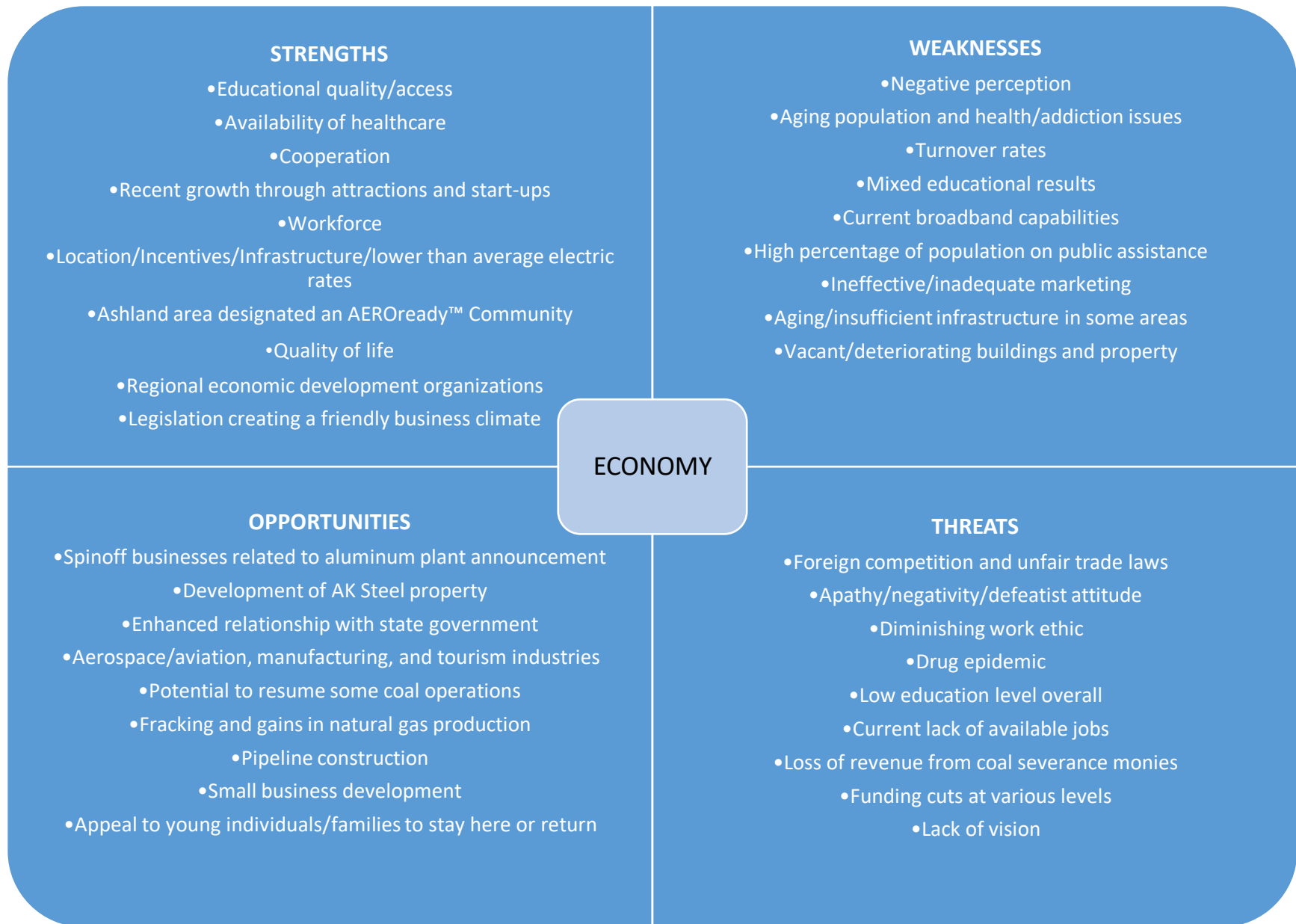
1. Continue to Create a More Competitive Business Climate
2. Attract, Develop and Retain Business
3. Create and Market a Powerful Kentucky Brand
4. Work Toward Sustainability
5. Foster Innovation and Technology Support
6. Create an Entrepreneurial Culture

III. ECONOMIC SWOT ANALYSIS

A. ECONOMIC BACKGROUND OF THE REGION

This section contains a strengths, weaknesses, opportunities, and threats (SWOT) analysis of the region. The following 11 characteristics are reviewed:

ECONOMY
TOURISM
INDUSTRIAL PARKS
EDUCATION
WORKFORCE DEVELOPMENT
TRANSPORTATION
INFRASTRUCTURE
TECHNOLOGY
ENVIRONMENT
DISASTER MITIGATION
AGRICULTURE



The FIVCO ADD service area's economic base is varied, consisting of business and industry in and around the FIVCO region. Boyd and Greenup counties have historically been, and continue to be, the economic center of the FIVCO area. Within the last two decades, the face of the area's economy has changed because of the sale or downsizing of local steel mills, railroad operations, and the Catlettsburg refinery. More recently, the area's economy was negatively impacted through the announced closure of the AK Steel plant and reductions in workforces at CSX railroad and other area employers.

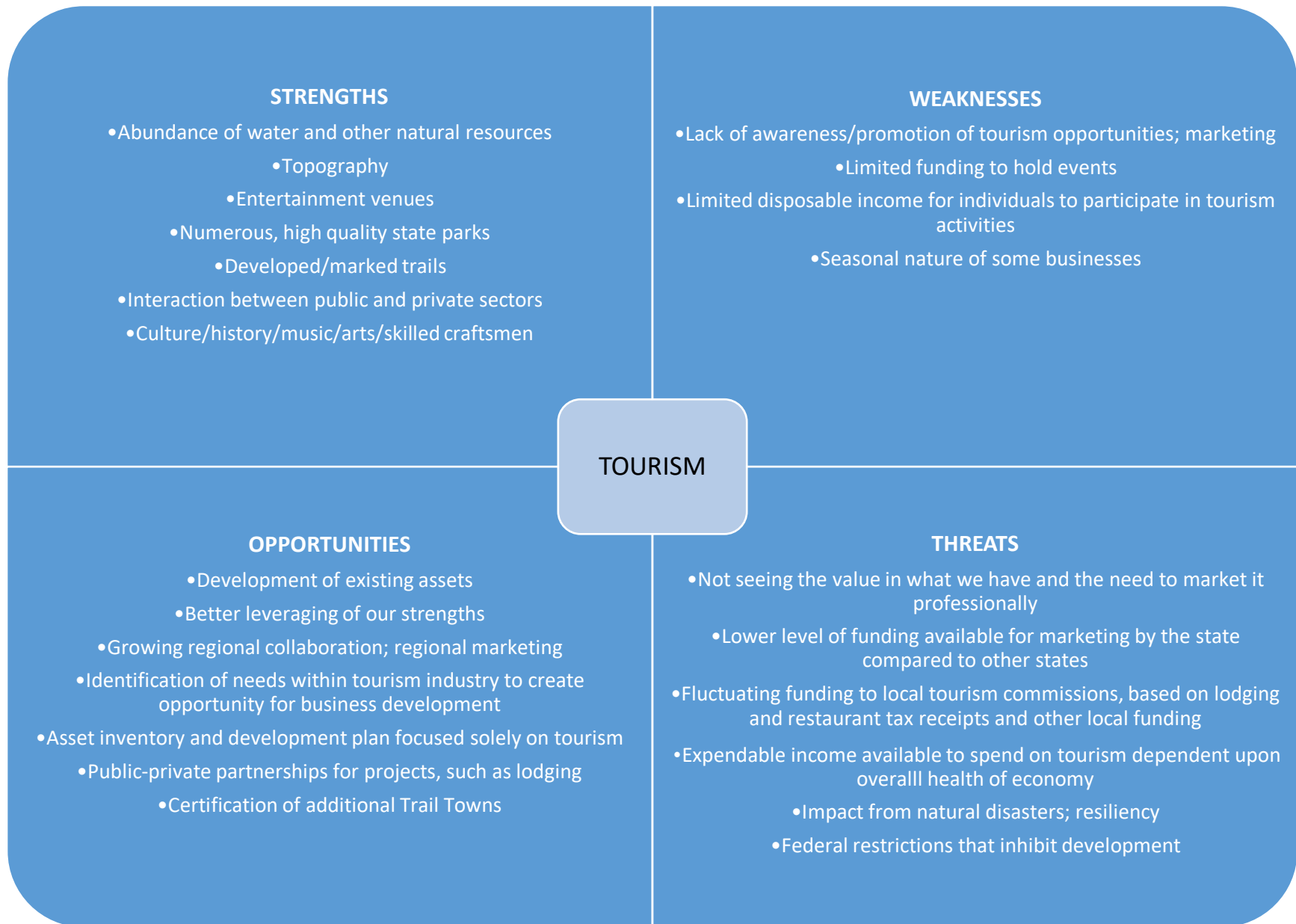
FIVCO's economy has a mix of strengths and opportunities that serve to counterbalance its weaknesses and threats. Some characteristics, such as infrastructure, are viewed as a strength in one way but a weakness in another. In some parts of the region, infrastructure is more than adequate; in others, it is aging and insufficient for industry. While healthcare is a strong industry in our region (King's Daughters Medical Center is the largest employer in the region with about 3,500 employees), it is also noted as a strength because of access to healthcare by the local workforce. Our location, incentives (state and local), and quality of life are strengths that help our economy. Cooperation among local officials and entities working in economic development, as well as support from our legislative contingency, all benefit the region. Entities, such as Ashland Alliance and One East Kentucky, work to promote their respective areas in our region while working collaboratively. Inexpensive electric rates provide a competitive advantage. Our region is fortunate to have a recent announcement that Braidy Industries will build an aluminum mill in our area. Additionally, the Lawrence County Teleworks Hub announced its opening in the fall of 2017. Designations and certifications play an important role in attracting industry. The Ashland area was recently certified as an AEROREADY™ Community, which indicates the area's ability to adequately address the needs of the aerospace industry.

Our region must mitigate various weaknesses, including negative perceptions—both internally and externally. More effective marketing could address this, in part. Although healthcare is widely available in our region, we still face various issues like high obesity and diabetes rates, as well as substance abuse. Turnover is high in some industries. Current broadband capabilities are not what they should be. The region hopes to see this improve through the KentuckyWired initiative. There is a high percentage of the population in the region who are on public assistance. Data from the Kentucky Cabinet for Health and Family Services for 2015 show 16% of people statewide received food stamps. Each county in the FIVCO region had percentages at or above the statewide percentage. Three of our five counties had more than 20% of individuals within the respective counties who were reported as receiving food stamps.

The announcement of Braidy Industries coming to our region presents a great opportunity for the regional economy. The facility will enhance the region's role in the aerospace and automotive industries through production of aluminum to be used in those two industries. In 2018, aerospace was Kentucky's top export industry at \$12.5 billion. The automotive industry ranked number two in exports from the state that same year at \$4.6 billion. With the development of this plant there exists the opportunity for suppliers and other related businesses to be created, further enhancing our region's place in these top industries. This announcement also strengthened our region's relationship with state economic development officials, which provides additional opportunity for our area. In addition to the aerospace and automotive industries, other opportunities abound for our region. There exists the potential to resume at least some coal operations that could positively impact the FIVCO area. Pipeline construction, fracking, and gains in natural gas production all provide opportunities for economic development in our region.

Foreign competition and unfair trade laws present potential threats to our regional economy. Recent tariffs may also impact the regional economy, although impacts may vary and are not yet fully understood. There are, however, more internal threats present. Apathy, negativism, and defeatist attitudes threaten the progress that has been made. A diminished work ethic is noted in some instances. The low educational level overall is a threat to our region's ability to attract business and industry requiring higher skills and levels of education. The drug epidemic continues to thwart our region, as it does many others.

The Kentucky State Data Center projects FIVCO Area Development District's total population will decrease by seven percent from 2010 to 2030; conversely, the 60 plus population will increase by eight percent. This shift will result in a rising need and demand for fiscal, health, and social supports to ensure a sound quality of life for our older population. There will be fewer workers paying into Social Security and retirement programs and more retirees taking money out, which will impact our economy and productivity. With soaring health care costs already experienced, our aging population is also likely to drive up public health care expenditures. These factors point toward a higher demand for in-home services that could present job opportunities in the region. This also presents our region with a more immediate need to attract younger workers to the area.



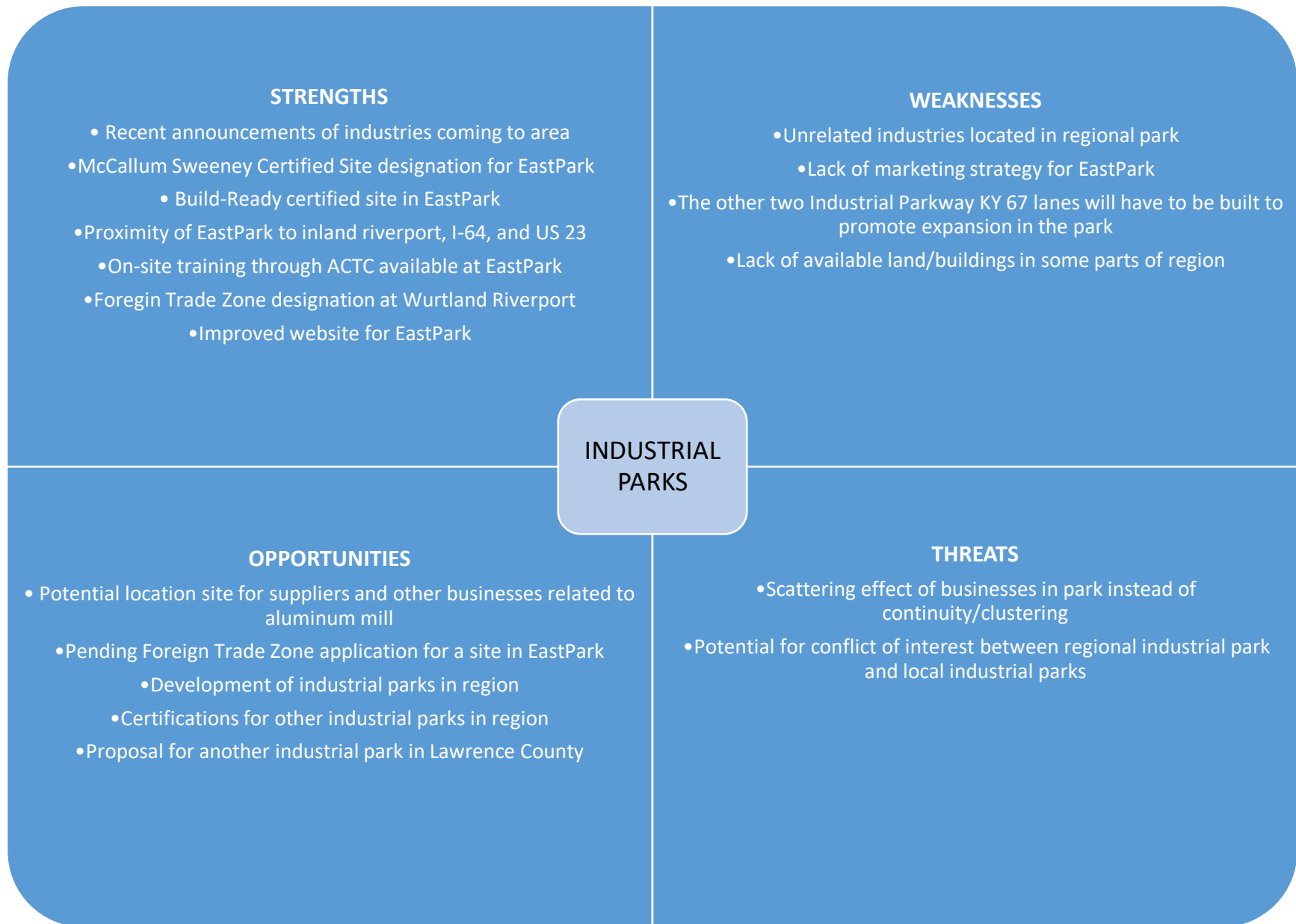
Tourism generates a great deal of interest and support as an economic development tool in the FIVCO region. With our abundant supply of natural resources and celebrated cultural heritage, the area boasts numerous opportunities to attract visitors to outdoor adventures, as well as various other types of attractions and events. Having four state parks in our five-county area demonstrates how well-situated we are to take advantage of our outdoor recreational resources. Two of the FIVCO state parks (Grayson Lake & Yatesville Lake) are trying to secure funding to build cabins, which should further boost the popularity of the championship golf courses at both parks. Broadband expansions to Greenbo Lake and Carter Caves state resort parks have recently been added to make a tourist's stay more attractive. In addition to our state parks, the FIVCO area is home to one of the state's first trail towns. The Olive Hill Trail Town started by primarily attracting riders to its growing equestrian trail system. Now, water enthusiasts are also taking part along Tygart Creek. The system also connects to Carter Caves State Resort Park. The opportunity exists for certification of other Trail Towns in the region.

Connectivity is becoming more recognized as a necessity within tourism, as stand-alone attractions and events are more difficult to garner as many visitors. The connectivity concept is evident in another of our area's attractions—the EK Bikeway. Currently in three counties and with plans to grow, the EK Bikeway has nearly 500 miles of marked cycling routes. Water activities, such as kayaking, are growing in the region in areas such as Carter and Lawrence counties. Rush Off-Road offers yet another type of outdoor appeal to visitors.

Along with our variety of outdoor interests, our region is also home to arts and entertainment venues. The Paramount Arts Center is the region's best known location for musical and theatrical performances. The Pendleton Art Center complements the Paramount Arts Center, Highlands Museum and Discovery Center, and other art-related businesses. The Paramount Arts Center is continuing its promotional campaign of the U.S. 23 Country Music Trail series in keeping with the Kentucky tourism drive.

Agri-businesses and agri-tourism ventures dot the countryside. The FIVCO region has numerous agri-tourism sites, such as Imel's Greenhouse and 4 Got-N-Tymes Farm. In Boyd and Lawrence counties, the Heritage Harvest Tour highlights some of these venues and gives visitors a sampling of rural life and traditions during the 18th, 19th, and early 20th centuries. Savage Farms is one of only two commercial syrup producers in the state and the only one in the eastern part of the state. It began its Maple Festival this year, which is slated to be an annual event.

With all the tourism attractions our region boasts, residents will not see the full economic impact unless we better develop and market those attractions. Using a regional approach to do this may provide greater opportunity. In addition to further developing some assets, we may need to identify others. We sometimes fail to see our area the way outsiders do. In regard to what visitors enjoy seeing, we may take some things for granted that could be promoted to tourists. Marketing, in general, is a weak spot. Funding, or course, is always an obstacle. Tourism attractions are susceptible to negative impacts from natural disasters. Considering that some tourism businesses may be seasonal to begin with, resiliency after a disaster is even more of a concern.



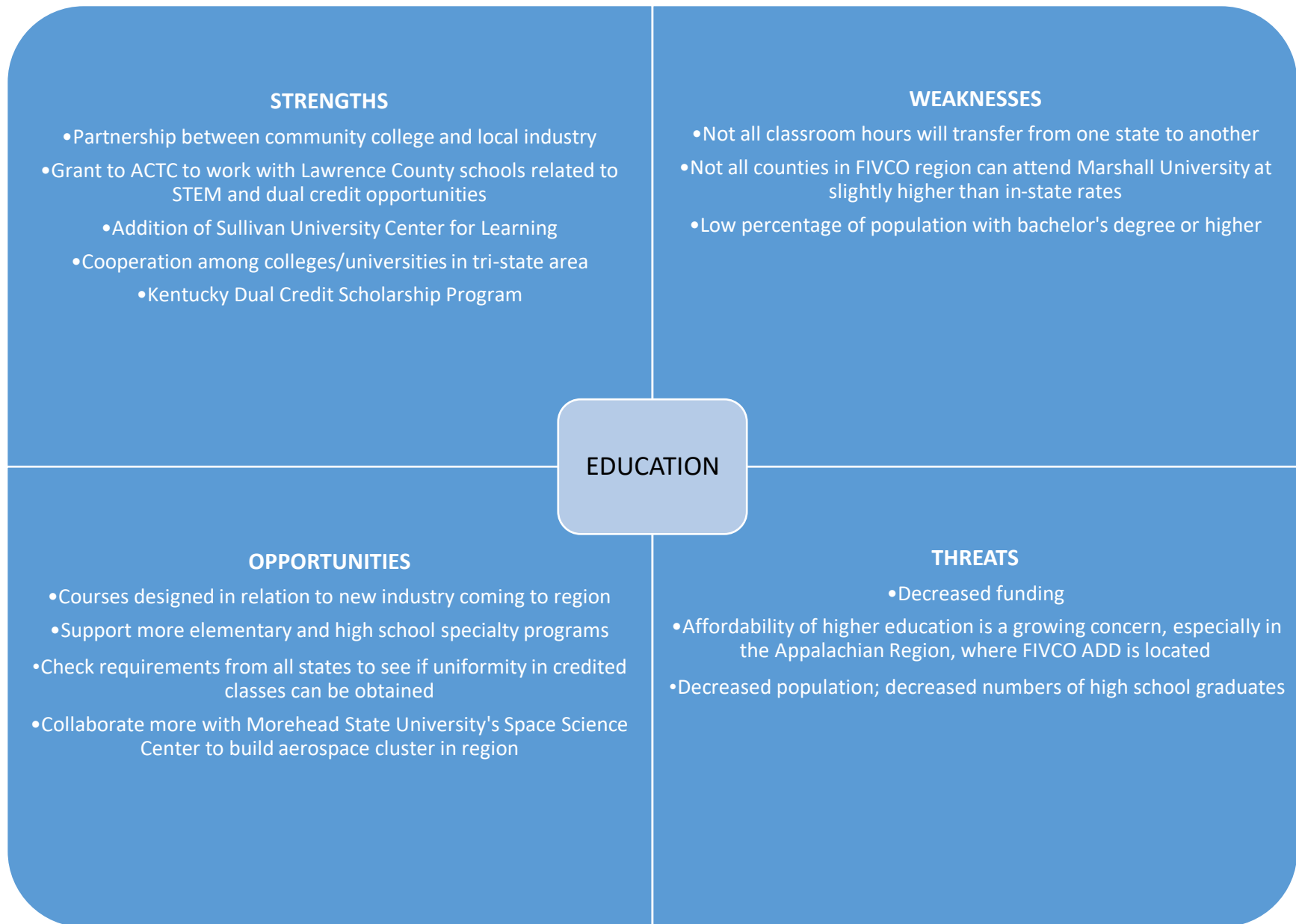
EastPark is the regional industrial park created through the Northeast Kentucky Regional Industrial Park Authority, which was formed by the five counties working together in conjunction with the state. The 1,000-acre EastPark is a prime example of the regional approach to economic growth. This multi-county park is currently home to AT&T Call Center, Cintas Corporation, General Sales Distribution, KOA Campgrounds, IND-KY-OH Regional Council of Carpenters Union & Training Center, NECCO, Kentucky Veterans Cemetery Northeast, and FIVCO ADD. EastPark is also home to the Ashland Community & Technical College (ACTC)-Technology Drive Campus, the first college campus located within an industrial park in Kentucky. All of the FIVCO region's industrial parks are listed on page 50 of the appendices.

EastPark is fortunate to have the McCallum Sweeney Certification. There is also a site within EastPark that was recently designated a Build-Ready Site by the Kentucky Cabinet for Economic Development. Both designations greatly enhance the marketability of the industrial park.

With the recent announcement of Braidy Industries locating an aluminum rolling mill in the region, the potential exists for related industries to locate in our industrial parks. Recent changes, such as Kentucky's new Right to Work law, Governor Bevin's Red Tape Reduction Initiative, and similar efforts at the federal level may also create an environment favorable to manufacturing/industrial expansion within our industrial parks.

EastPark is located off the Industrial Parkway (KY 67), which connects I-64 in Carter County with US 23 in Greenup County. The parkway terminates adjacent to the connector road to the riverport where rail, barge, and trucking facilities are located. The Boyd/Greenup Riverport area, in the corporate limits of the City of Wurtland, is home to Vesuvius USA, Great Lakes Minerals, Expro, Jacobs & Thompson, and The Wells Group. The port is located within the Port of Huntington Tri-State, the second largest inland river port in the nation, when ranked by tonnage. Maps detailing businesses located in each of EastPark's two developed sites are located on pages 51 and 52.

A section of US 23 in Lawrence County boasts AEP/KY Power, Riverside Energy, Quality Metal, Wells Concrete, Big Sandy Resources, and Big Sandy Stone. AEP has proposed development of an industrial park in that vicinity. Construction of such a park would provide further opportunity for development of the region. Plans for such a park progressed in 2018, with a feasibility study for sewer getting underway. Grant funds were received during this time to begin environmental studies. The proposed industrial park is estimated to contain 80+ acres.



FIVCO ADD educational opportunities include: Ashland Community & Technical College (ACTC) and Morehead State University (MSU)-Ashland Campus in Boyd County; Kentucky Christian University (KCU) in Carter County; and Sullivan University Center for Learning in Lawrence County. These institutions are accredited by the regional accreditation body (Southern Association of Colleges and Schools).

KCU offers degrees in theology, nursing, education, and music. The nursing department started five years ago with support from King's Daughters Medical Center (KDMC). KCU and KDMC built a new facility to house the College of Nursing and KDMC Family Care Center. The Carter County Board of Education and KCU formed a collaborative effort by offering college credit for students attending East and West Carter high schools in an effort to make obtaining a college degree more affordable. Out of the Blocks, developed by KCU and the Carter County Board of Education, offers high school students college credits (up to 18 hours) for classes taken by juniors and seniors.

ACTC, part of the Kentucky Community & Technical College System, has three campuses in Boyd County. The newest campus is the Technology Drive Campus, the first college campus located in an industrial park in the state of Kentucky. Since ACTC is actively involved in economic development and workforce training, the campus includes space designed to allow business/industry to (re)train employees without the necessity of workers leaving the park. The college also offers dual credit coursework in all FIVCO public schools.

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

- ACTC has agreements with nine school districts/technical centers to offer dual credit/dual enrollment courses to students.
- ACTC has funded an engineering pathway to create a local stream of future engineering students who can help meet the international shortage of engineers. ACTC has committed to providing 100 and 200 level engineering courses for a four-year period, regardless of course enrollment.
- ACTC has actively sought to develop 2 + 2 programs with other universities in the area. The college now has over 20 program tracks that lead from an associate degree at ACTC to a bachelor's degree at other colleges in the region.
- Responding to growing demand for properly trained linemen and power plant operators within the power industry, ACTC has added Power Industry Options to its Applied Process Technologies program. The power industry is facing the retirement of nearly half of its current workforce within the next few years. These programs will help industry meet manpower needs while providing residents with training for high skill jobs.

ACTC is also responding to the needs of the new aluminum mill that was recently announced. In anticipation of it opening, the college designed a curriculum to specifically respond to the company's needs for a trained workforce at the mill. The Advanced Integrated Technology program became available in the fall of 2018.

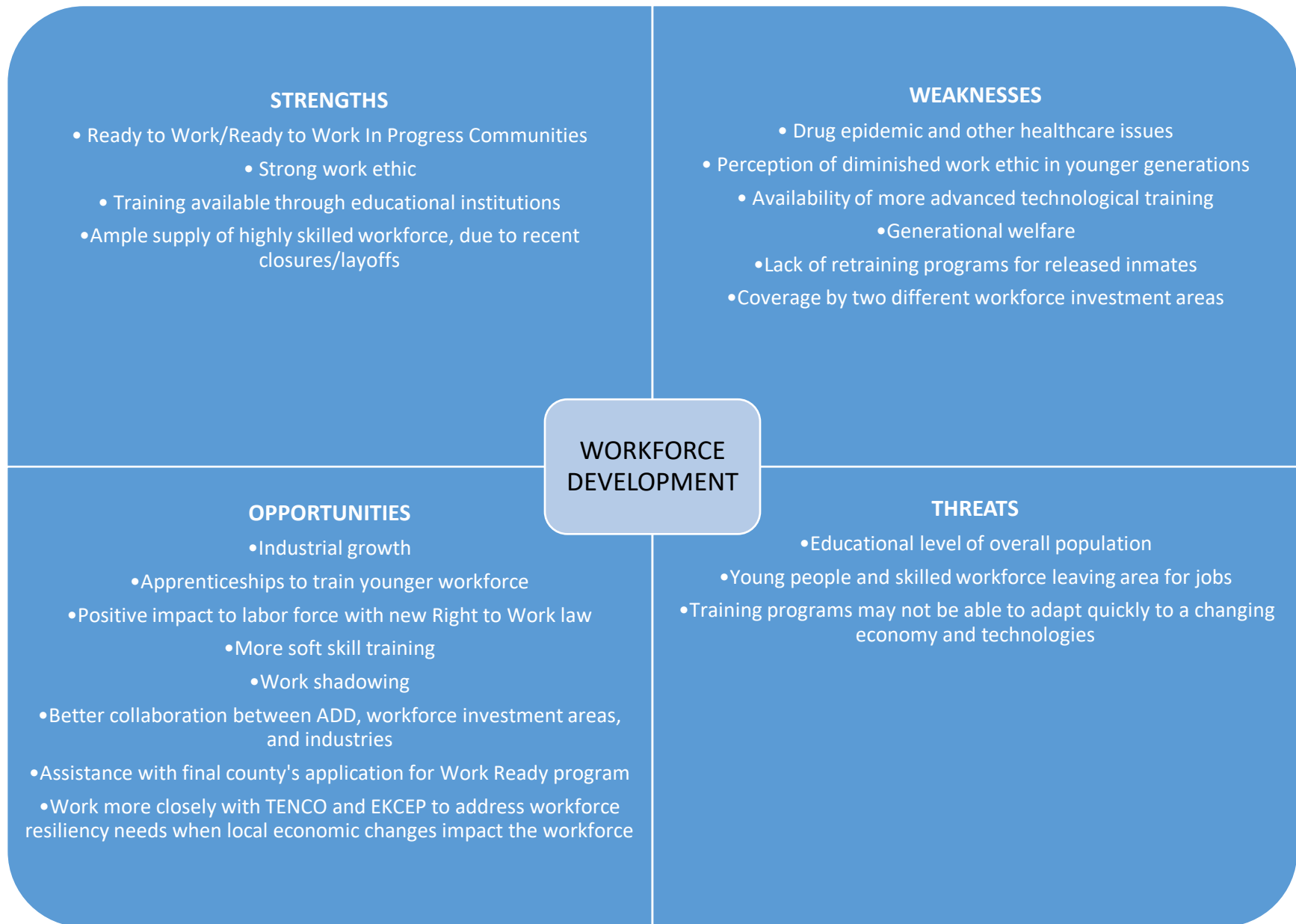
Morehead State University's (MSU) extended campus located on ACTC's College Drive Campus offers junior- and senior-level courses for baccalaureate degrees in business administration, elementary education, social work and university studies, as well as master's degrees in business administration and education. Lindsey Wilson College also offers classes at the ACTC College Drive Campus for baccalaureate and master's degrees in professional counseling. ACTC, MSU, Shawnee State University

(Portsmouth, OH), Ohio University (Athens, OH), Ohio University Southern (Ironton, OH), University of Rio Grande (Rio Grande, OH), Marshall University (Huntington, WV) and Mountwest Community & Technical College (Huntington, WV) continue to collaborate to create a wide range of transfer possibilities for FIVCO students.

Over 200 students from the FIVCO region attended Sullivan University in Lawrence County since its opening. Nearly 30 of those students graduated. Sullivan offers a 20 percent regional discount to 12 counties, including the FIVCO counties. The school partnered with Addiction Recovery Care, which has numerous facilities in the region, by recognizing its 40-hour state approved Peer Support Specialist Program. Addiction Recovery Care graduates will be permitted to directly enter an associate degree program.

The FIVCO region has 12 high schools, 10 middle schools, 31 elementary schools, and 5 private schools serving all educational needs, in addition to home school programs and educational child care programs in communities.

All counties in the FIVCO region have a lower percentage of the population with a bachelor's degree or higher when compared to the percentage statewide. In June 2016, Governor Bevin introduced the Kentucky Dual Credit Scholarship Program by Executive Order. The program's goal is for all Kentucky public high school (resident) students to graduate with at least nine postsecondary credit hours. The program covers two college courses per academic year, no more than nine hours total. This provides a further boost to encourage the success of students to better participate in the economy.



When discussing the workforce of an area, we must consider the educational levels of the workforce and available job training opportunities in the area. Educational institutions, as noted in an earlier section, are abundant in our region. The two main workforce development programs are TENCO WIB, which includes Boyd and Greenup counties; and Eastern Kentucky Concentrated Employment Program (EKCEP) WIB, which includes Carter, Elliott, and Lawrence counties. TENCO has a career center located in the employment and training building in Ashland. EKCEP has offices located in Carter County (one career center located in Grayson and one in Olive Hill at Northeast Kentucky Community Action Agency's main office); Elliott County (office located in the Rocky J. Adkins Elliott County Public Library); and Lawrence County (office located at the Lawrence County Community Center).

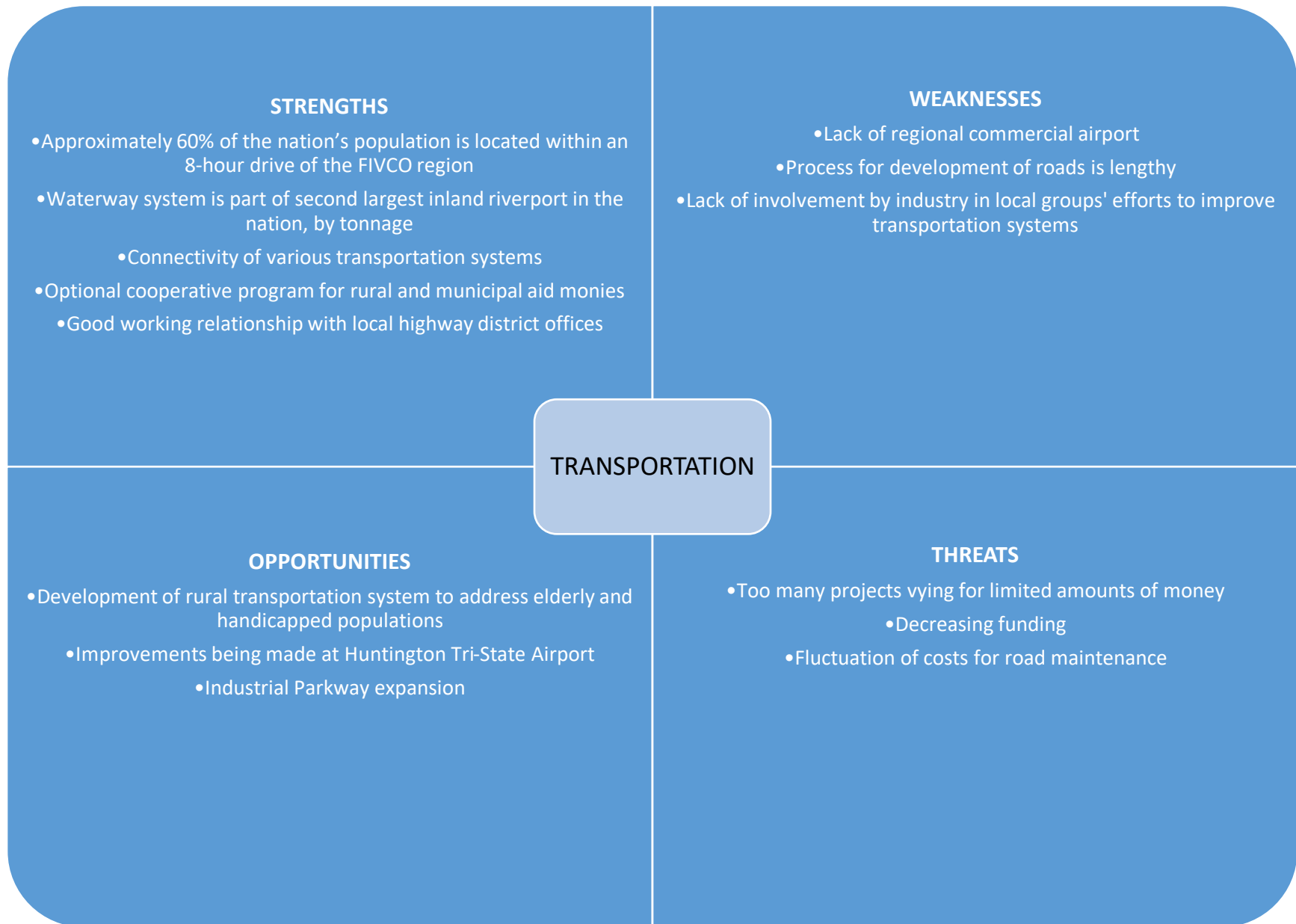
In 2018, two state agencies—Kentucky Career Centers and Kentucky Skills U (formerly Kentucky Adult Education)—joined together to help adults prepare for the workforce using World Interactive Network (WIN), a free online instructional platform. Using WIN, individuals can prepare for the Kentucky Career Readiness Certificate (KCRC) and the Kentucky Essential Skills Certificate (KESC). KCRC is relevant to academic skills, while KESC relates to soft skills. These certifications help demonstrate their employability to businesses looking for qualified employees. The National Career Readiness Certificate (NCRC) is another way job-seekers can demonstrate their skills. NCRC assessments measure abilities in three key areas: communications, problem solving and interpersonal skills. WIN/NCRC training is available in all FIVCO counties. All programs provide job placement opportunities.

Both TENCO & EKCEP offer individual tutoring, GED, and financial counseling. TENCO offers career counseling, relocation assistance, financial counseling, and business services. One of the governor's goals has been to improve the workforce's educational skill level. The governor's employment certification program, WIN/NCRC is an eight-week training course in which a participant is given a certificate stating the individual is trainable.

The Kentucky Work Ready Community certification program is a measure of the quality of a county's workforce. A county's status in the certification process can be found by using the following link <http://thinkkentucky.com/WorkReady>. Four of our five counties have attained either the Work Ready or Work Ready in Progress designation.

The drug epidemic, cycles of reliance on public assistance, and lack of retraining programs for released inmates are all weaknesses for our region. Continued growth, apprenticeships, and additional focus on soft skills are some opportunities that may mitigate the impact of those and other weaknesses.

Our region has a low percentage of the population with a bachelor's degree or higher, which is a threat to our workforce development efforts. We still face young people and skilled workers leaving the region, due to lack of opportunities or layoffs.



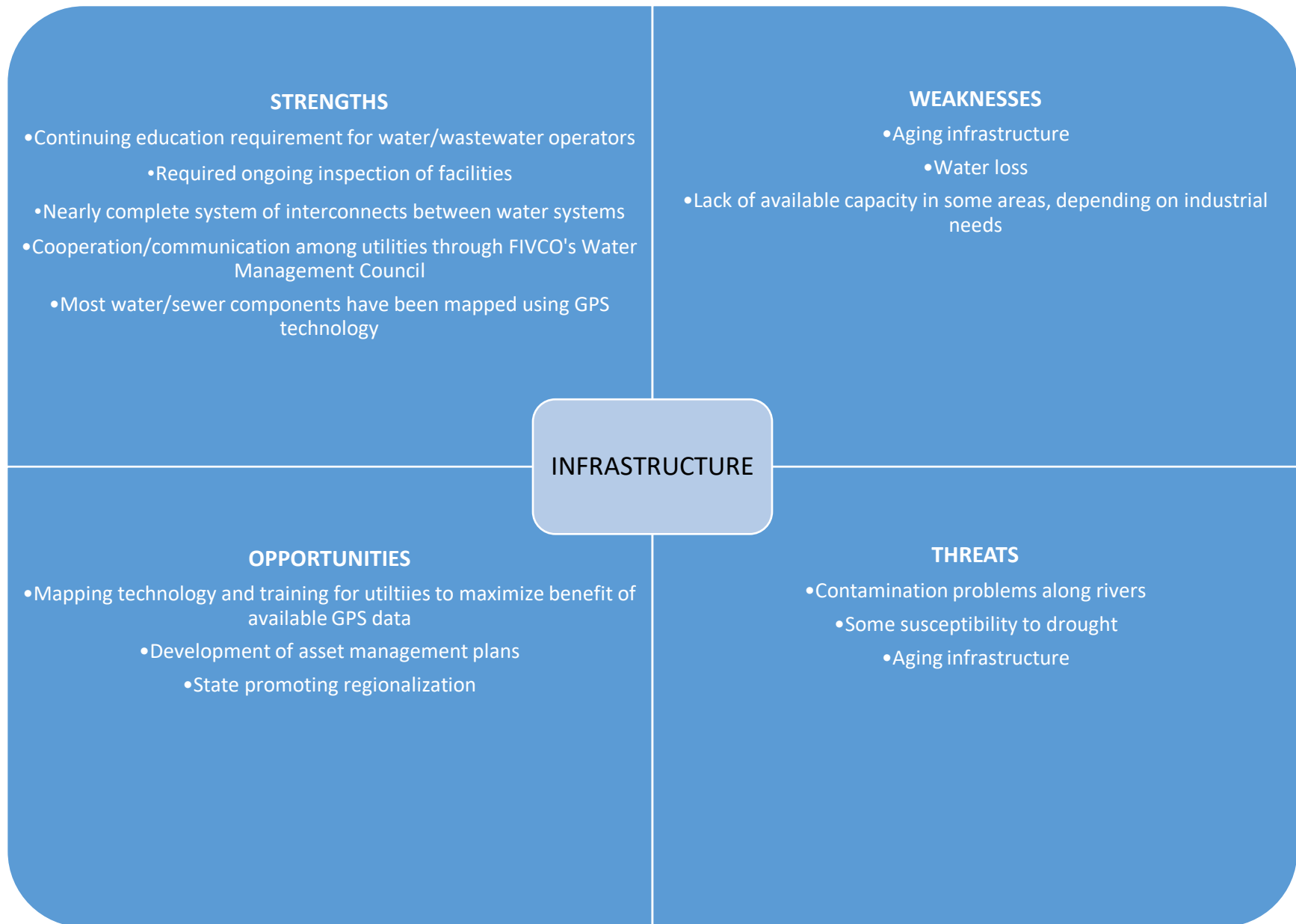
FIVCO assists three of its five counties with transportation planning needs. Boyd and Greenup counties are part of the metropolitan planning organization that covers Huntington, WV; Ashland, KY; and Ironton, OH. Those two counties are served by the KYOVA Interstate Planning Commission. FIVCO supports Carter, Elliott, and Lawrence counties' transportation planning needs primarily through the ADD's Regional Transportation Planning Committee. The ADD supports the Kentucky Transportation Cabinet's (KYTC) statewide transportation planning process through committee activities and duties carried out by the ADD's Regional Transportation Planner. These actions primarily revolve around establishing/maintaining a statewide transportation planning process to identify, evaluate, and prioritize needs. These identified needs are communicated to both district offices covering our area, as well as KYTC. FIVCO also updates data for KYTC's city and county maps, which is of extreme value to our local governments.

The current FIVCO ADD Highway Projects that are in Kentucky's Six-Year (2018-2024) Highway Plan can be found on the Kentucky Transportation Cabinet's website at: <https://transportation.ky.gov/Program-Management/Pages/2018-Highway-Plan.aspx>. These projects will have to be approved by the General Assembly. Project totals include all four phases of a project (Design, Right-of-Way, Utilities, and Construction). All projects, once completed, will provide significant changes to the region.

The FIVCO region's location provides a great strength for economic development. The various modes of transportation and connectivity of them offer an even greater asset for the region. The optional cooperative program that is now available for rural municipal aid monies allows local governments to get more money up front, which could allow projects to be completed faster. Those who opt to participate in the cooperative program have an added benefit. Because three percent of their road aid funding is withheld and placed in an emergency fund, participants in the program are then able to request emergency funds for a project.

The process for development of a roadway is quite lengthy. That weakness, coupled with threats of fluctuating costs, limited funding, and numerous projects can make it very difficult to bring projects to fruition. More involvement and input by private industry could help in this process to indicate the need for particular projects for economic development purposes.

Opportunities may exist through improvements made at the Huntington Tri-State Airport. Air service is a vital part of our region's transportation system, especially in relation to industry needs. Development of that airport would be a boost to the marketability of our area. Additional opportunities could be realized with the expansion of the Industrial Parkway.



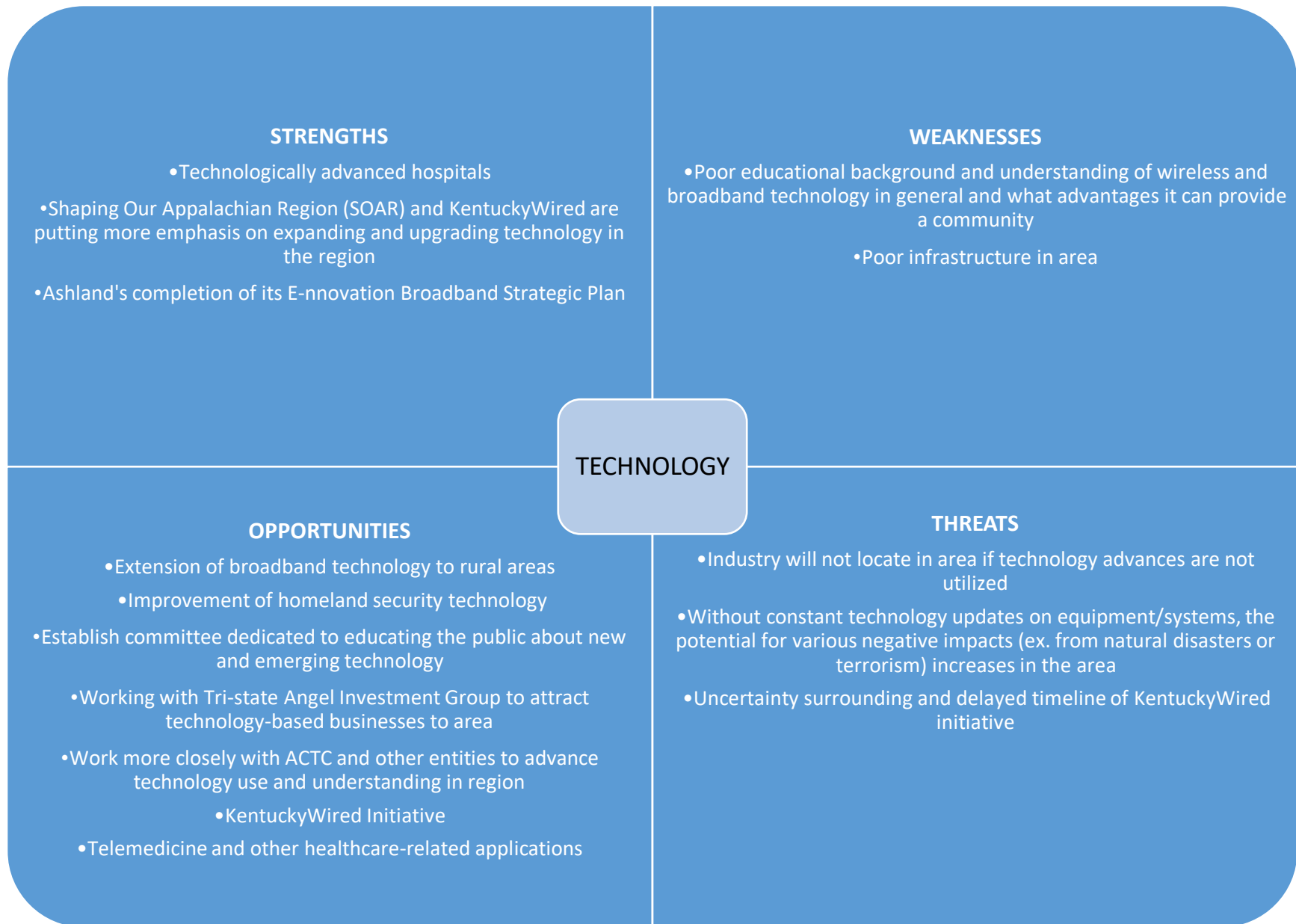
Kentucky continues with its emphasis on providing potable water to all its citizens where it is economically feasible to do so. Kentucky's 2015 Water Management Plan shows that 95% of the state is serviceable, with respect to water. The FIVCO region shows the same percentage as being serviceable for our region. Remote areas and spurs off existing water lines remain to be serviced, but the need is being met as funds become available. For wastewater, the report shows the state as 60% serviceable. FIVCO falls slightly below that mark at 53% serviceable. Utility providers (both water and wastewater) are listed on page 53.

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

FIVCO's Water Management Council fulfills the role of a long-range planning body for water and wastewater needs in the region. The council ranks and prioritizes projects. It also serves as an invaluable forum for communication among the region's water/wastewater utility providers, which is a strength for the region. This body is also charged with promoting regionalization. One such success story in the FIVCO area is the Greenup County Environmental Commission, a regional sewage treatment facility, which serves the cities of Russell, Raceland, Worthington, and two sanitation districts. Similarly, the Greenup Joint Sewer Agency is a regional sewer treatment facility that serves the cities of Wurtland and Greenup.

Available capacity and aging infrastructure are two key points to address within various locations in the region. Capacity is dependent upon a particular industry's need. Utilities could benefit from additional training to help them better utilize available GPS data.

All of FIVCO ADD's current water and wastewater projects can be found on Kentucky Infrastructure Authority's (KIA) website: <https://wris.ky.gov/portal/PrjData.aspx>. Pages 54-58 of the appendices show water/wastewater coverage for each of the five counties.



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

Numerous private, educational, and governmental services depend on Internet access and high levels of broadband. A local (regional) technology team could be established to promote growth through technology. Leaders from business, industry, government, health care, and education should come together to develop a plan. Availability of technology, particularly broadband, is of interest to residents and visitors. For example, Carter Caves and Greenbo Lake state resort parks received upgrades to wireless Internet and other broadband capabilities so visitors will be accommodated.

If the KentuckyWired initiative proceeds as planned, final mile providers who make use of the middle mile and competition that will drive down costs of service will be important outcomes for our region. The more advanced, available, and reliable broadband becomes in the region, the more likely we will be able to attract and support technology-related businesses. The opportunity exists to work closely with the Tri-state Angel Investment Group and other partners to make this region appealing to technology-based businesses.

Residents must be encouraged through educational measures to use broadband/other technological advances. Residents need to develop into tech-savvy consumers to become aware of the available digital applications that provide convenience, growth, productivity, and employment to the area. Just as geography of each county is different, so is access to broadband for its citizens. The KentuckyWired initiative is intended to increase broadband access.



Our region is fortunate to have an abundance of natural resources, many of which are getting extra care and attention thanks to tourism and agricultural venues dotting the landscape. All of FIVCO's counties are located close to a navigable waterway. Boyd County is at the mouth of the Big Sandy River, which empties into the Ohio River. Lawrence County, a little farther south, has the Big Sandy River as its most eastern border. Greenup County lies just west of Boyd County and shares the Ohio River and the Little Sandy River, along with Carter and Elliott counties.

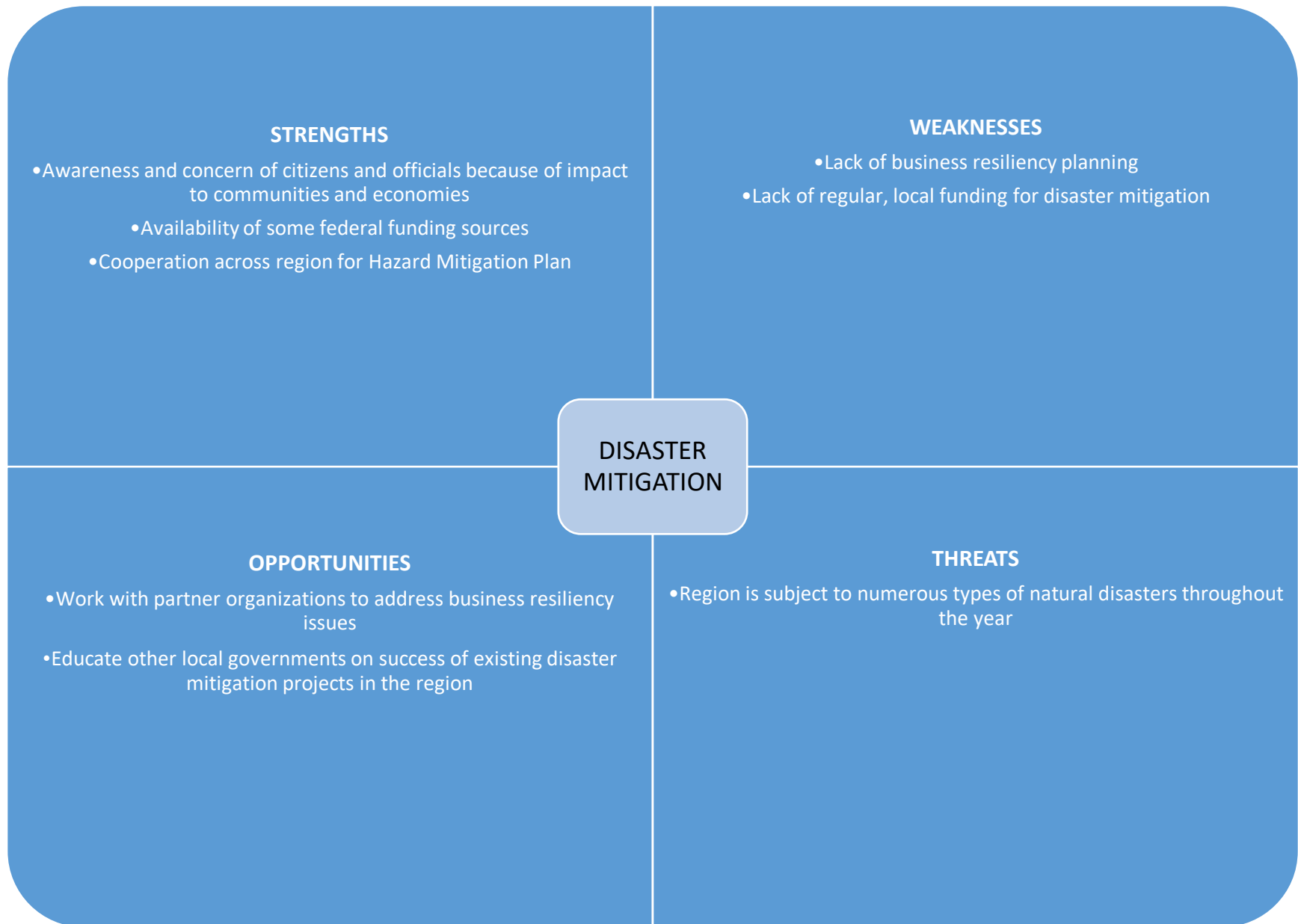
One of the region's strengths, with regard to the environment, is the attention to cleanup activities. The River Sweep event, focusing on riverbank cleanup of the Ohio River and its tributaries, has taken place for nearly 30 years. Other local cleanup activities focusing on waterways and surrounding land have gained traction more recently. Examples include cleanup efforts at Grayson Lake State Park and Tygart Creek.

County cleanup efforts encourage environmental stewardship measures. The Greenup County Environmental Club, and Ashland's Sierra Clubs are two groups that are active in the area. Carter County has also held county-wide cleanup efforts in recent years so that residents can make use of large dumpsters to discard bulkier items.

Though cleanup efforts are occurring throughout the region, litter is still a problem. Recycling programs, as well as educational or other campaigns targeted at littering provide opportunities to address this. The development of additional tourism and agriculture-based attractions may help conserve more of the environment. The development of environmentally-friendly or 'green' industries in the region is an opportunity to consider. Though little emphasis has been placed on this, it could become more important in our region as individuals become more educated about the environment. A green industry that has sprung up from the demand to find an alternative way to produce energy naturally is the Green Valley Landfill (GVL). GVL, one of the first environmental landfills built to convert gases produced from garbage decomposition to clean electric power, is located just west of the industrial park. It was constructed by Grayson Rural Electric Cooperative Corporation (GRECC).

Funding, apathy, and lack of unified planning are all obstacles to preserving and better caring for the environment. More time and attention to our environment, what it provides, and what happens if it is not cared for is needed in order to encourage action toward maintaining it.

Other quality of life issues are being addressed in the region. Healthcare is a major issue to address, due to the large number of baby boomers. The Kentucky State Data Center projects FIVCO's total population will decrease by seven percent from 2010 to 2030, but the 60 and older population will increase by eight percent. Most of these 60 and older persons will want to remain in their own homes as long as possible and will require an average of 3-5 years of long-term support to do so. There will be a greater need for non-emergency medical and general assisted transportation. Accessibility of residents and proximity to needed services, all of which relate to the built environment, will be of greater importance.



The FIVCO Regional Hazard Mitigation Plan is the result of a local planning process designed to guide the counties and cities in reducing the severity of the impact of natural hazards through planning. Each hazard requires a specific type of mitigation. In some cases, we can use engineering solutions, such as an earthquake-resistant building, to at least temporarily reduce the impact of a natural hazard. In other cases, the only form of mitigation that is guaranteed to be successful is to limit or not allow human activities where the hazard occurs, such as in floodplains. Floodplain buyout projects have been successful in the region by getting residents out of dangerous areas. Other communities in the region can learn from and duplicate successful projects like this in their respective communities.

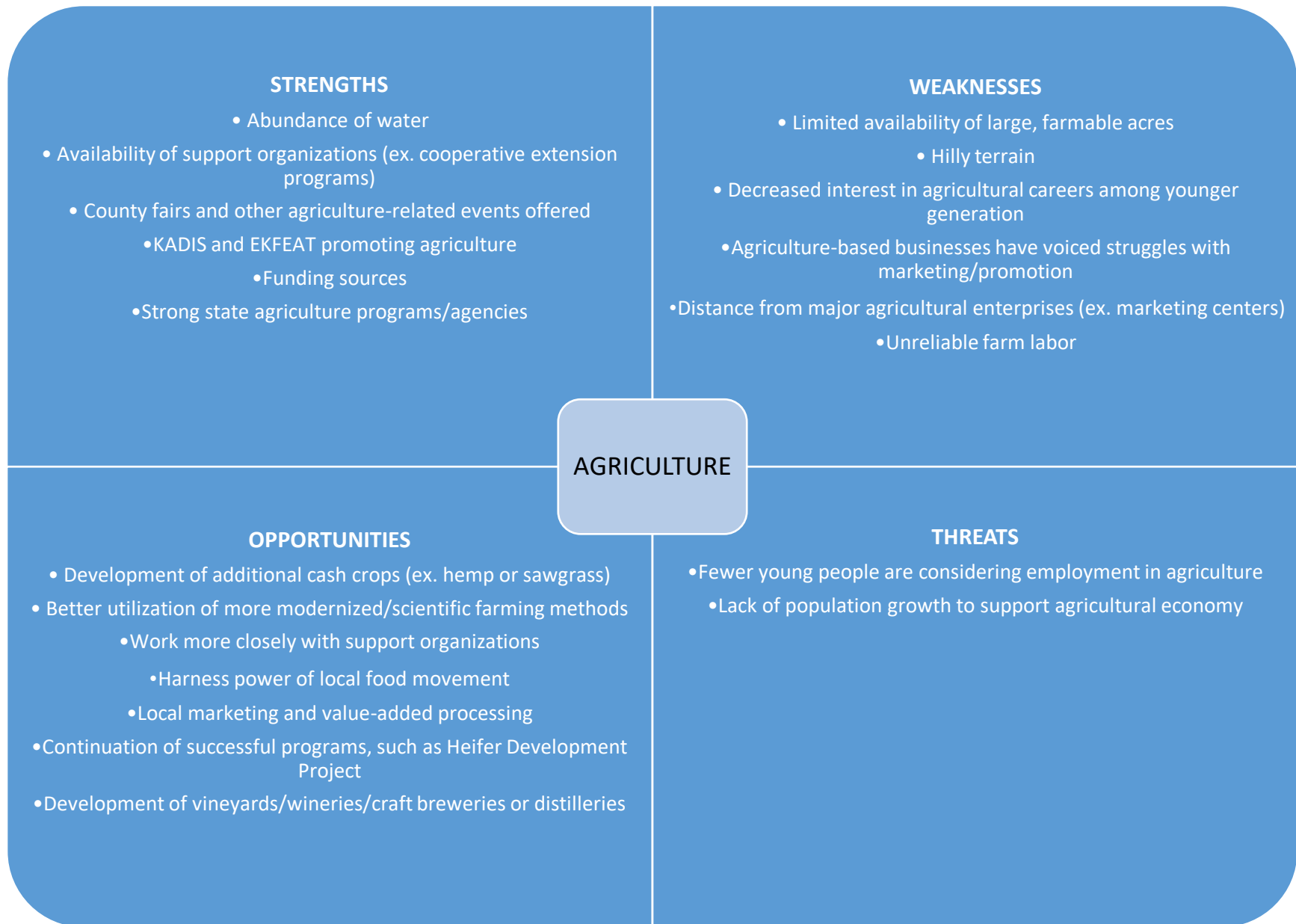
The mitigation planning effort is a result of the partnership created by the Kentucky Emergency Management Agency and FIVCO ADD through a Hazard Mitigation Planning Grant with the Federal Emergency Management Agency (FEMA). The hazard mitigation plan can be found at www.fivco.org under the Economic Development section.

FIVCO ADD staff work with each of the county emergency managers to make sure that each agency in each county that has federal financial support or may apply for funding in the future is compliant with the National Incident Management System (NIMS). This program is evolving as communication equipment and language codes used on radios are being changed over to “plain English” to make communications among all first responders understood by businesses and the general public in case of a disaster. Also “who is in command” issues are addressed to make sure that disaster recoveries are more efficient than the Hurricane Katrina incident in New Orleans.

The awareness and concern of citizens, with regard to disaster mitigation, is a strength in this region. After severe flooding impacted the City of Olive Hill in 2010, a group of volunteers formed the Olive Hill Council for Planning and Restoration. With guidance from FEMA, the group looks at how it can rebuild and revitalize the city. In doing so and in recalling the devastating floods, mitigation efforts have gained attention.

Resiliency, or the ability of businesses to resume normal operations after a disaster strikes, is something this region is beginning to address. Flooding, for example, impacts this region. Businesses were negatively impacted by the two major flood events that took place in 2010 in Olive Hill. Some resumed operation more quickly than others, while a number did not reopen. In more recent years, severely freezing temperatures impacted water lines in the region, which negatively impacted businesses. In 2015, areas in Carter County and other places in the region were once again impacted by flooding. Opportunities exist to assist businesses in planning efforts to address resiliency. The Kentucky Small Business Development Center’s Disaster Recovery Toolkit for Small Business is one way to address this need. To make businesses more economically resilient, this opportunity as well as others, should be seized.

Maps on pages 59-63 of the appendices depict various vital structures located within each county of the FIVCO region. Page 64 in the appendices shows the flood zones within the region.



The FIVCO region has an abundance of water and other natural resources and landscapes. To many in the region, farming is a cultural mainstay. Numerous organizations are available locally to support agriculture, such as cooperative extension and soil conservation offices. Cooperative extension programs, for example, help farmers, landowners, and home gardeners to be better stewards of the land and offer a wide variety of educational opportunities for citizens. County fairs and other events tout our agricultural heritage. Kentucky Agricultural Data Information Systems (KADIS—described in more detail below) and Eastern Kentucky Foothills Exploration of Appalachian Tourism (EKFEAT) are two initiatives promoting agriculture. The state also has numerous agriculture programs and agencies that provide support and information for farmers.

With the state’s recent hemp pilot project, there is opportunity for developing additional cash crops and bringing new products to market. The local food movement may provide a good opportunity for local farmers. Value-added processing and local marketing are other opportunities for farmers in our region to be more successful.

Our region is limited in some ways, such as in the availability of large, farmable acres. We have a very hilly terrain. Unreliable farm labor and decreased interest in agriculture among the younger generation are both concerns. With fewer younger people considering a career in agriculture, the future of current farms is uncertain. Lack of population growth in the region is a threat to overall support of the agricultural economy. The distance to major agricultural enterprises farmers need to access, such as marketing centers, puts even more cost on farmers.

Agriculture still plays a vital role in the economy of the region, contributing millions of dollars from the production of crops and livestock. While direct employment in the sector is small, secondary linkages produce hundreds of jobs in the region. As part of a statewide initiative to capitalize upon the numerous agricultural linkages and opportunities for economic growth, a program called KADIS is being developed. KADIS is a partnership between the KY Department of Agriculture, the Governor’s Office of Agriculture Policy, the US Economic Development Administration, and the Area Development Districts. It seeks to promote and develop greater linkages among the many farmers, businesses, agencies, institutions, and individuals who collectively play a part in the agri-economy. The project will result in an inclusive geographic database of agricultural resources, information, and assets across the Commonwealth of Kentucky. It can be found at: <http://kadisonline.org>.

This web-based GIS driven system will create an emphasis on linkages and integration toward future planning and projects that affect the agricultural economy. It is anticipated that the information will become a collaborative dataset available to a wide range of users to enhance development of locally produced and sold agricultural and related products.

Some of the datasets in KADIS include:

- Sites/buildings suitable for agricultural businesses and industry
- Soils data
- Existing agri-businesses and facilities
- Disaster prone facilities, crop loss data, etc.
- Agricultural friendly land use regulations
- Kentucky Proud facilities, farmers markets, organic products, etc.
- Bio-energy resources/produce and local food resources
- Distribution/aggregation facilities
- Livestock resources

- Land uses including prime farmland, environmentally sensitive and protected areas, etc.
- Workforce development/technical training resources and programs
- Crop production information
- Transportation resources (rail, ports, etc.)
- Linkages to other resources such as water, sewer, etc.

Additional agricultural production information for the region can be obtained from the USDA Census of Agriculture found here: <http://www.agcensus.usda.gov>.

B. ECONOMIC CLUSTER ANALYSIS

The FIVCO area has several economic clusters as identified using economic data and determination by the CEDS committee. Clusters identified by the committee are: aluminum/alloy; barge loading terminals; refractory materials; chemical plants; steel and fabricating; electric, gas, and hydro-energy manufacturers; technology; transportation; and health and natural resources. Inland marine shipyards and harbor service is not currently considered an economic cluster for our region, but it could be with the presence of such resources in our area. Additionally, we hope to see a cluster develop in our region around the aerospace industry. Using the StatsAmerica tool to identify regional industry clusters, the following industries are noted: biomedical/biotechnical; chemicals and chemical-based products; energy (fossil and renewable); transportation and logistics; primary metal manufacturing; electrical equipment, appliance, and component manufacturing; and mining. These industries were identified using a conservative location quotient estimate of 1.2 or greater, indicating a higher concentration of establishments within our region, when compared to the national average. Pages 65-66 of the appendices lists companies for clusters. Page 67 of the appendices includes a map illustrating the major industries within the region.

There are numerous coal processing and loading facilities in our region. Most are located on the Big Sandy River with some along the Ohio River. With the downturn of the coal industry, our region will need to consider how to repurpose these facilities for new uses. The expansion of the Panama Canal could impact the future use of these facilities, but our region has not yet seen this impact. The FIVCO region has the second largest inland river port (Huntington—Tristate Port) in the nation, when ranked by tonnage reporting.

The future of American-made steel continues to be uncertain. Should the industry not stabilize, ways to repurpose this and similar facilities would need to be carefully considered.

The FIVCO region, in general, and Greenup County, in particular, have a high concentration of refractory manufacturing. Used for metal production, these materials also have expanding uses, including fireproofing and sound deadening. This cluster has steadily grown and is expected to continue to do so in the future. One possible area of growth could be on the supply side of raw materials imported into the US for production. Chemical clusters provide products that are continually monitored by the EPA. Providing environmentally friendly, clean products will enhance the area.

The aerospace industry is one that our region hopes to capitalize on in the coming years. With the recent announcement of an aluminum mill coming to our region, which will produce materials used in the aerospace and automotive industries, we expect to see that cluster begin to develop. Coupling that with the fact that neighboring Morehead State University is home to the Ronald G. Eaglin Space Science Center, our region's appeal to the aerospace industry grows stronger.

However, the most underdeveloped clusters are the Technology, Transportation, Health and Natural Resources clusters. Because of technology's fast evolvment, it is difficult to keep pace. In order for this region to attract new businesses and industry to the area, technology must meet today's standards and be adaptable to tomorrow's changes. At the same time, area residents must better understand what technologies are lacking and demand that services keep up or advance. Our region is hopeful that the broadband initiative through SOAR, as well as KentuckyWired, will be a boost to the region's development and use of technology.

Transportation opportunities abound for the FIVCO region, such as the recently completed construction of the new Ironton-Russell Bridge and the Wurtland Riverport expansion, which can be utilized to make this

area more productive. Amtrak has two station stops in the FIVCO region, located in Ashland and South Shore. However, rural/urban transit is another area that needs further development.

The elderly population is increasing, putting an extra strain on health providers. New advancements in healthcare technology have made hospital experiences quicker and more efficient. Enacted and proposed changes to healthcare, at both the national and state levels, continue to play a role in the region's healthcare landscape.

One of the most underutilized resources in the area is the natural resource cluster. We need to develop ways to collaborate with the University of Kentucky Cooperative Extension Service, the logging industry, Kentucky Division of Forestry, and other agencies. Cooperation with conservation groups, such as the Greenup County Environmental Protection Group, Scenic By-Ways, and Scenic Waterways organizations, is also needed. Understanding the role of each, and how every entity can work together to advance natural resource development/preservation in the area, is key.

Although not identified by the StatsAmerica tool as prominent clusters in the region, tourism and agriculture are considered underdeveloped clusters. Both are receiving more attention in our region. Due in part to the natural landscape, rural agricultural heritage, and emphasis by SOAR and other initiatives, these are viewed as growing industries in our region. To further emphasize tourism's growing importance in our area, a tourism-related performance measure was added. A FIVCO staff person is pursuing advanced tourism certification by a state travel association in recognition of the assistance needed by our growing tourism industry partners in the region.

C. OTHER PLANS AND STRATEGIES

FIVCO consulted on the following plans, which are maintained by specific committees of the ADD.

- Regional Transportation Plan
- FIVCO Regional Hazard Mitigation Plan
- Water Management Council Plan
- Kentucky Agriculture Development Information System (KADIS)—not maintained by a specific committee of the ADD

FIVCO also references the strategic plans compiled by each workforce development entity within its region. Those plans are listed below.

- TENCO Workforce 2018-2023 Strategic Plan
- Eastern Kentucky Concentrated Employment Program Workforce Investment Board Regional Strategic Plan 2014-2019

Past and present economic development projects are listed on pages 68-71 of the appendices.

IV. ACTION PLAN

The action plan addresses the eleven target areas in the above SWOT analysis. Goals, objectives, and priority activities are listed for each. Where able to reasonably identify, key agencies, costs/funding resources, and timeframes are listed. Whereas in years past a separate strategic projects list was included, strategic projects are now included as priority activities. Within the priority activities listed, a number of other activities may be considered by the region and individual communities within the region, in order to achieve the stated goals and objectives.

ECONOMY

GOALS

- Decreased unemployment rates
- To have strong regional marketing program
- Strong entrepreneurial support in the area
- Expanding quality of life projects in area
- Diversified employment opportunities
- Development of cluster industries (existing and potential)
- Qualified workforce
- Increased per capita personal income

OBJECTIVES

- A marketing plan will entice regional businesses to stay and new businesses to locate in area due to high quality of life, educational/technical opportunities, economic advantages, and qualified workforce
- Provide financial support through such federal programs as EDA, CDBG, ARC, and USDA RD
- Provide financial support for downtown revitalization
- Support activities highlighting entrepreneurship and engagement of youth with entrepreneurial workshops
- Support the development of more medical facilities and other health-related programs for the aging population
- Support retention and expansion of small businesses in order to have diversified economy
- Have prime sites/locations better prepared for development
- Create vibrant downtowns in the region
- Shore up weak spots in economy encountered due to downturn in coal industry

PRIORITY ACTIVITIES

- Continue to develop/produce marketing pieces (ADD staff; minimal to moderate cost; ongoing)
- Keep area city and county governments informed of federal programs administered through the ADD, and small businesses abreast of programs such as EDA's revolving loan fund (RLF) program (ADD staff can do this through e-newsletter, presentations; nil to minimal cost; ongoing)
- Support development of entrepreneurial programs, such as those offered through ACTC Workforce Solutions, the Kentucky Small Business Development Center, and partners in the East Kentucky Technical Assistance Providers (EKyTAP) Network (ADD staff partnering with those previously named; nil to minimal cost; ongoing)
- Continue to promote SOAR strategies in various sectors with aim of diversifying regional economy (ADD partnering with various entities; nil to minimal cost; ongoing)
- Educate local chambers of commerce on various aspects of SOAR strategies to diversify economy to get buy-in from private sector (ADD staff; nil to minimal cost; ongoing)
- Better educate residents/businesses on available support for entrepreneurs (ADD staff; no cost; ongoing)
- Promote and assist in development of key industrial sites using programs such as the state's Build-Ready Initiative (ADD staff with partner agencies; minimal cost; ongoing)
- Educate region and partners about focusing on all aspects of economic development: attraction, retention/expansion, and entrepreneurship (ADD staff; nil to minimal cost; ongoing)

TOURISM

GOALS

- To have a regional focus on tourism

- This region to be known as a vibrant tourist attraction
- To offer a wide variety of experiences (indoor and outdoor) for visitors
- Have our tourism venues reflect our regional values and cultural heritage
- Strong regional tourism industry
- Increase revenue from tourism industry

OBJECTIVES

- Counties working collaboratively
- Have numerous listings on state tourism website for this region
- Develop riverfronts and other water attractions
- Build reputation for trails in region
- Preserve cultural heritage through tourism assets
- Support cultural heritage conservation measures and development
- Support state park and local city, county, and private park development encouraging healthy lifestyles of its citizens and visitors
- Promote varied tourism opportunities as a region
- Enhance arts/music/entertainment attractions in region
- Increased travel expenditures (direct and total) in each county

PRIORITY ACTIVITIES

- Convene tourism personnel from the five counties to regularly discuss tourism goals and plan together as a group (ADD staff working with tourism personnel and other interested persons; no cost; ongoing)
- Assist with development of EK Bikeway and trail towns (ADD staff, local governments, and EK Bikeway; nil to minimal costs; ongoing)
- Assist with projects to develop additional lodging resources, such as lodging at state parks (ex. Yatesville Lake or Grayson Lake) and bed and breakfasts (ADD staff, relevant local and state agencies, and businesses; cost and timeframe not determined)
- Support development of agritourism industry through workshops and support from partnering agencies (ADD staff and partner agencies; cost and timeframe not yet determined)
- Educate communities/agencies on availability of customer service training (ADD staff; no cost; ongoing)
- Support/provide workshops focused on specific tourism opportunities/needs (ADD staff and partner agencies; minimal cost; ongoing)
- Identify ways to better coordinate promotion of local tourism activities/programs with/through state parks (ADD staff with state parks; cost and timeframe not yet determined)
- Support Trail Town initiatives—existing and those applying (ADD staff; minimal cost; ongoing)
- Educate communities/agencies on use of public-private partnerships for project development (ADD staff with relevant state agencies; nil to minimal cost; to be initiated within one year)

INDUSTRIAL PARKS

GOALS

- To locate more tenants in the regional industrial park
- To promote one large regional park for the FIVCO region
- Maintain adequate infrastructure
- To have increased funding available for the development and marketing of the parks
- Aggressively market all industrial parks in the FIVCO ADD service delivery area

OBJECTIVES

- Build on regional concept of one large regional park with land/infrastructure in place to support large and smaller industries

- Work with FIVCO county governments to make certain regional park tax revenues are distributed to all partners in a timely fashion, and develop revenue stream for day-to-day operations
- Seek funds from government/private sources to develop and publicize regional/local industrial parks and sites
- Market area and parks electronically via websites, e-mail lists, and advertisements on selected search sites

PRIORITY ACTIVITIES

- Support regional industrial park by assisting oversight board (ADD working with industrial park board members; nil to minimal cost; ongoing)
- Work with local economic development personnel to ensure information about local industrial parks is on Cabinet for Economic Development's website and local website (ADD working with local officials; nil to minimal cost; ongoing)
- Combined funding from cities, counties, state, and grants to develop master marketing plan for region with emphasis on industrial parks (ADD staff working with local officials and local economic development personnel; cost and timeframe not determined)
- Develop regional website that promotes entire FIVCO ADD area and features various local/regional industrial and business sites/parks (ADD staff working with local officials and local economic development personnel; cost and timeframe not determined)
- Support expansion of Industrial Parkway Highway (ADD staff, local elected officials, Regional Transportation Committee, KYOVA, and state; cost and timeframe not fully determined)

EDUCATION

GOALS

- Improve the educational achievement metrics across all demographic lines
- Encourage 100% graduation rate for high schools in service area
- Encourage and support utilization of local adult education programs and services
- Encourage all TANF recipients to complete at least high school diploma
- Support all levels of local education (pre-K to college/technical school)
- Increase percentage of population with bachelor's degree or higher

OBJECTIVES

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

PRIORITY ACTIVITIES

- Develop a program to support hiring practices based on KY Employability Certificate at Silver level (ADD staff with educational sector and workforce development partners; cost and timeframe not yet determined)
- Participate and support local and regional planning activities/meetings of the P-16 Council (ADD staff; nil to minimal cost; timeframe not yet determined)
- Support programs that will reduce the number of high school dropout or non-completers (Educational partners; cost and timeframe not yet determined)
- Review/investigate the impact of low educational levels in local economic development efforts (ADD staff, local economic development officials, TENCO, and EKCEP; nil to minimal cost; can conduct initial research within one year)

- Promote education as a means of economic development across all strata of FIVCO (ADD staff, local economic development officials, TENCO, EKCEP, ACTC; nil to minimal cost; ongoing)
- Support development of a Regional Educational Task Force to improve education level (Partners, cost, and timeframe not yet determined)
- Support the close collaboration of area educational institutions to facilitate student transfer and completion as a regional education objective (ADD staff assisting educational institutions, as needed; cost and timeframe not yet determined)

WORKFORCE DEVELOPMENT

GOALS

- Improve access to information relating to employment and career choices in the FIVCO region
- To provide local businesses with trained employees to meet their needs in the FIVCO region
- To increase the marketable skills of the region's workforce
- To understand the gaps local employers face when recruiting employees in the FIVCO region
- To understand the occupations that are in high demand in the FIVCO region
- To have each county in the region be a certified Kentucky Work Ready Community

OBJECTIVES

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

PRIORITY ACTIVITIES

- Continue supporting teams working to get their respective counties certified as a Kentucky Work Ready Community; *Completed for Boyd and Greenup counties; Lawrence and Carter counties are Certified Work Ready in Progress counties* (ADD staff working with community teams; nil to minimal cost; ongoing)
- Work more closely with TENCO and EKCEP through business services teams, for example, to have more fluid relationship between workforce and economic development; *FIVCO staff now participating on TENCO business services team* (ADD, TENCO, and EKCEP; nil to minimal cost; ongoing)
- Support local colleges/universities in efforts to provide our area with educated employees (ADD staff partnering with educational institutions and local employers; minimal cost; ongoing)
- Work with local employers to determine their needs regarding recruiting and retaining employees (ADD staff and businesses; nil to minimal cost; ongoing)
- Promote partners in One-Stop system to inform job seekers of services they may be eligible for (ADD staff with workforce development partners; nil to minimal cost; ongoing)
- Review all training programs to determine if they are meeting the needs of our local workforce (ADD staff supporting workforce partners; cost and timeframe not yet determined)
- Talk with local job seekers to find obstacles they are facing in their search for suitable employment (ADD staff supporting workforce partners; nil to minimal cost; ongoing)

TRANSPORTATION

GOALS

- Improve access (highway, rail, waterway, pedestrian, bicycle, transit, intermodal) to all areas
- Encourage economic development and tourism in the FIVCO region
- Improve safety of the region's transportation system
- Utilize the transportation system to enhance the quality of life

- Improve intermodal access within the FIVCO region
- Expansion of aviation services in the FIVCO region
- Enhancement of the public transportation system in the FIVCO region

OBJECTIVES

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

PRIORITY ACTIVITIES

- Continue to support projects in Six-Year Highway Plan, as well as the Regional/MPO Top Ten Lists of Unfunded Projects Lists (ADD staff and Regional Transportation Committee; cost varies for each project; ongoing)
- Support incorporation of bicycle/pedestrian facilities with all design/construction on roadways (ADD staff and Regional Transportation Committee; cost varies for each project; ongoing)
- Coordinate/work closely with Highway District Office 9 and Office 12 and adjoining ADDs/MPOs in development and implementation of transportation studies (ADD staff and Regional Transportation Committee; nil to minimal cost; ongoing)
- Support transportation projects designed to alleviate traffic congestion/improve traffic mobility (ADD staff and Regional Transportation Committee; cost varies for each project; ongoing)
- Promote transportation projects that improve access to tourist/recreational facilities in region (ADD staff and Regional Transportation Committee; cost varies for each project; ongoing)
- Support programs that will reduce the highway fatality rate in region by continuing to work with the Kentucky Transportation Cabinet and area enforcement agencies (ADD staff and Regional Transportation Committee; cost varies for each project; ongoing)
- Support transportation projects that would minimize hazards on roadways within the FIVCO ADD (ADD staff and Regional Transportation Committee; cost varies for each project; ongoing)
- Coordinate public meetings or outreach programs to determine if community supports project (ADD staff; nil to minimal cost; as needed)
- Promote existing intermodal operations to assist in enhancing economic development, and provide more efficient movement of people, goods, and services (ADD staff and Regional Transportation Committee; nil to minimal cost; ongoing)
- Provide information to interested cities/counties/citizens/etc. concerning development of public/private transportation systems (ADD staff; nil to minimal cost; ongoing)

INFRASTRUCTURE

GOALS

- Have basic infrastructure available at key economic development sites in region
- Improved/increased broadband availability in FIVCO region
- Provide potable water to all FIVCO citizens
- Continue building the interconnect water system to provide water during a disaster
- Encourage regionalization of wastewater systems and encourage infrastructure improvements

OBJECTIVES

- Provide/upgrade basic infrastructure at key economic development sites in region
- Identify areas with poor broadband availability
- All citizens have access to potable water, which will increase health/safety standards

- Complete interconnect water system project to provide access to water during disasters

PRIORITY ACTIVITIES

- Assist local governments in identifying potential funding sources for infrastructure at key economic development sites (ADD staff; no cost; ongoing)
- Assist communities in finding ways to improve broadband accessibility, especially through KYWired (ADD staff; cost not yet determined; ongoing)
- Develop strategies and action plans to implement in order to get potable water to all citizens (ADD staff with local utility providers; minimal to moderate cost; ongoing)
- Work with city and county governments to identify their neighborhoods and communities that qualify for funding to build lines (ADD staff with local governments; nil to minimal cost; ongoing)
- Include interconnect water system plan in all area water development plans to make sure funding can be found to build remaining lines needed to make the interconnect project a reality (ADD staff and local utilities; minimal to moderate cost; ongoing)
- Ask for financial support for development of studies and plans to provide wastewater service (ADD staff and local utilities; cost varies; ongoing)
- Assist local governments with accessing funds to implement infrastructure projects, especially in key locations/sites for economic development (ADD staff, local governments, and utility providers; costs of projects vary from minimal to significant; ongoing process with 1 year+ for implementation of projects)

TECHNOLOGY

GOALS

- Encourage availability and use of broadband
- Establish a regional technology committee
- All first responders have interoperable radios and other communications equipment
- Alternative way for emergency responders to communicate if centrally located feed goes down
- Connect existing local technology hotspots into a regional network
- Promote education for citizens regarding technology use
- All five counties studies on broadband and wireless capabilities are available

OBJECTIVES

- Work with communities to identify needs related to broadband
- By having plans in place, regional team can work together to expand technology in the region
- Have a uniformed communication system for first responders to use at all levels of government
- Having alternate bandwidth provider such as wireless communications in addition to cable, cell, and Windstream in alternative location could provide backup in case of communication failure
- Identifying hotspots where technology is advanced more than other areas and connecting these sites together will help in the expansion of other technologies in dead spot areas
- Having broadband provides residents the capability to interact with global community more efficiently

PRIORITY ACTIVITIES

- Identify resources (funding and otherwise) to promote availability and use of broadband for economic development (ADD staff; no cost; ongoing)
- Work with all first responders to develop strategy and action plan to make sure all municipalities have interoperable capabilities (ADD staff and emergency management officials; nil to minimal cost; ongoing)
- Identify advanced technology hotspots; ask to join/provide information to help connect region (players, cost, and timeframe not yet determined)

- Make sure that workforce development programs are involved in continuing support of high-tech, educational programs and trainings (ADD staff and workforce development partners; minimal cost; ongoing)
- Educate communities on impact of broadband and status of the project through the SOAR initiative and KentuckyWired (ADD staff working with SOAR; nil to minimal cost; ongoing)

ENVIRONMENT

Goals

- Attain SO2 air quality standards region-wide
- Improve storm water and wastewater systems
- Attain mandatory refuse pick-up in all counties
- Be prepared for natural and manmade disasters
- Encourage travel access to hospital emergency care is within minutes
- Preserve cultural heritage in area
- Wider availability of recycling programs

OBJECTIVES

- Attain SO2 air quality standards to improve health and public safety standards for the region
- Provide better control of rainwater run-off and sanitary sewers, health and public safety standards are improved in area
- To preserve the beauty of the area, encourage refuse pick-up
- Public health and safety must be addressed in the event of a disaster
- Locate emergency care facilities to all residents in the area
- Update and build new facilities that make state parks more attractive to the traveler
- Preserving the cultural heritage of the FIVCO area will strengthen family bonds and provide economic development opportunities, especially within tourism sector
- Promote benefits of recycling

PRIORITY ACTIVITIES

- Encourage industries to purchase equipment with tax incentives to improve air quality standards (ADD staff, Kentucky Cabinet for Economic Development, local governments, local economic development personnel; nil to minimal cost; ongoing)
- Use plans already developed to build storm water and sanitary systems in the FIVCO region (ADD staff and local government personnel; cost and timeframe not yet determined)
- Encourage refuse pick-up (Local governments; cost not yet determined; ongoing)
- Work with area emergency managers, public officials and media to inform public of safety measures they can use when a disaster hits (ADD staff and emergency management personnel, nil to minimal cost; ongoing)
- Make the four state parks in the area more attractive so tourists stay longer and spend more money (ADD staff and state park officials; costs vary; ongoing)
- Work with existing Renaissance on Main communities, or other downtown programs, to develop historic districts; encourage other cities to consider downtown development and/or preservation initiatives (ADD staff and tourism directors; cost and timeframe not yet determined)
- Assist communities in creating/identifying recycling programs (Players, cost, and timeframe not yet determined)

DISASTER MITIGATION

GOALS

- To make local governments more prepared for natural and other disasters
- To make the local economy more resilient

OBJECTIVES

- To make the local governments and our citizens more actively involved in the FIVCO ADD Multi-Jurisdictional Hazard Mitigation Plan Process
- To make the local governments and our citizens more aware of what to do during times of disasters so fewer lives are put at risk
- To have businesses be able to reopen more quickly after a disaster

PRIORITY ACTIVITIES

- To try and educate our local governments and citizens about the Hazard Mitigation Plan Process; which is required for each county/city to be adopted in order to receive any kind of Hazard Mitigation Funding (ADD staff; nil to minimal cost; ongoing)
- To work with all the local media, as well as social media, to try to communicate in times of disasters so the public is made aware of what to do when disasters occur (Emergency managers with support from ADD staff; cost not yet determined; ongoing)
- Work with partner agencies to help businesses develop resiliency plans/methods (ADD staff, Small Business Development Center, and other pertinent agencies; cost and timeframe not yet determined)

AGRICULTURE

GOALS

- Redefine agriculture to include niches, new outlets, and localist approaches
- To have reinvigorated agricultural sector
- To have the region be known as a prominent agritourism area

OBJECTIVES

- Encourage more individuals and entities to eat local foods and patronize local agribusinesses and agritourism sites
- Get more financial and technical assistance directed to agribusinesses, especially for marketing purposes
- Have agribusinesses identify mutually beneficial relationships with vendors, etc.

PRIORITY ACTIVITIES

- Increase the visibility of the region's farmers markets (ADD working with cooperative extension agents and farmers markets; nil to minimal cost; ongoing)
- Promote restaurants and other venues using local foods (ADD working with local chambers of commerce; minimal cost; ongoing)
- Promote agritourism sites through KADIS and other means (ADD staff, local tourism groups, local chambers, and cooperative extension offices; nil to minimal cost; ongoing)
- Focus more on working with agribusinesses to identify funding and promotional outlets (ADD, Kentucky Center for Agriculture and Rural Development (KCARD), USDA RD, ARC; cost minimal; ongoing)

V. EVALUATION/PERFORMANCE MEASURES

This section looks at various performance measures to evaluate achievements in areas of employment, personal income, and overall economic vitality of each county in the region. To do this, unemployment rates, per capita personal income, and economic status designations by the Appalachian Regional Commission are assessed. A performance measure related to tourism is also included because of our region's particular interest in that industry in recent years. Each performance measure describes the time period and data source utilized.

UNEMPLOYMENT RATE: Annual, not seasonally adjusted unemployment rates decreased for each county in the FIVCO region from 2017 to 2018. As such, the unemployment rate also decreased for the entire FIVCO

region during that same period. With a decrease of 1.9 percentage points, Lawrence County had the largest decline in its unemployment rate among the five counties from 2017 to 2018. The statewide annual, not seasonally adjusted unemployment rate decreased from 2017 to 2018. All counties in the FIVCO region had higher unemployment rates than the state average for both 2017 and 2018. The region would like to continue seeing declining unemployment rates. Ways to do this are by ensuring that unemployed workers have access to workforce development programs that offer retraining or other needed assistance to aid in their employability. The region hopes to continue assisting startup and expanding businesses that add jobs to the regional economy. Recruitment of outside businesses is also a significant effort, evidenced by the recent announcement of an aluminum rolling mill expected to come to the region in the near future. The following chart shows the annual unemployment rates for each FIVCO county for 2017 and 2018. For comparison, the regional and state rates are included.

Unemployment Rates (2017 and 2018)

| County | 2017 Unemployment Rate | 2018 Unemployment Rate |
|-----------------|------------------------|------------------------|
| Boyd | 7.2% | 5.9% |
| Carter | 9.9% | 9.2% |
| Elliott | 10.7% | 9.3% |
| Greenup | 7.7% | 6.6% |
| Lawrence | 9.1% | 7.2% |
| | | |
| FIVCO | 8.2% | 7.1% |
| Kentucky | 4.9% | 4.3% |

Source: Historical LAUS via Kentucky Center for Education & Workforce Statistics
(<https://kystats.ky.gov/KYLMII>)

PER CAPITA PERSONAL INCOME: Per capita personal income (PCPI) increased for all counties in the FIVCO region during the period of 2016 to 2017. Each county in the region realized an increase of three or more percentage points in relation to per capita personal income for this period. Carter and Greenup counties both moved down in state rankings, while Lawrence County moved up. Boyd and Elliott maintained the same ranking.

The table below shows the per capita personal income amounts for each FIVCO county for 2016 and 2017, as well as each county's state ranking in 2017 and the percent change from 2016 to 2017. For comparison, the state and national averages for both years, as well as the percent change, are included.

Per Capita Personal Income (2016 and 2017)

| County | 2016 Per Capita Personal Income | 2017 Per Capita Personal Income | 2017 Rank in State | 2016-2017 Percent Change |
|-----------------|---------------------------------|---------------------------------|--------------------|--------------------------|
| Boyd | \$35,855 | \$36,954 | 35 | 3.1% |
| Carter | \$28,813 | \$29,783 | 104 | 3.4% |
| Elliott | \$21,103 | \$22,111 | 120 | 4.8% |
| Greenup | \$37,002 | \$38,285 | 28 | 3.5% |
| Lawrence | \$29,680 | \$30,585 | 93 | 3.0% |
| | | | | |
| Kentucky | \$39,452 | \$40,597 | | 2.9% |
| US | \$49,831 | \$51,640 | | 3.6% |

Source: US Department of Commerce, Bureau of Economic Analysis (<http://www.bea.gov/>)

DISTRESSED COUNTIES: The FIVCO counties of Carter, Elliott, and Lawrence remain on the Appalachian Regional Commission's (ARC) list of distressed counties. Boyd and Greenup continue to be designated as at-risk. When designating a county's status, ARC uses three key economic indicators: unemployment rate, per capita market income, and poverty rate. Numerous factors, such as better employment opportunities, higher wages, and workforce development initiatives may assist in improving these numbers. TENCO and EKCEP are the workforce development agencies covering the FIVCO region. TENCO is responsible for Boyd and Greenup counties; EKCEP serves Carter, Elliott, and Lawrence counties.

The Kentucky Center for Education & Workforce Statistics creates occupational outlooks for each local workforce area. Highlights from the TENCO Local Workforce Area Occupational Outlook 2016-2026 noted the following:

- Employment is projected to grow from 73,996 to 79,883, a gain of 7.96 percent.
- Total job openings are expected to be about 91,277.
- 40 percent of job openings will result from individuals leaving the workforce; 53 percent of openings will be the result of individuals transferring to another occupation; the remaining percentage will result from overall economic growth
- The top five categories of job openings will be in Food Prep and Serving, including Fast Food (6,816); Retail Salespersons (4,927); Cashiers (4,018); Waiters and Waitresses (2,596); and Laborers and Freight, Stock, and Material Movers, Hand (2,542).

Highlights from the EKCEP Local Workforce Area Occupational Outlook 2016-2026 noted the following:

- Employment is projected to grow from 112,357 to 121,379, a gain of 8.03 percent.
- Total job openings are expected to be about 137,684.
- 41 percent of job openings will result from individuals leaving the workforce; 52 percent of openings will be the result of individuals transferring to another occupation; the remaining percentage will result from overall economic growth
- The top five categories of job openings will be for Cashiers (10,598); Food Prep and Serving, Including Fast Food (9,423); Retail Salespersons (6,645); Customer Service Representatives (2,911); and Nursing Assistants (2,883).

TOURISM EXPENDITURES: This year, a different company prepared the tourism economic impact report for Kentucky. Numbers from this year's report are noted in this section. Because of differences in numbers included in this year's report and last year's report, which has some overlap in timeframes covered, these numbers should be considered with caution. According to the "Economic Impact of Tourism in Kentucky, 2018" report prepared for the Kentucky Department of Tourism, visitors spent close to \$7.6 billion in

Kentucky in 2018. The report notes this was an increase of 3.7%. The FIVCO region, which is included in the Kentucky Appalachians tourism region, also benefits from tourism. Data for the FIVCO counties are included in the table below. Four of our five counties saw a decrease in total spending from 2017 to 2018. Elliott County had a modest increase (0.6 percent) in total spending for this time period. Boyd County had the largest decrease (-6.7 percent) for the period. However, Boyd continues to overwhelmingly have the most tourism dollars spent, both direct and total. Given the region's landscape, adventure tourism continues to be a major asset.

Travel Spending (2017 and 2018)

| County | 2017 Direct Spending (Millions) | 2017 Total Spending (Millions) | 2018 Direct Spending (Millions) | 2018 Total Spending (Millions) | % Change Total Spending (Millions) 2017 to 2018 |
|----------|---------------------------------|--------------------------------|---------------------------------|--------------------------------|---|
| Boyd | \$88.25 | \$133.39 | \$80.82 | \$124.52 | -6.7% |
| Carter | \$23.17 | \$32.58 | \$23.00 | \$32.34 | -0.7% |
| Elliott | \$2.26 | \$3.58 | \$2.28 | \$3.6 | 0.6% |
| Greenup | \$10.03 | \$21.15 | \$9.86 | \$21.04 | -0.5% |
| Lawrence | \$13.62 | \$19.42 | \$13.42 | \$19.16 | -1.3% |

Source: "Economic Impact of Tourism in Kentucky, 2018", 2018-2017 numbers by county (<https://kentucky-bcdn.azureedge.net/media/52940/economic-impact-of-travel-in-kentucky-by-county-2017-18.pdf>)

VI. APPENDICES

2020-2

FIVCO ADD Comprehensive Economic Development Strategy (CEDS) Update

RESOLUTION

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

WHEREAS, the Kentucky Area Development Districts are currently conducting their respective annual updates of the Comprehensive Economic Development Strategy (CEDS) documents for 2019; and

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

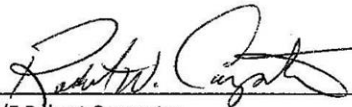
WHEREAS, the FIVCO Area Development District Board of Directors has completed its annual update of the CEDS; and

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

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

NOW, THEREFORE, BE IT RESOLVED, that the FIVCO Area Development District Board of Directors approve and adopt the 2019 annual update of the FIVCO ADD Comprehensive Economic Development Strategy and submit it to the US Economic Development Administration and the Kentucky Department for Local Government.

Adopted this 18th day of November, 2019



CJ/E Robert Carpenter,
FIVCO ADD Chairman



Sherry McDavid,
FIVCO ADD Executive Director

FIVCO AREA DEVELOPMENT DISTRICT BOARD OF DIRECTORS

| MEMBER | PHONE | BOARD POSITION (OFFICE) |
|---|----------------|---|
| BOYD COUNTY | | |
| Honorable Eric Chaney P.O. Box 423 • Catlettsburg, KY 41129 | (606) 739-4134 | County Judge/Executive |
| Honorable Steve Gilmore P.O. Box 1839 • Ashland, KY 41105 | (606) 327-2001 | Ashland Mayor (2 nd Vice-President) |
| Honorable Faith Pike PO Box 533 • Catlettsburg, KY 41129 | (606) 739-0104 | Catlettsburg Mayor |
| Tom Jackson 4160 Hurricane Road • Catlettsburg, KY 41129 | (606) 326-1061 | Chairman, Aging Committee |
| John Holbrook 924 Greenup Ave. • Ashland, KY 41101 | (606) 324-8401 | Citizen Member |
| Tom Burnette 2100 29 th St. • Ashland, KY 41101 | (606) 329-1400 | Citizen Member |
| Tim Gibbs PO Box 830 • Ashland, KY 41105 | (606) 324-5111 | Citizen Member |
| CARTER COUNTY | | |
| Honorable Mike Malone 300 West Main Street • Grayson, KY 41143 | (606) 474-5366 | County Judge/Executive |
| Honorable George Steele 302 East Main Street • Grayson, KY 41143 | (606) 474-6651 | Grayson Mayor |
| Honorable Jerry Callihan 225 Roger Patton Drive • Olive Hill, KY 41164 | (606) 286-5532 | Olive Hill Mayor |
| Gayle Smith 813 Old U.S. Route 60 • Olive Hill, KY 41164 | (606) 286-5220 | Chairman, Transportation Committee |
| Doug Moore PO Box 427 • Grayson, KY 41143 | (606) 474-9010 | Citizen Member |
| Keith Walker 465 Smokey Hollow Road • Olive Hill, KY 41164 | (606) 286-6314 | Citizen Member |
| ELLIOTT COUNTY | | |
| Honorable Myron Lewis P.O. Box 710 • Sandy Hook, KY 41171 | (606) 738-5826 | County Judge/Executive |
| Honorable Robby Adkins P.O. Box 274 • Sandy Hook, KY 41171 | (606) 738-6489 | Sandy Hook Mayor |
| Allen Gillum 217 Rocky Branch Rd. • Sandy Hook, KY 41171 | (606) 738-6445 | Citizen Member (1st Vice-President) |
| GREENUP COUNTY | | |
| Honorable Robert W. Carpenter 301 Main St. • Room 102, Box 2 • Greenup, KY 41144 | (606) 473-6440 | County Judge/Executive (President) |
| Honorable Ron Fields 2513 Reed Street • Flatwoods, KY 41139 | (606) 836-9661 | Flatwoods Mayor |
| Honorable Cheryl Moore 69 Narco Drive • South Shore, KY 41175 | (606) 932-6144 | South Shore Mayor |
| Ron McCloud 1625 Gainesway Road • Worthington, KY 41183 | (606) 326-2817 | Chairman, Regional Development Planning Committee (Treasurer) |
| James Garthee, Jr. 1104 Riverside Dr. • Greenup, KY 41144 | (606) 473-6164 | Citizen Member |
| LAWRENCE COUNTY | | |
| Honorable Phillip Carter P.O. Box 566 • Louisa, KY 41230 | (606) 638-4102 | County Judge/Executive |
| Honorable Harold Slone 215 North Main Cross St. • Louisa, KY 41230 | (606) 638-4038 | Louisa Mayor (Secretary) |
| Neil Wilson 25 Silver Maple St. • Louisa, KY 41230 | (606) 638-4954 | Citizen Member |
| Chuck Arrington 397 Slate Branch Rd • Blaine, KY 41124 | (606) 652-4161 | Citizen Member |

2019 FIVCO CEDS COMMITTEE

| | |
|--|------------------------------|
| Ron McCloud , Chairman | Ron.McCloud@bankatcity.com |
| Lora Bryant , FIVCO ADD (Staff to Committee) | lora@fivco.org |
| Judge/Executive Mike Malone , Carter County Fiscal Court | cartercountyky@gmail.com |
| Mick Fosson , Ashland Community & Technical College | mick.fosson@kctcs.edu |
| Sue Dowdy , Ashland Convention & Visitors Bureau | sue.dowdy@visitashlandky.com |
| Max Hammond , Olive Hill Trail Town | mhammond@olive-hill.org |
| Vacant , Carter County | |
| Keith Center , Elliott County Cooperative Extension Service | keith.center@uky.edu |
| Jim Skaggs , Elliott County Emergency Management | jimskaggsem@gmail.com |
| Don Sammons , City of Raceland | rpolice215@yahoo.com |
| Catrina Vargo , Lawrence County Economic Development | cvargo66@gmail.com |
| Laura Opell Maggard , Lawrence County Cooperative Extension Service | laura.opell@uky.edu |
| TJ Morrison , Boyd County Economic Development | tjmorrison@boydky.com |
| Justin Pruitt , Boyd County Fiscal Court | Jpruitt@boydky.com |
| Nicholas Barker , Citizen | b_a_r_k_e_r@hotmail.com |
| Mark Strother , Commercial Bank of Grayson | markstrother@cbgrayson.com |
| Judge/Executive Myron Lewis , Elliott County Fiscal Court | ejudge@mrtc.com |
| Gayle Clevenger , Eastern Kentucky Foothills Exploration of Appalachian Tourism | feat@mrtc.com |
| Tim Gibbs , Ashland Alliance | tim@ashlandalliance.com |
| Doug Collins , Boyd/Greenup Riverport Authority | dougcollins@zoominternet.net |
| Vince Doty , Lawrence County Fiscal Court | vdoty@lycomonline.com |
| Chuck Arrington , Citizen | Carrington@foothills.net |

Dr. Larry Ferguson, Ashland Community & Technical College

larry.ferguson@kctcs.edu

Dr. Jeff Metcalf, Kentucky Christian University

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Vacant, King's Daughters Medical Center

Bob Hammond, Our Lady of Bellefonte Hospital

Bob_Hammond@bshsi.org

Jeremy Faulkner, TENCO

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Bonnie Conn, Eastern Kentucky Concentrated Employment Program

bonnie.conn@nkcaa.net

Jeff Elswick, Revolving Loan Fund Committee

jdelswick52@gmail.com

Tom Saylor, Northeast Kentucky Regional Industrial Authority

thomassaylor@roadrunner.com

FIVCO AREA DEVELOPMENT DISTRICT

STAFF

ADMINISTRATION

| | | |
|--------------------|----------------|------------------|
| Executive Director | Sherry McDavid | sherry@fivco.org |
|--------------------|----------------|------------------|

CLERICAL

| | | |
|--------------------------|----------------|-------------------|
| Administrative Assistant | Teresa Rayburn | teresar@fivco.org |
|--------------------------|----------------|-------------------|

FINANCE

| | | |
|---------------------------------------|---------------|-----------------|
| Chief Financial Officer | Lance Hanshaw | lance@fivco.org |
| Financial/HR Specialist | Joy Chapman | joy@fivco.org |
| PDS Finance Clerk | Tom Loperfido | toml@fivco.org |
| Aging/Disability Financial Specialist | Sandy Hillman | sandy@fivco.org |

ECONOMIC DEVELOPMENT

| | | |
|---------------------------------|------------------------|-----------------|
| Community Development Planner | Lora Bryant | lora@fivco.org |
| Economic Development Planner | Jacob Perkins (intern) | jacob@fivco.org |
| Water/Wastewater/GIS Planner | Eric Patton | eric@fivco.org |
| Regional Transportation Planner | Vicki Green | vicki@fivco.org |
| Economic Development Director | Kelly Ward | kelly@fivco.org |

HUMAN SERVICES

| | | |
|-----------------------|-----------------|--------------------|
| Homecare Case Manager | Pam Hale | pam@fivco.org |
| ADRC Coordinator | Amy Kemper | amy@fivco.org |
| Homecare Scheduler | Rhonda Miller | rhonda@fivco.org |
| PDS Case Manager | Carolyn Messer | carolyn@fivco.org |
| Homecare Case Manager | Nicki Lewis | nicki@fivco.org |
| MIPPA | Lee Gifford | lee@fivco.org |
| Aging Co-Director | Leigh Ann Adams | leighann@fivco.org |

| | | |
|------------------------|----------------|------------------|
| ADRC Staff | Nellie Bartley | nellie@fivco.org |
| Aging Co-Director/NFCC | Luke Stapleton | luke@fivco.org |

WORKFORCE DEVELOPMENT

| | | |
|--------------------------------------|--------------------|--------------------|
| Resource Room Assistant (Ashland) | Doug Burkhardt | doug@fivco.org |
| Counselor (Maysville) | Dena Green | dena@fivco.org |
| Resource Room Assistant (Ashland) | Marsha Griffin | marsha@fivco.org |
| Counselor (Morehead) | Peggy Hall | peggy.hall1@ky.gov |
| Counselor (Ashland) | Kevin Dingess | kevin@fivco.org |
| Resource Room Assistant (Maysville) | Katrina Thornburg | katrina@fivco.org |
| Workforce Dev. Counselor (Ashland) | Donna Lambert | donnal@fivco.org |
| Workforce Dev. Counselor (Maysville) | Victor McKay | victor@fivco.org |
| Counselor (Ashland) | Michelle Sloas | michelle@fivco.org |
| One-Stop Operator | Justin Suttles | justin@fivco.org |
| Counselor (Morehead) | Deborah Claxon | debbie@fivco.org |
| Resource Room Assistant (Morehead) | Vickie Witherspoon | vickiew@fivco.org |

FIVCO AREA DEVELOPMENT DISTRICT

COUNTY DEMOGRAPHICS

2010-2018

POPULATION, HOUSING UNITS, AND INCOME

| County | 2010 Population | 2018 Population | % Change | 2010 Housing Units | 2018 Housing Units | % Change | 2010 Per Capita Income | 2017 Per Capita Income* | % Change |
|----------|--------------------|--------------------|-------------|--------------------------|--------------------------|-------------|------------------------------|-------------------------------|-------------|
| Boyd | 49,542 | 47,240 | -4.7 | 21,803 | 21,625 | -0.8 | \$22,064 | \$26,420 | 19.7 |
| Carter | 27,720 | 27,004 | -2.6 | 12,311 | 12,535 | 1.8 | \$18,147 | \$18,477 | 1.8 |
| Elliott | 7,852 | 7,508 | -4.4 | 3,371 | 3,443 | 2.1 | \$13,072 | \$13,436 | 2.8 |
| Greenup | 36,910 | 35,268 | -4.5 | 16,330 | 16,342 | 0.1 | \$21,533 | \$26,420 | 22.7 |
| Lawrence | 15,860 | 15,571 | -1.8 | 7,286 | 7,431 | 2.0 | \$15,903 | \$18,885 | 18.8 |

Source: US Census Bureau—American FactFinder <http://factfinder.census.gov/>

Note: The figures provided for 2018 data are estimates.

*The most recent per capita income data estimates available from the American Community Survey 5-Year Estimates are for 2017.

GENDER AND AGE

| County | Male Population | | % Change | Female Population | | % Change | *Senior Population | | % Change |
|----------|--------------------|--------|-------------|----------------------|--------|-------------|-----------------------|-------|-------------|
| | 2010 | 2018 | | 2010 | 2018 | | 2010 | 2018 | |
| Boyd | 24,622 | 23,510 | -4.5 | 24,920 | 23,730 | -4.8 | 8,242 | 9,221 | 11.9 |
| Carter | 13,803 | 13,290 | -3.7 | 13,917 | 13,714 | -1.5 | 4,119 | 5,065 | 23.0 |
| Elliott | 4,401 | 4,245 | -3.5 | 3,451 | 3,263 | -5.5 | 1,134 | 1,483 | 30.8 |
| Greenup | 17,860 | 17,148 | -4.0 | 19,050 | 18,120 | -4.9 | 6,288 | 7,388 | 17.5 |
| Lawrence | 7,836 | 7,758 | -1.0 | 8,024 | 7,813 | -2.6 | 2,245 | 2,699 | 20.2 |

Source: US Census Bureau—American FactFinder <http://factfinder.census.gov/>

*Senior Population indicates those 65 and over.

RACE/ETHNICITY*

| County | White Population | | % Change | Black Population | | % Change | Hispanic Population | | % Change |
|----------|---------------------|--------|-------------|---------------------|-------|-------------|------------------------|------|-------------|
| | 2010 | 2017 | | 2010 | 2017 | | 2010 | 2017 | |
| Boyd | 47,139 | 45,761 | -2.9 | 1,442 | 1,214 | -15.8 | 714 | 826 | 15.7 |
| Carter | 27,228 | 26,740 | -1.8 | 153 | 231 | 51.0 | 321 | 233 | -27.4 |
| Elliott | 7,521 | 7,246 | -3.7 | 268 | 263 | -1.9 | 62 | 21 | -66.1 |
| Greenup | 36,007 | 34,914 | -3.0 | 272 | 286 | 5.2 | 284 | 375 | 32.0 |
| Lawrence | 15,643 | 15,491 | -1.0 | 33 | 59 | 78.8 | 77 | 141 | 83.1 |

Source: US Census Bureau—American FactFinder <http://factfinder.census.gov/>

*The most recent Race/Ethnicity data estimates available from the American Community Survey 5-Year Estimates are for 2017.

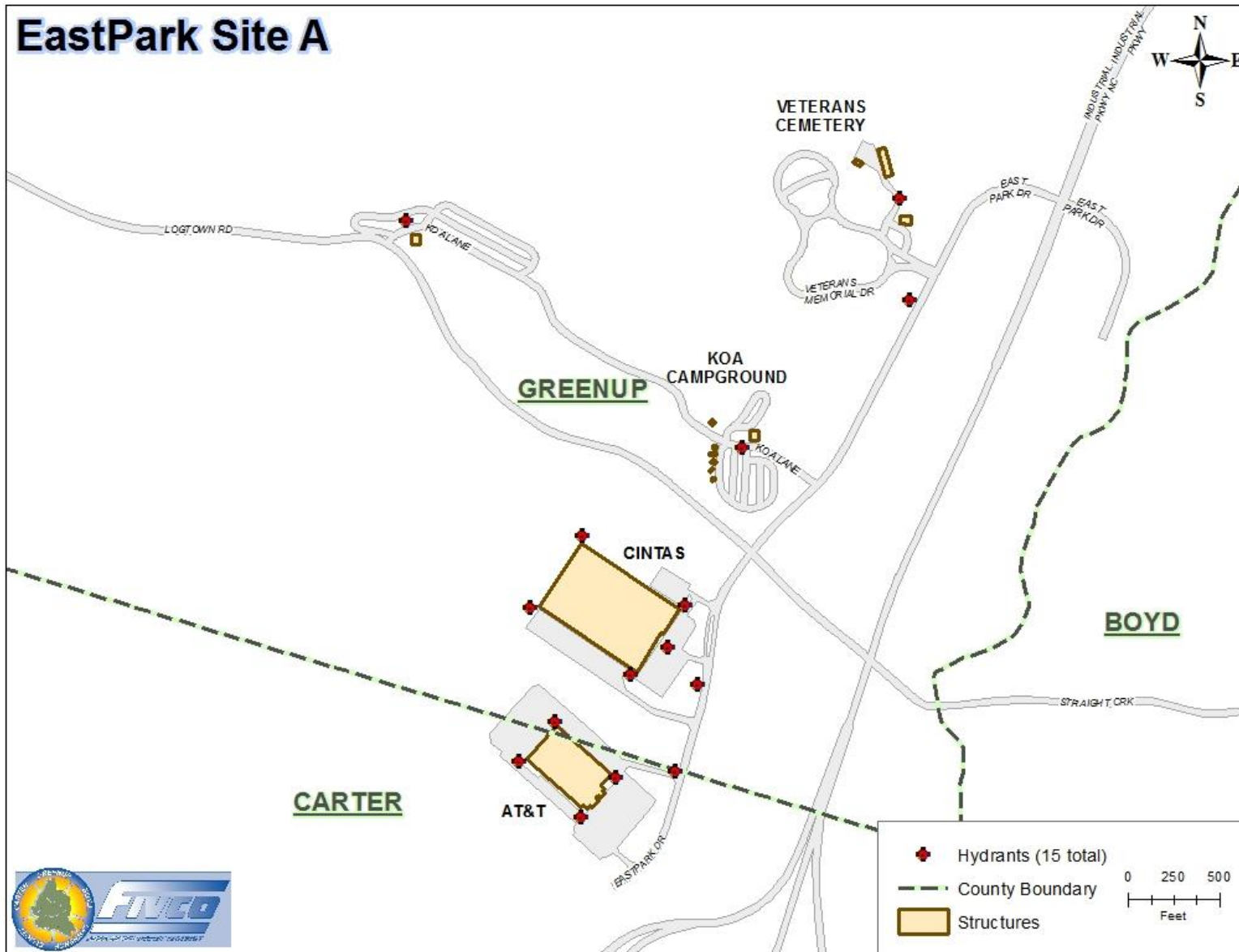
| INCORPORATED CITY INFORMATION | | | |
|-------------------------------|----------|---------------------------|--|
| CITY | COUNTY | 2018 Population Estimates | GOVERNMENT STRUCTURE |
| Ashland | BOYD | 20,382 | City Manager / Mayor / 4 Commissioners |
| Bellefonte | GREENUP | 834 | Mayor / 4 Council Members |
| Catlettsburg | BOYD | 1,759 | Mayor / 6 Council Members |
| Flatwoods | GREENUP | 7,082 | Mayor / 6 Council Members |
| Grayson | CARTER | 3,944 | Mayor / 6 Council Members |
| Greenup | GREENUP | 1,116 | Mayor / 6 Council Members |
| Louisa | LAWRENCE | 2,375 | Mayor / 6 Council Members |
| Olive Hill | CARTER | 1,568 | Mayor / 6 Council Members |
| Raceland | GREENUP | 2,345 | Mayor / 6 Council Members |
| Russell | GREENUP | 3,245 | Mayor / 6 Council Members |
| Sandy Hook | ELLIOTT | 612 | Mayor / 6 Council Members |
| South Shore | GREENUP | 1,063 | Mayor / 4 Council Members |
| Worthington | GREENUP | 1,516 | Mayor / 6 Council Members |
| Wurtland | GREENUP | 1,019 | Mayor / 4 Council Members |

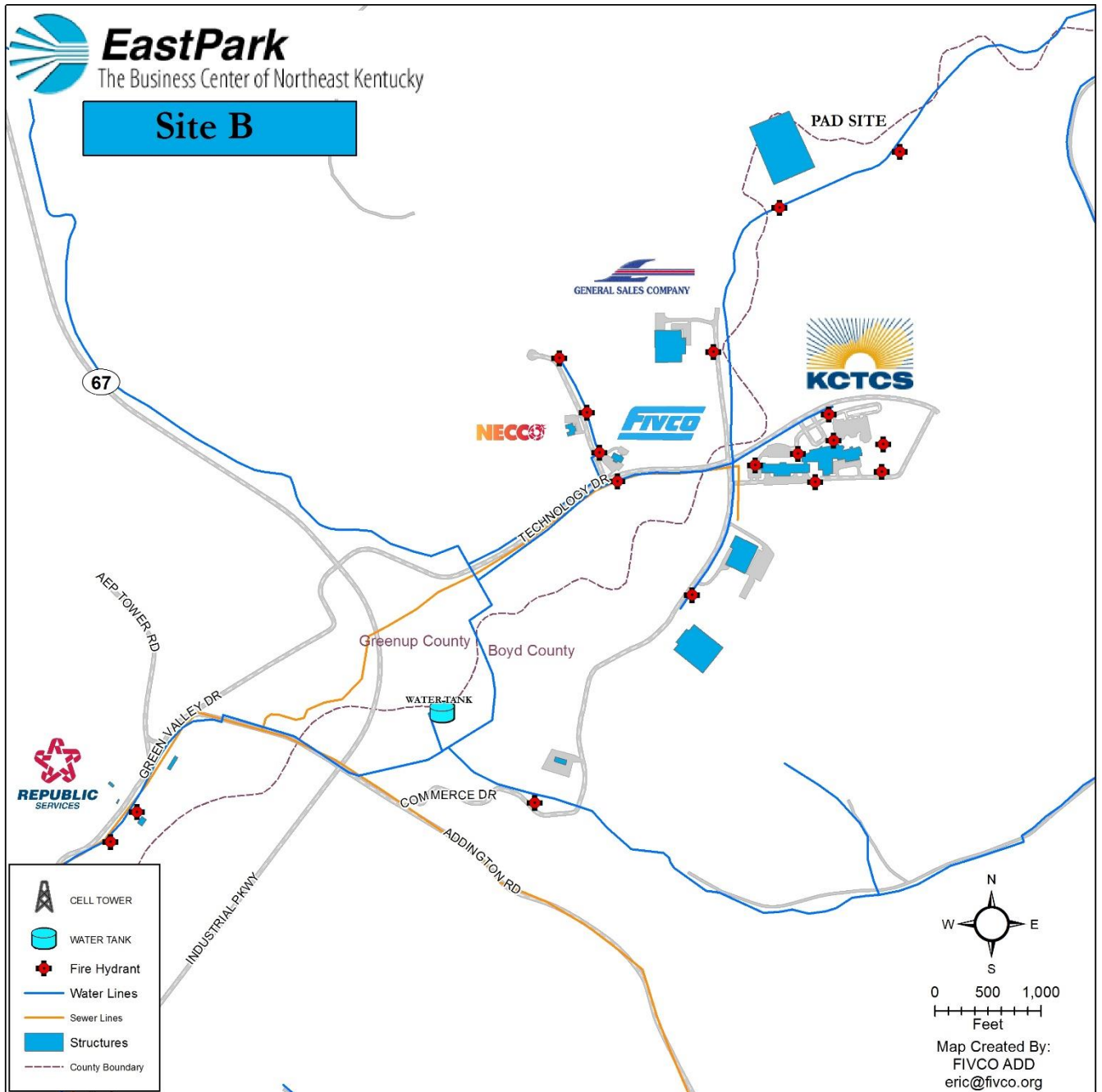
Source: 2018 Population Estimates derived from US Census Bureau at <http://factfinder.census.gov/>.

INDUSTRIAL PARKS IN FIVCO

| COUNTY | NAME | CONTACT | PHONE | ACREAGE |
|---|--|---|--------------|----------------|
| BOYD, CARTER, ELLIOTT, GREENUP, & LAWRENCE | EastPark Industrial Park | Thomas Saylor , EastPark Authority, Adm. Agent 32 FIVCO Court, Grayson, KY 41143 | 606-929-1366 | 1,200 acres |
| BOYD/GREENUP | Boyd/Greenup County Riverport Authority | Doug Collins Greenup Courthouse, Greenup, KY 41144 | 606-473-6440 | 170 acres |
| BOYD | Paul Coffey Industrial Park | Judge/Executive Eric Chaney P.O. Box 423, Catlettsburg, KY 41129 | 606-739-4134 | 150 acres |
| LAWRENCE | Lawrence County Industrial Park | Judge/Executive Phillip Carter P.O. Box 566, Louisa, KY 41230 | 606-638-4102 | 16.6 acres |

Maps depicting businesses located on the two developed sites of FIVCO's regional industrial park, EastPark, are located on the following two pages.





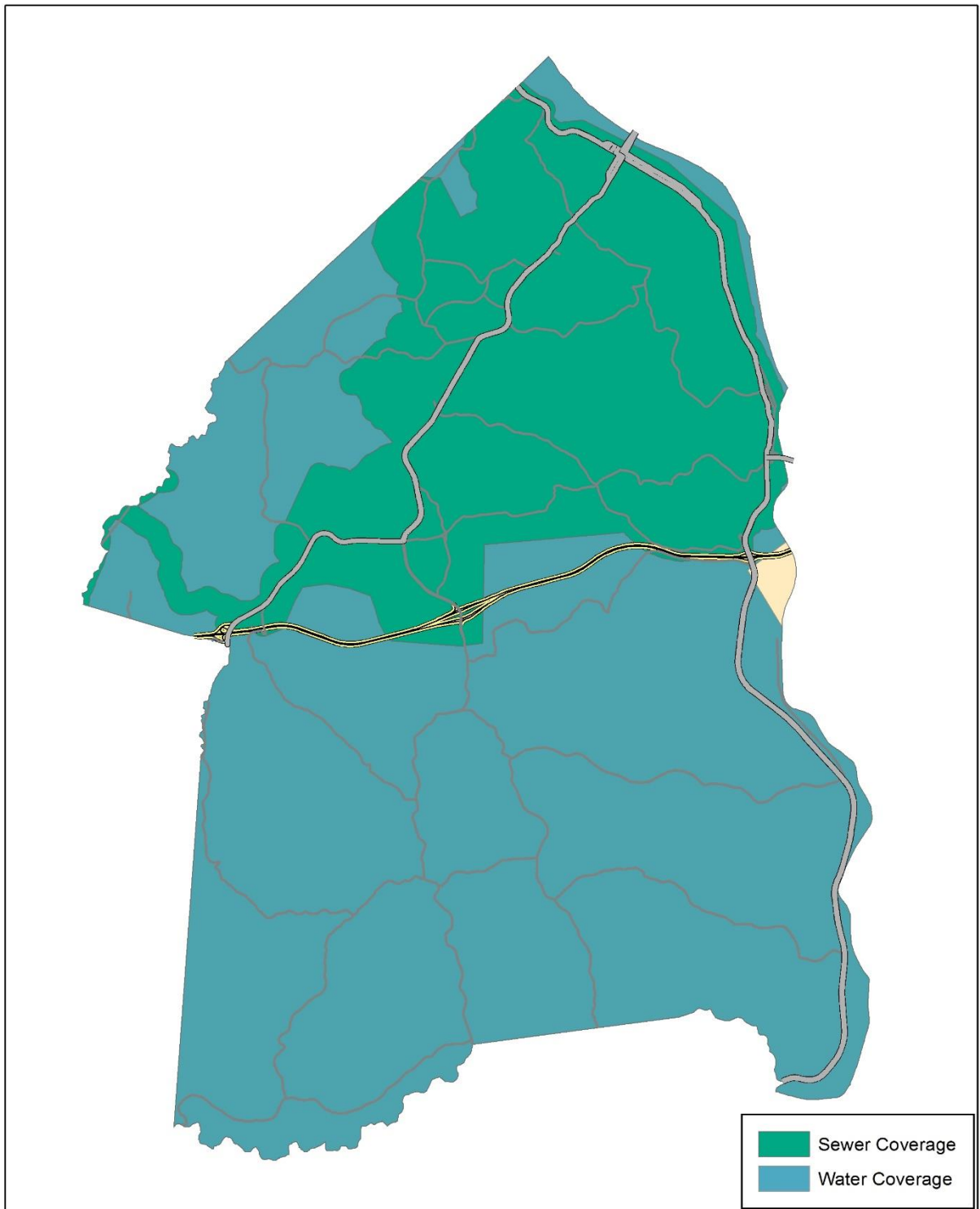
FIVCO REGION UTILITY PROVIDERS

| <u>County</u> | <u>Water Service</u> | <u>Wastewater Service</u> |
|---------------|---|--|
| Boyd | City of Ashland Big Sandy Water District Cannonsburg Water District City of Russell | City of Ashland City of Catlettsburg Boyd County Sanitation District 1 Boyd County Sanitation District 2 Boyd County Sanitation District 4 |
| Carter | Grayson Utility Commission City of Olive Hill Rattlesnake Ridge Water District Rowan County Water Big Sandy Water District | Grayson Utility Commission City of Olive Hill |
| Elliott | Sandy Hook Water District Rattlesnake Ridge Water District Rowan County Water* | City of Sandy Hook |
| Greenup | City of Flatwoods City of Greenup City of Raceland City of Russell City of Worthington City of Wurtland Grayson Utility Commission City of South Shore | City of Flatwoods City of Greenup City of Raceland City of Russell City of South Shore City of Worthington City of Wurtland Boyd & Greenup County Sanitation District 1 Boyd County Sanitation District 2 Greenup County Environmental Commission |
| Lawrence | Louisa Water & Sewer Commission Big Sandy Water District Rattlesnake Ridge Water District Paintsville Water* | Louisa Water & Sewer Commission Lawrence County Fiscal Court |

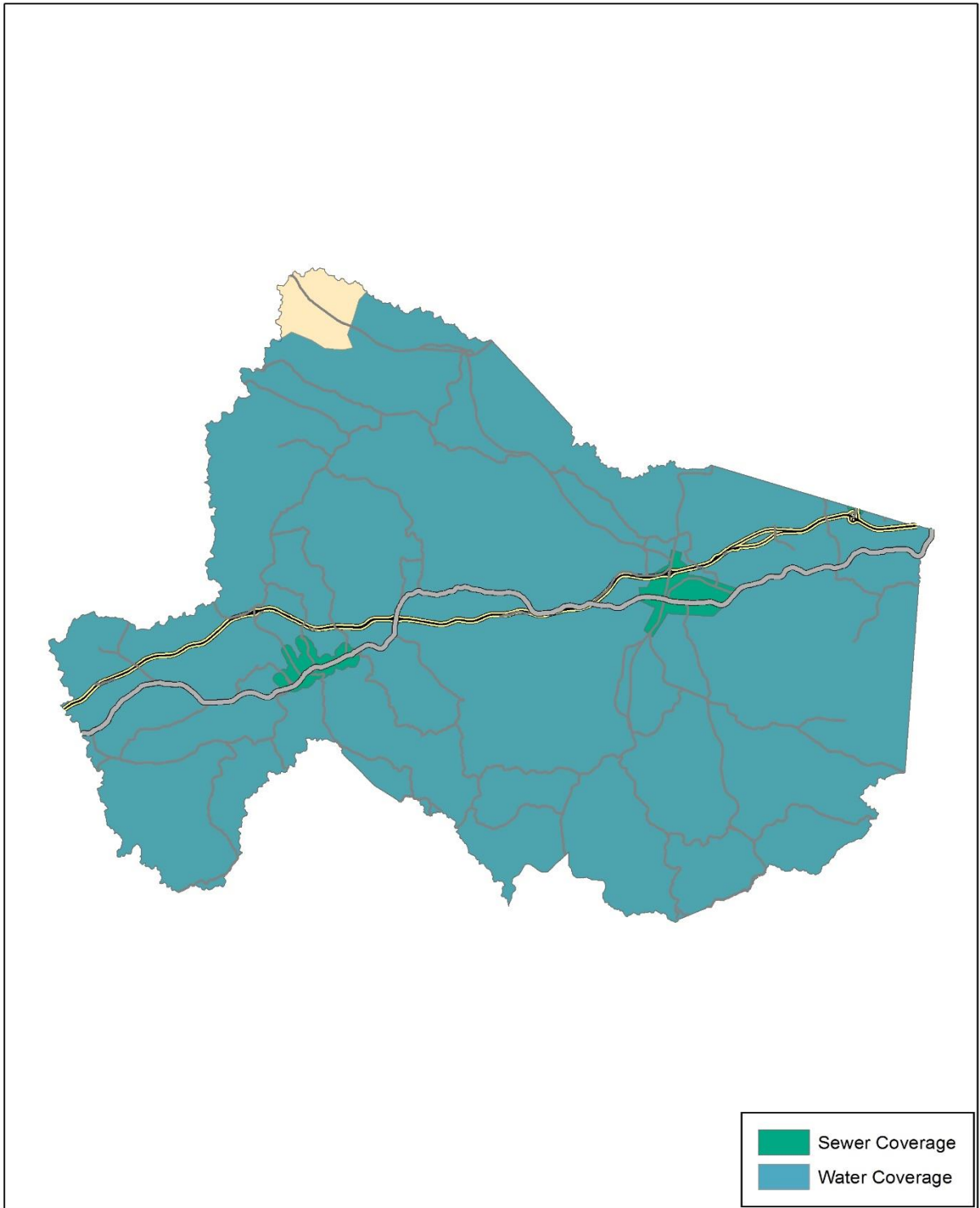
* - indicates providers outside the FIVCO region service area

Note: Sandy Hook Water District also serves Morgan County. City of South Shore also serves Lewis County.

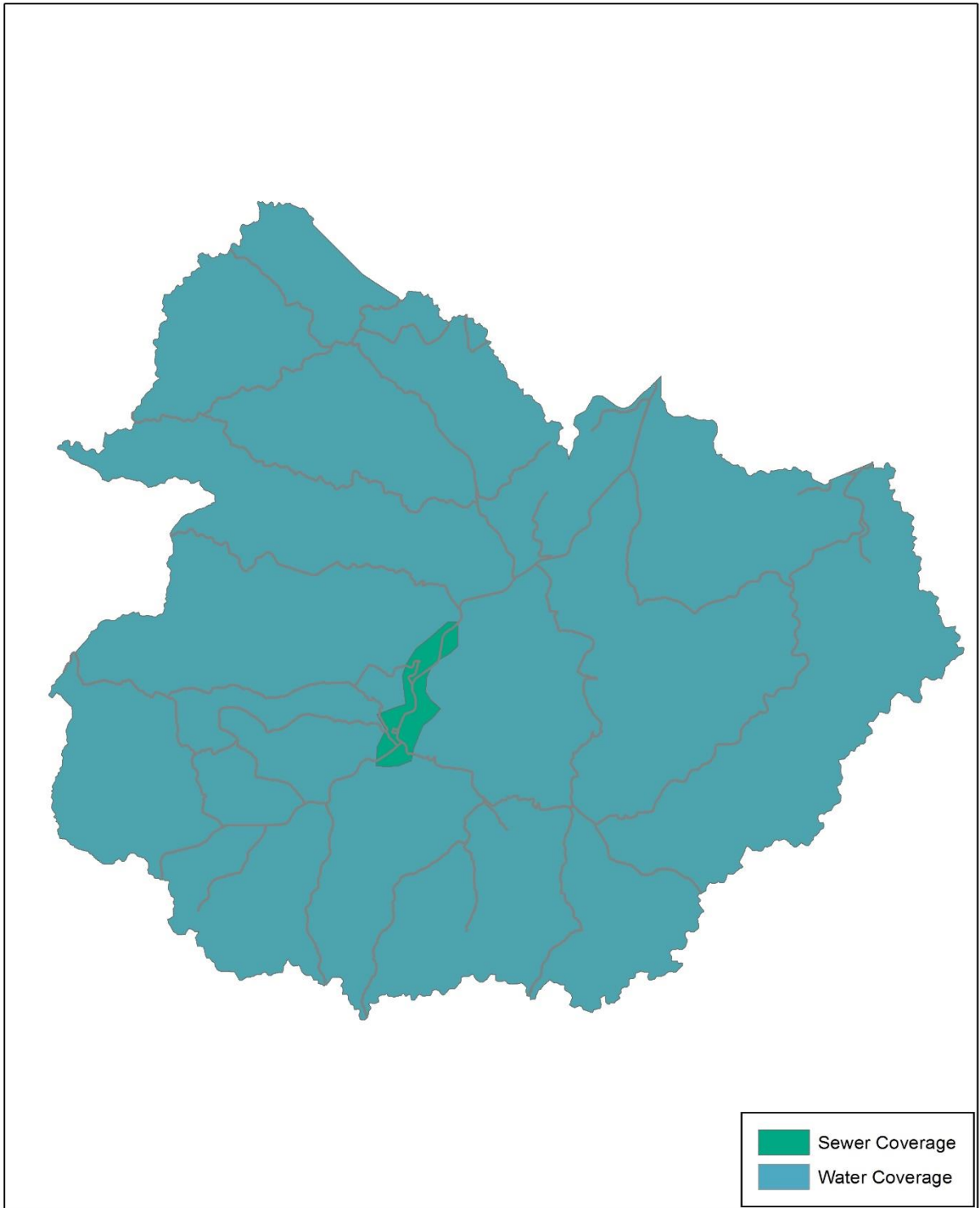
The following maps illustrate the water and wastewater lines throughout the FIVCO region:



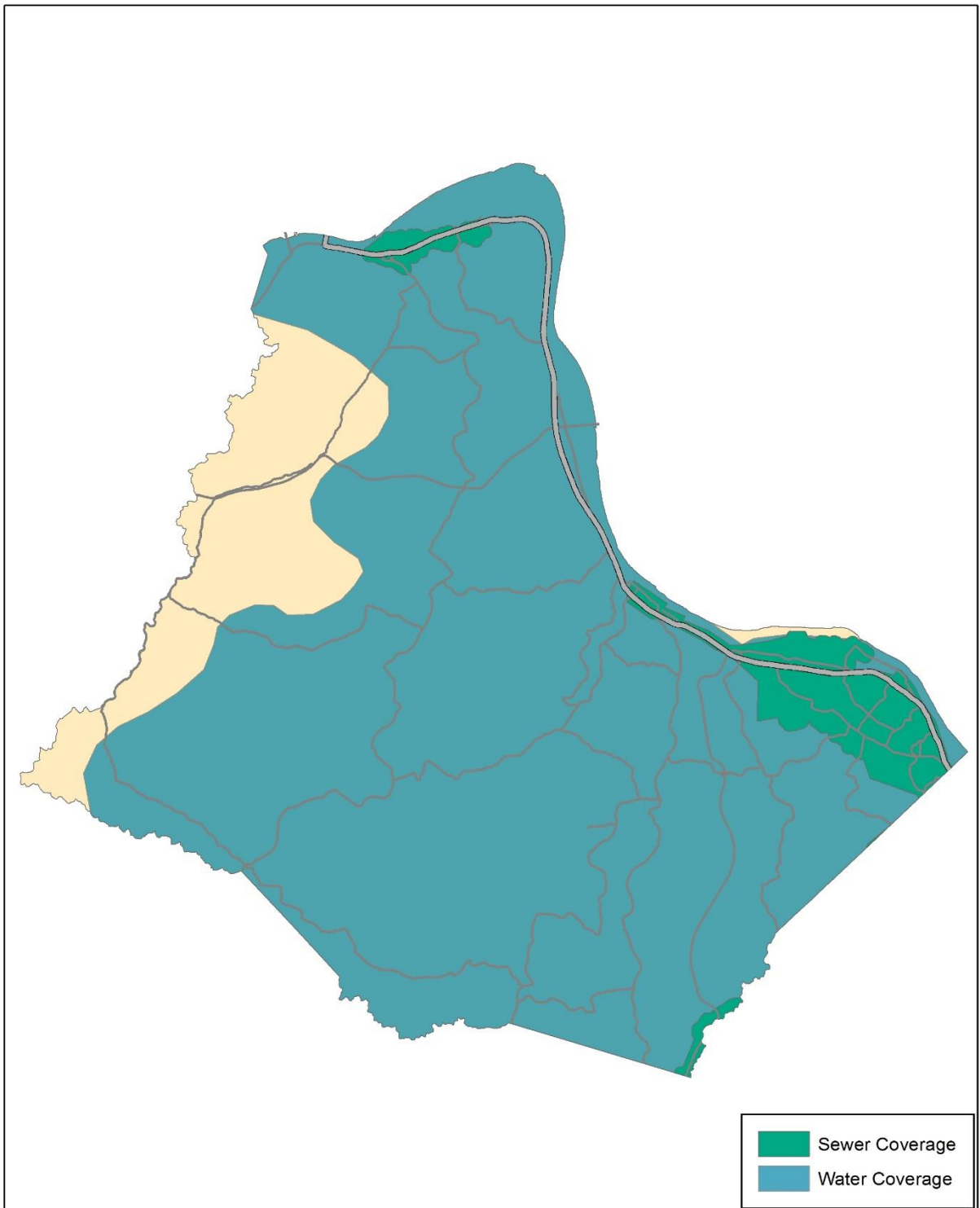
BOYD COUNTY WATER / SEWER UTILITY COVERAGE



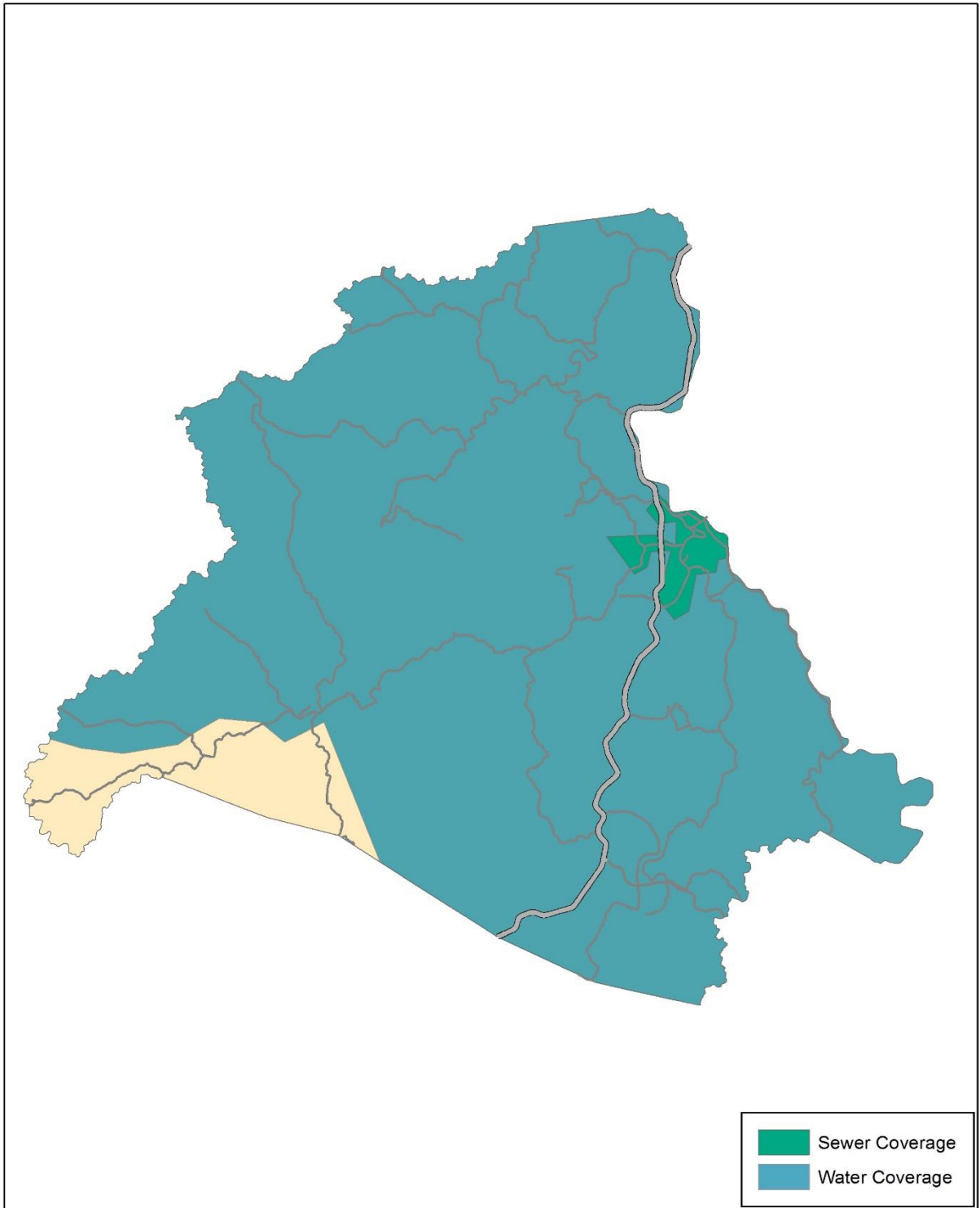
CARTER COUNTY WATER / SEWER UTILITY COVERAGE



ELLIOTT COUNTY WATER / SEWER UTILITY COVERAGE

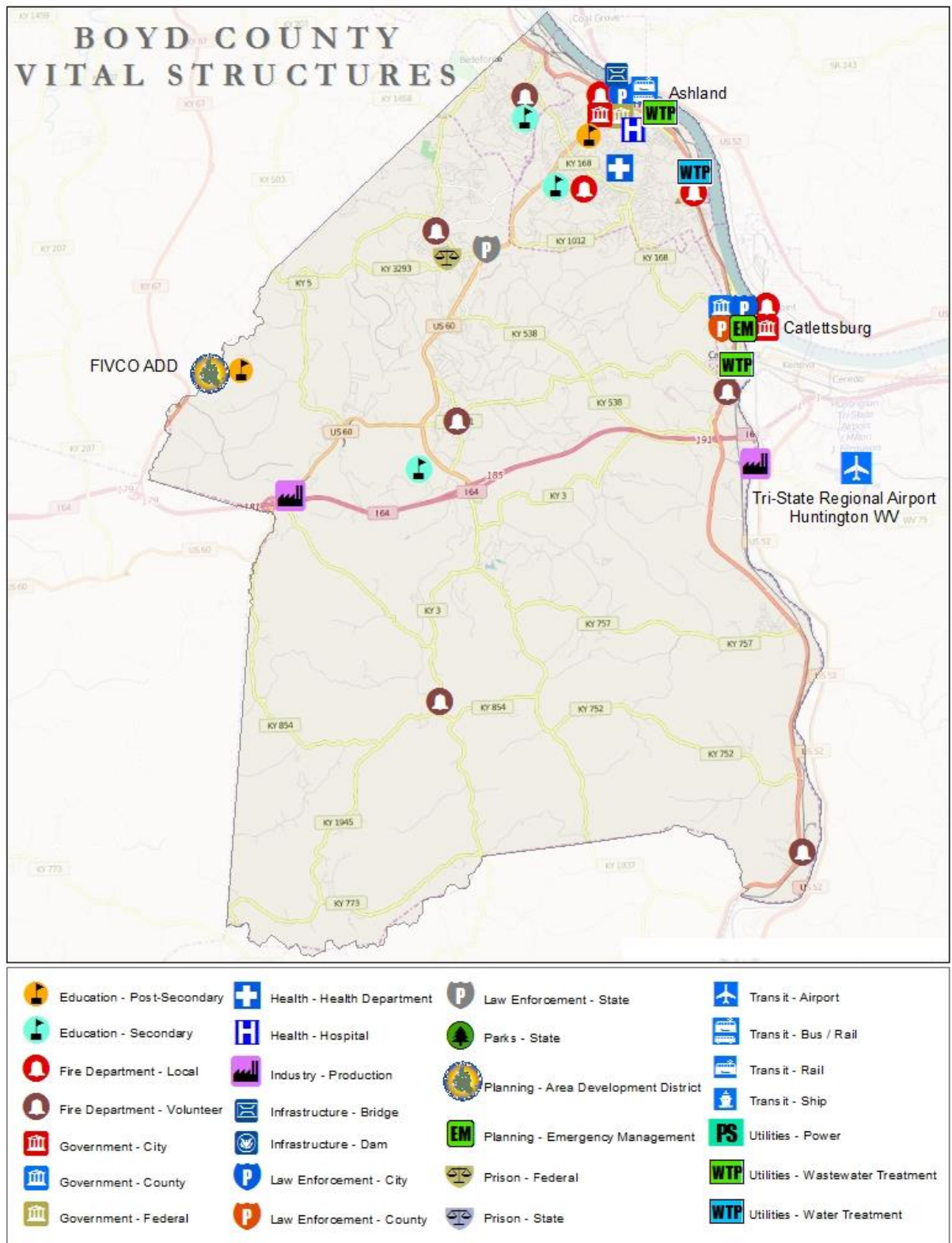


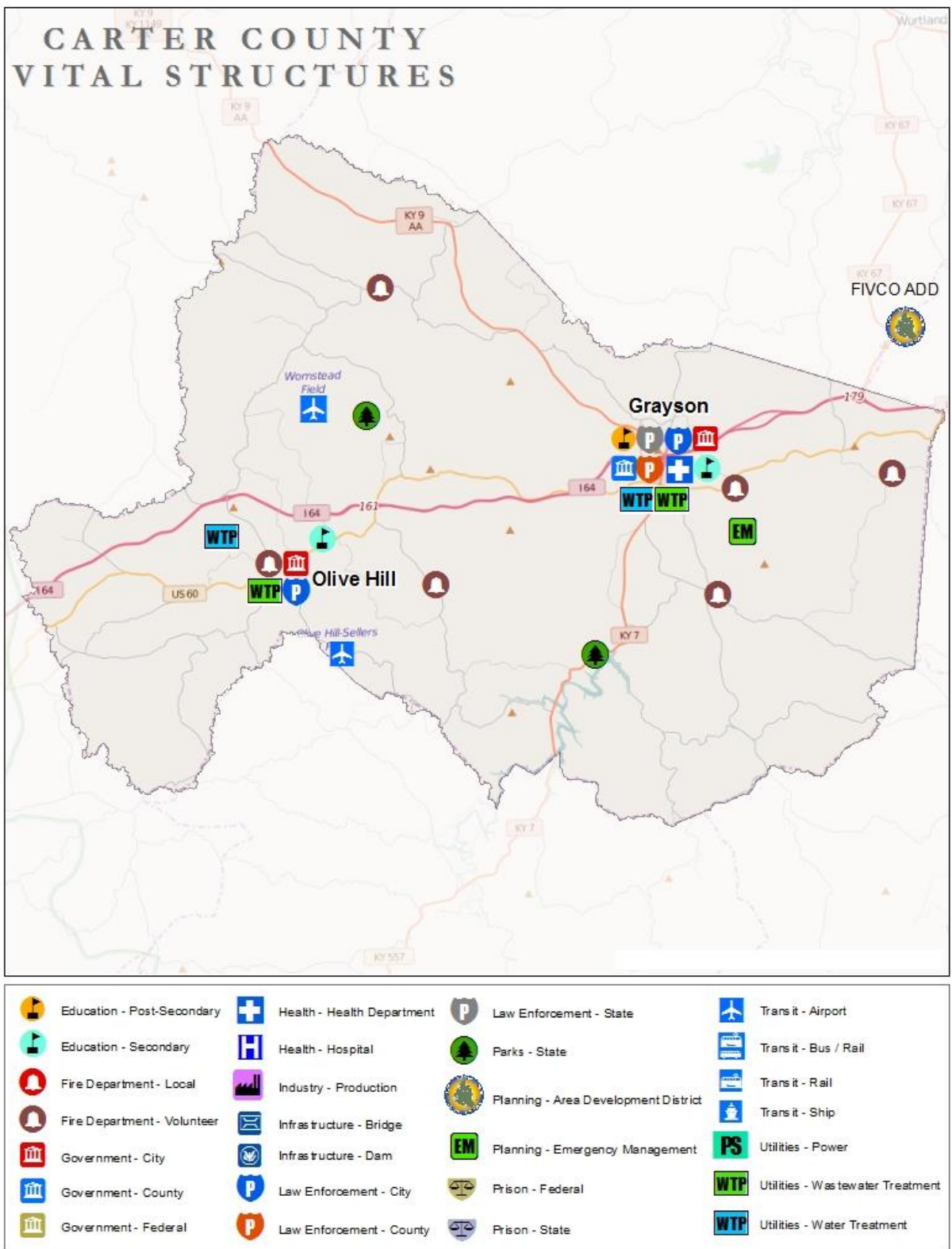
GREENUP COUNTY WATER / SEWER UTILITY COVERAGE

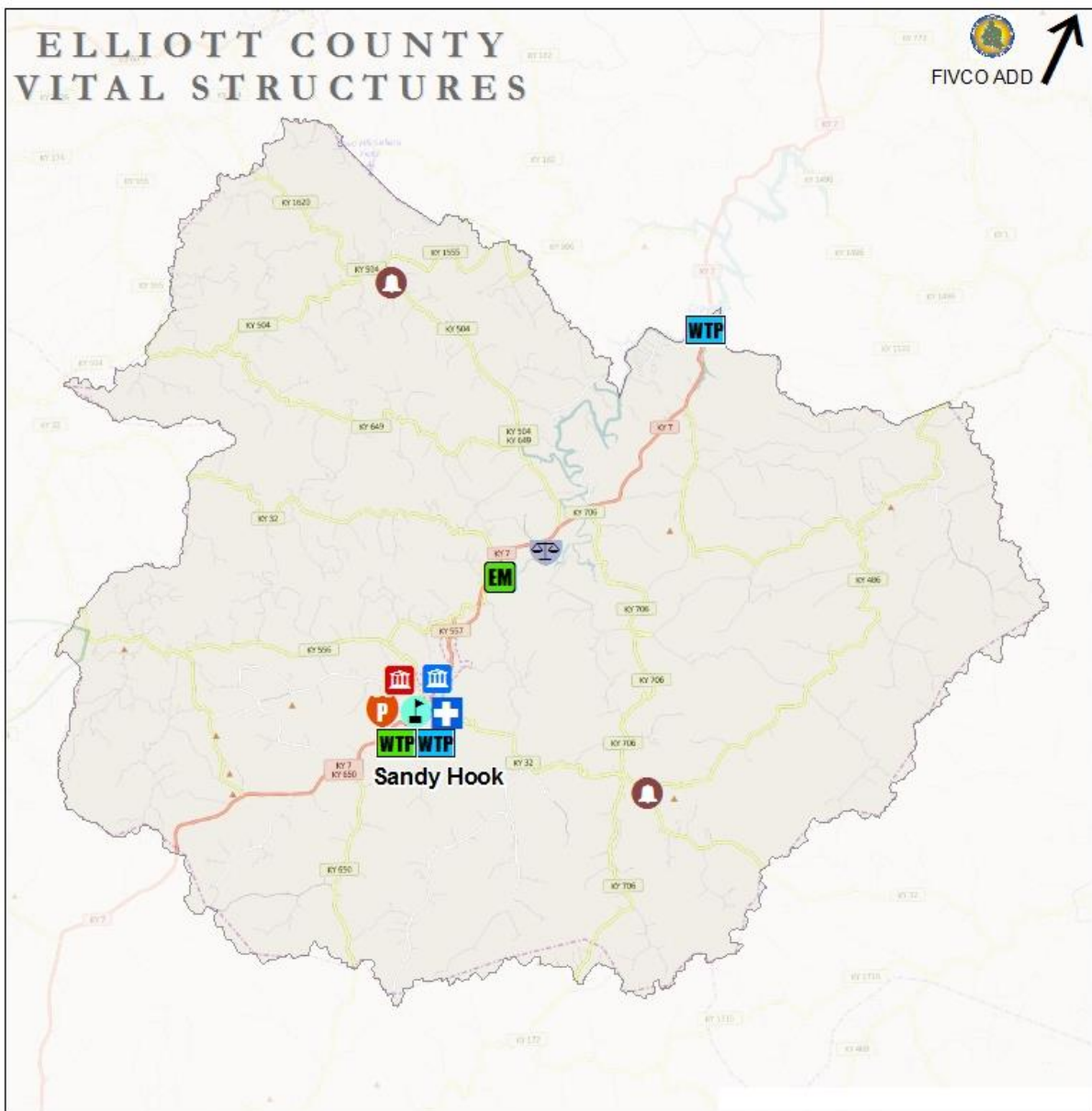


LAWRENCE COUNTY WATER / SEWER UTILITY COVERAGE

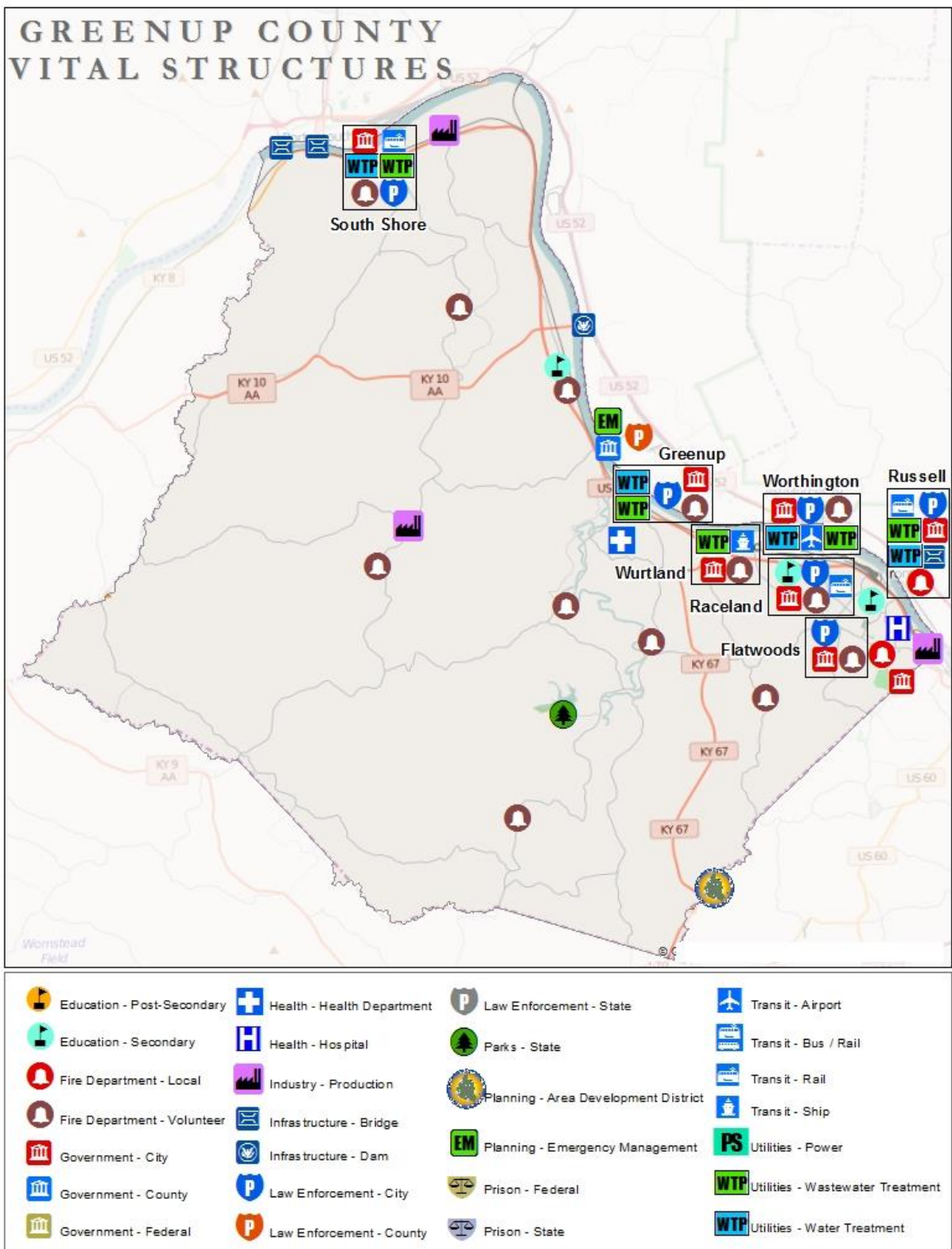
The following maps illustrate the various vital facilities within the FIVCO ADD region:

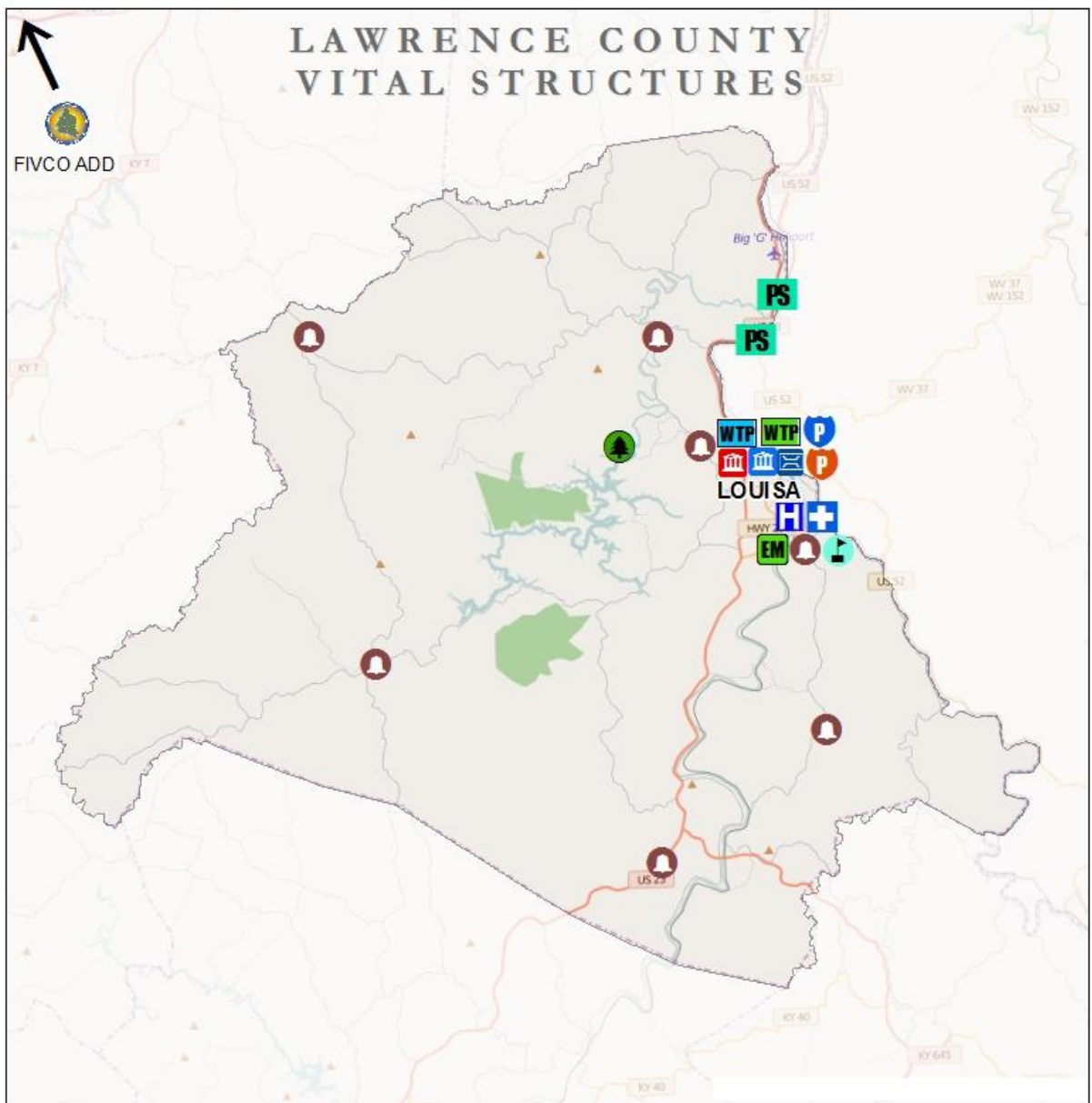






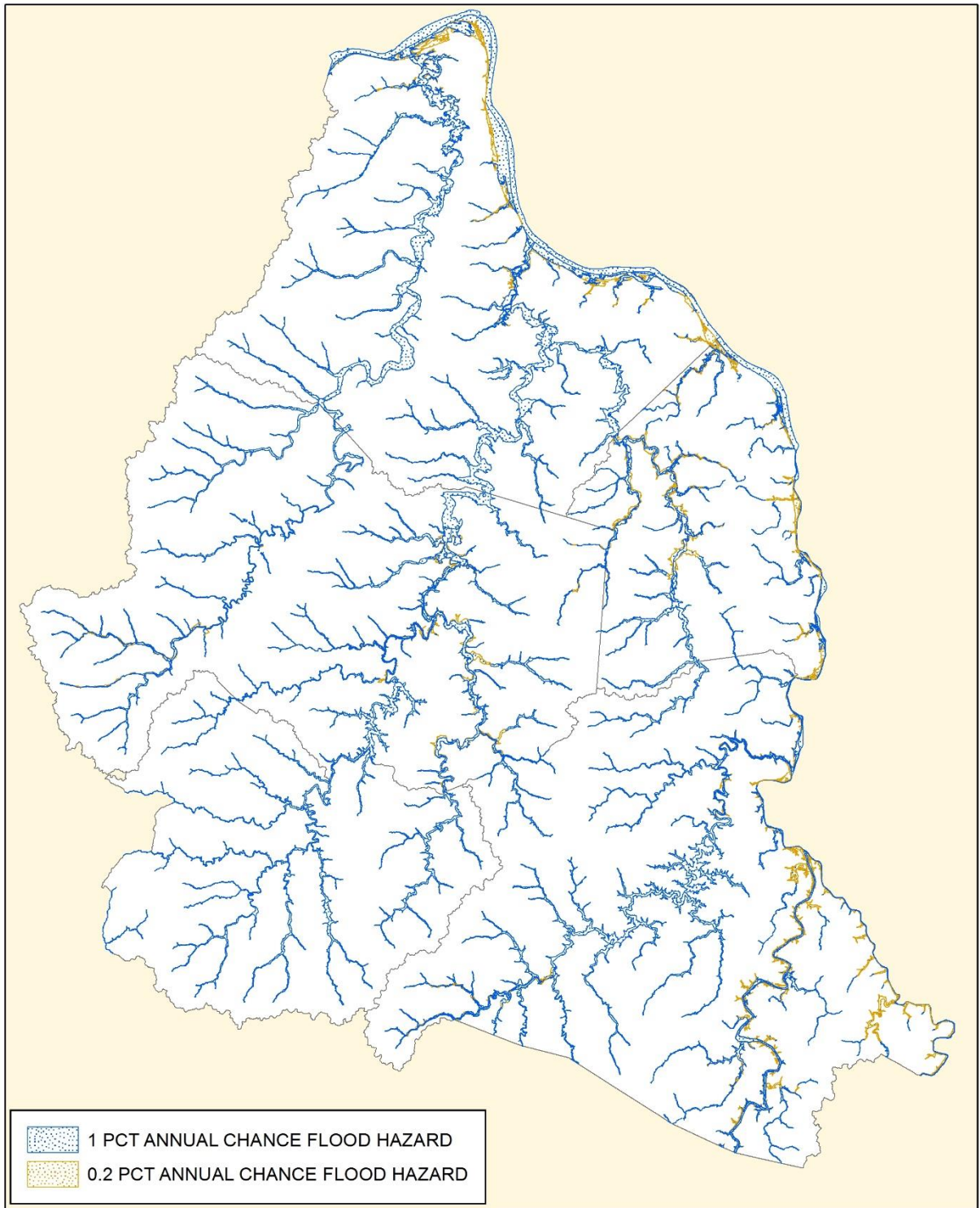
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|--|-----------------------------|--|----------------------------|--|--------------------------------------|--|----------------------------------|
| | Education - Post-Secondary | | Health - Health Department | | Law Enforcement - State | | Transit - Airport |
| | Education - Secondary | | Health - Hospital | | Parks - State | | Transit - Bus / Rail |
| | Fire Department - Local | | Industry - Production | | Planning - Area Development District | | Transit - Rail |
| | Fire Department - Volunteer | | Infrastructure - Bridge | | Planning - Emergency Management | | Transit - Ship |
| | Government - City | | Infrastructure - Dam | | Prison - Federal | | Utilities - Power |
| | Government - County | | Law Enforcement - City | | Prison - State | | Utilities - Wastewater Treatment |
| | Government - Federal | | Law Enforcement - County | | Utilities - Water Treatment | | |





| | | | | | | | |
|--|-----------------------------|--|----------------------------|--|--------------------------------------|--|----------------------------------|
| | Education - Post-Secondary | | Health - Health Department | | Law Enforcement - State | | Transit - Airport |
| | Education - Secondary | | Health - Hospital | | Parks - State | | Transit - Bus / Rail |
| | Fire Department - Local | | Industry - Production | | Planning - Area Development District | | Transit - Rail |
| | Fire Department - Volunteer | | Infrastructure - Bridge | | Planning - Emergency Management | | Transit - Ship |
| | Government - City | | Infrastructure - Dam | | Prison - Federal | | Utilities - Power |
| | Government - County | | Law Enforcement - City | | Prison - State | | Utilities - Wastewater Treatment |
| | Government - Federal | | Law Enforcement - County | | Utilities - Water Treatment | | |

The map below illustrates the various flood zone areas located within the FIVCO ADD region:



FIVCO AREA FLOOD ZONES

FIVCO REGION ECONOMIC CLUSTERS

COAL PROCESSING AND BARGE LOADING TERMINALS

| | LOCATION |
|------------------------|-------------------------------|
| Transload Terminals | Catlettsburg |
| Whites Creek Terminal | |
| Arch Coal Sales, Inc. | |
| Kentucky Coal Terminal | Wurtland River Port (Greenup) |

INLAND MARINE SHIPYARDS / HARBOR SERVICE

| | LOCATION |
|--|-----------------|
| Merdie Boggs & Sons, Custom Fuels, Marathon Marine Repair Terminal, R. & D. Associates, Inc. | Catlettsburg |

REFRACTORY MATERIALS

| | LOCATION |
|-------------------------------|--------------------|
| Great Lakes Minerals | Wurtland Riverport |
| R. H. I. Refractories America | South Shore |
| Louisville Fire-Brick Works | Grahn |
| Vesuvius USA | Wurtland Riverport |
| Wright Mix | Wurtland Riverport |

CHEMICAL PLANTS

| | LOCATION |
|--------------------------|---------------------|
| Veolia | Wurtland |
| Calgon | Burnaugh |
| Marathon | Catlettsburg |
| Pregis Corporation | Wurtland |
| MarkWest Energy Partners | South Shore/Ashland |

STEEL

| | LOCATION |
|---|--------------------|
| A K Steel | Russell |
| SWVA Kentucky LLC | Coalton |
| Mansbach (scrap metal) & SWVA Kentucky, LLC | Ashland |
| Steel of WV | Wurtland Riverport |
| Steel Ventures | Wurtland Riverport |
| Special Metals Corporation | Catlettsburg |

AUTOMOTIVE-RELATED

| | LOCATION |
|-------------------|-----------------|
| Jacobs & Thompson | Wurtland |

ELECTRIC, GAS AND HYDRO ENERGY MANUFACTURER

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

MAJOR TRANSMISSION GAS LINES

| | LOCATION |
|---------------------------------------|-------------------|
| TX Eastern Columbia Gas (El Paso, TX) | crisscrosses area |
| Kinder Morgan | Greenup County |

TECHNOLOGY

| | LOCATION |
|----------------------------------|-------------------------|
| Sprint, AT&T, Verizon, MCI/Quest | Headquarters in Ashland |

TELEPHONE

| | HEADQUARTERS/BRANCH |
|---|--|
| Windstream | Ashland |
| South Eastern Telephone & Bell South & Bell South Telecom | Louisa |
| Mountain Rural Telephone Cooperative | West Liberty (services Sandy Hook) |
| Foothills Rural Telephone Cooperative | Chapman, Lawrence County |
| Armstrong | South Point, OH (serves Boyd & Greenup counties) |

TRANSPORTATION

| | LOCATION |
|---|---------------------------|
| RAIL: CSX & Progress Rail | Russell/Worthington |
| Amtrak | Ashland & South Shore |
| MASS TRANSIT: Greyhound | Ashland and Grayson |
| Ashland Bus System | Ashland |
| Northeast Area Community Action Transportation System | All FIVCO counties |
| AIR: Huntington Tri-State Airport (Commercial) | Huntington, WV |
| Worthington Airport (General) | Worthington |
| HEALTH: HealthNet | Based in Huntington, WV |
| LifeNet | Based in Mt. Sterling, KY |
| P. H. I. | Based in Morehead, KY |

HEALTH

| | LOCATION |
|---|-----------------|
| HOSPITALS: Kings' Daughter's Medical Center (KDMC) | Ashland |
| Our Lady of Bellefonte Hospital | Russell |
| Three Rivers Medical Center | Louisa |

OUTREACH CENTERS: Kings' Daughter's Family Care Centers

Our Lady of Bellefonte

St. Claire Regional Medical Center

AMBULANCE SERVICE: Boyd County
Carter County
Elliott County
Greenup County
Lawrence County
King's Daughters Medical Transport
Portsmouth Ambulance Service
MTS Ambulance Services

HOME HEALTH: KDMC & Our Lady of Bellefonte
St. Claire Regional Medical Center
Amedisys Home Health Care
Cabell Huntington Hospital
Southern Ohio Medical Center

INDEPENDENT CLINICS: Carter County Health Park

HEALTH DEPARTMENTS: Ashland-Boyd County
Carter County
Elliott County (part of Gateway District Health Department)
Greenup County
Lawrence County

EXTENDED CARE FACILITY: Trinity Station
Wurtland
South Shore
J.J. Jordan Geriatric Center
Carter County Nursing & Rehabilitation
Elliott County Nursing & Rehabilitation
Boyd County Rehabilitation Center
Oakmont Manor
Woodland Oaks

ASSISTED LIVING: Kingsbrook Lifecare
King's Daughters & Sons
Trinity Station
Morning Point Ridge
Chapel House & Friendship House

NATURAL RESOURCES

WOOD PRODUCTS: Globe Hardwoods
Ohio River Shippers
Bobby's Mulch
LIMESTONE: AA Limestone
Mountain Enterprises
Brushy Creek Stone
Keyhoe Rock & Stone

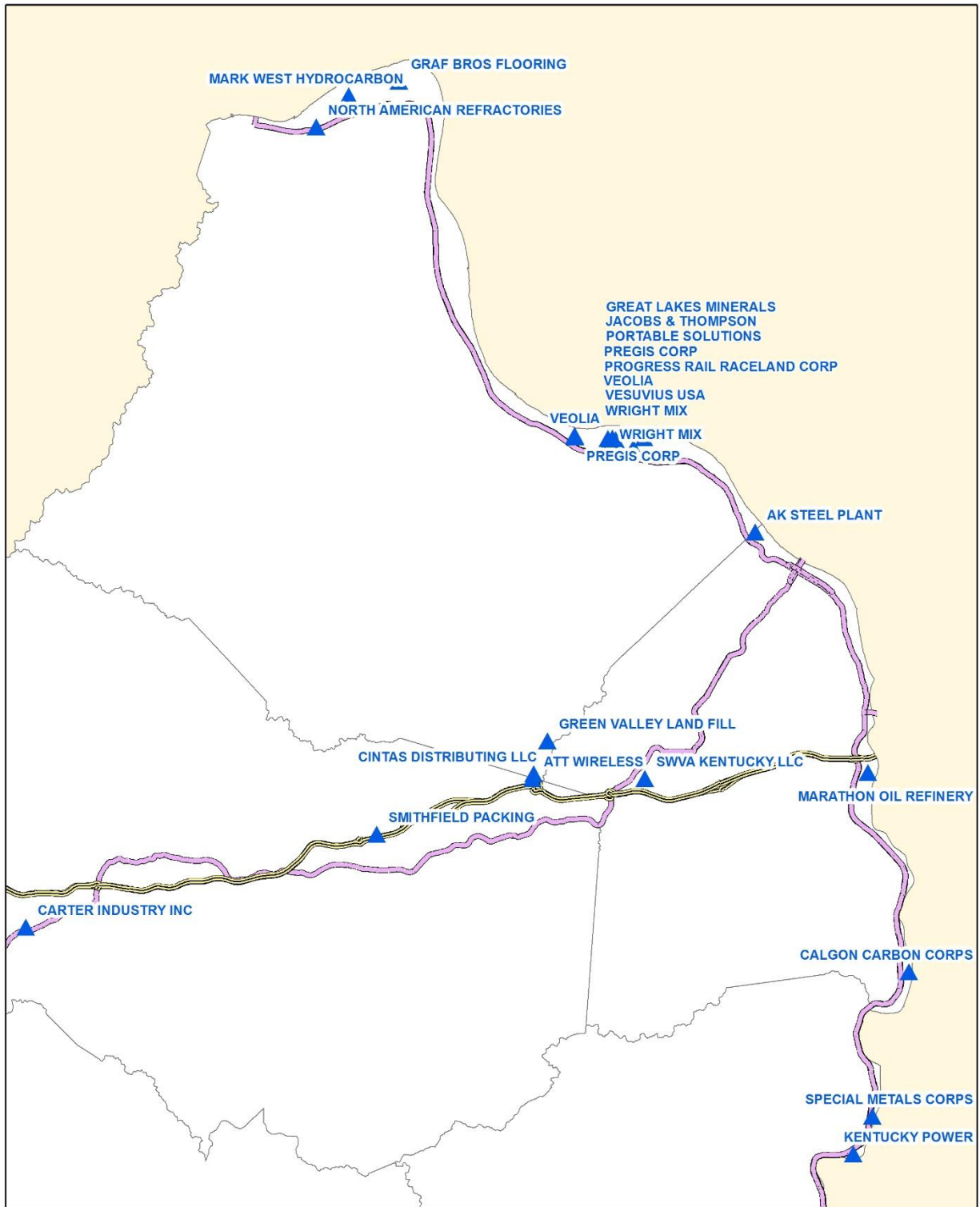
Cannonsburg, Catlettsburg,
Flatwoods, Grayson, & Olive Hill
Cannonsburg, Flatwoods,
Grayson, Greenup, & So. Shore
Olive Hill & Sandy Hook

Ashland
Grayson & Olive Hill
Sandy Hook
Flatwoods
Louisa
Ashland
Greenup County
Boyd & Greenup counties
All FIVCO counties
Carter & Elliott counties
Boyd & Greenup counties
Boyd County
Greenup County
Grayson
Ashland
Grayson
Sandy Hook (local health center)
Greenup
Louisa
Flatwoods
Wurtland
South Shore
Louisa
Grayson
Sandy Hook
Boyd County
Flatwoods
Ashland
Boyd County
Ashland
Flatwoods
Russell
Grayson

LOCATION

Globe
Old Town
Ashland
Rt. 7 (Grayson)
AA Highway (Grayson)
Olive Hill
Greenup County

Below is a map illustrating the major industries located within the FIVCO ADD region:



FIVCO AREA MAJOR INDUSTRIES

PAST AND PRESENT ECONOMIC DEVELOPMENT PROJECTS

| COUNTY | ENTITY | PROJECT NAME | FUNDING SOURCE | AMOUNT | STATUS | YEAR |
|----------------|--|---------------------------------------|---------------------------------------|--|---------|------|
| BOYD | Boyd Co. Fiscal Court | Marsh Hill Landslide Project #2 | FEMA & Local | \$170,300 | Applied | 2018 |
| BOYD | Boyd Co. Fiscal Court | Rush Off Road Park | Abandoned Mine Lands Private/Other | \$5,100,000 \$1,670,000 | Applied | 2017 |
| BOYD | Boyd Co. Fiscal Court | Boyd Co. Radio Communications Upgrade | Homeland Security | \$95,328 | Applied | 2019 |
| BOYD | Boyd Co. Fiscal Court | Boyd Co. Radio Communications Upgrade | Homeland Security | \$95,328 | Applied | 2017 |
| BOYD | Boyd Co. Fiscal Court | Iron Ore Hiking Trail (Armco Park) | RTP & Local | \$25,000 | Funded | 2017 |
| BOYD | Boyd Co. Fiscal Court | Highlands Museum ADA Upgrades | CDBG & Local | \$625,000 | Funded | 2015 |
| BOYD | Boyd Co. Fiscal Court | Marsh Hill Landslide Project | FEMA, KYEM, & Local | \$248,010 | Funded | 2016 |
| BOYD | Boyd Co. Fiscal Court | Westwood—SRL | FEMA & KYEM | \$288,435 | Funded | 2016 |
| BOYD | Boyd Co. Fiscal Court | Green Valley Road—SRL | FEMA & KYEM | \$101,783 | Funded | 2016 |
| BOYD | Boyd Co. Fiscal Court | Cannonsburg Road—SRL | FEMA & KYEM | \$244,850 | Funded | 2016 |
| BOYD | Boyd Co. Fiscal Court | Acquisition/Relocation | FEMA Mitigation - HMGP | \$742,060 | Funded | 2003 |
| BOYD | Boyd Co. Fiscal Court | Acquisition/Relocation | FEMA Mitigation - HMGP | \$976,837 | Funded | 2011 |
| BOYD | Boyd Co. Fiscal Court | Acquisition/Relocation | FEMA Mitigation - HMGP | \$716,708 | Funded | 2011 |
| BOYD | Boyd Co. Fiscal Court | Acquisition/Relocation | FEMA Mitigation - HMGP | \$123,000 | Funded | 2013 |
| BOYD | Boyd Co. Fiscal Court | Acquisition/Relocation | FEMA Mitigation - SRL | \$160,767 | Funded | 2013 |
| BOYD | Boyd Co. Fiscal Court | Acquisition/Relocation | FEMA Mitigation - SRL | \$165,000 | Funded | 2012 |
| BOYD | Boyd Co. Fiscal Court | Acquisition/Relocation | FEMA Mitigation - SRL | \$175,500 | Funded | 2012 |
| BOYD | Boyd Co. Fiscal Court | Armco Park | LWCF | \$177,030 | Funded | 2012 |
| BOYD | Boyd Co. Fiscal Court | Armco Park | Recreational Trails | \$207,000 | Applied | 2012 |
| BOYD | Cannonsburg FD | Turnout Gear Upgrades | Homeland Security | \$45,825 | Applied | 2018 |
| BOYD | Cannonsburg FD | Air Packs & Turn-Out Gear | FEMA & Local | \$77,360 | Applied | 2019 |
| BOYD | Cannonsburg FD | Air Packs & Turn-Out Gear | FEMA & Local | \$77,360 | Applied | 2018 |
| BOYD | Cannonsburg FD | Turnout Gear Upgrades | Homeland Security | \$35,790 | Applied | 2018 |
| BOYD | Cannonsburg FD | Wildland Urban Interface Equipment | VFA & Local | \$10,000 | Applied | 2019 |
| BOYD | Cannonsburg FD | Wildland Urban Interface Equipment | VFA & Local | \$10,000 | Funded | 2017 |
| BOYD | Northeast Kentucky Regional Industrial Authority | ACTC Expansion | EDA CDBG KCTCS LOCAL & STATE | \$1,000,000 \$500,000 \$6,900,000 \$2,400,000 | Funded | 2003 |
| BOYD | Westwood FD | Westwood Fire Station Generator | Homeland Security | \$35,190 | Funded | 2018 |
| BOYD & GREENUP | Greenup Joint Sewer Agency | EastPark Site B Wastewater | EDA | \$2,000,000 | Applied | 2018 |

| COUNTY | ENTITY | PROJECT NAME | FUNDING SOURCE | AMOUNT | STATUS | YEAR |
|----------------|----------------------------|--|--|---|---------|------|
| | | Improvements to Wurtland WWTP | | | | |
| BOYD & GREENUP | Greenup Joint Sewer Agency | EastPark Site B Wastewater Improvements to Wurtland WWTP | ARC POWER | \$1,500,000 | Applied | 2018 |
| CARTER | City of Olive Hill | Olive Hill Splash Pad/Water Park | LWCF & Local | \$100,000 | Funded | 2017 |
| CARTER | Carter Co. Fiscal Court | Genesis Kentucky Recovery Center | CDBG | \$200,000 | Applied | 2019 |
| CARTER | Carter Co. Fiscal Court | Genesis Kentucky Recovery Center | CDBG | \$300,000 | Funded | 2018 |
| CARTER | Carter Co. Fiscal Court | Genesis Kentucky Recovery Center | CDBG | \$300,000 | Funded | 2017 |
| CARTER | Carter Co. Fiscal Court | Genesis Kentucky Recovery Center | CDBG | \$300,000 | Funded | 2016 |
| CARTER | City of Grayson | Rupert Lane Drainage Project | FEMA & Local | \$198,450 | Applied | 2018 |
| CARTER | City of Grayson | Carter County Sports Complex—Phase I | LWCF | \$75,000 | Applied | 2015 |
| CARTER | City of Grayson | AA Highway Water Lines | EDA RURAL DEVELOPMENT KIA | \$1,000,000 \$2,444,505 \$945,000 | Funded | 2002 |
| CARTER | Carter Co. Fiscal Court | Infrastructure Construction – Smokey Valley | KY Power Economic Advancement Program (KEAP) | \$137,500 | Applied | 2015 |
| CARTER | Carter Co. Fiscal Court | Infrastructure Construction – Smokey Valley | KY Power Economic Advancement Program (KEAP) | \$137,500 | Applied | 2014 |
| ELLIOTT | Elliott Co. Fiscal Court | Elliott County 911 Upgrades | Homeland Security | \$85,034 | Funded | 2018 |
| FIVCO | FIVCO ADD | Community Preparedness For Economic Growth | EDA FIVCO ADD | \$25,200 \$10,800 | Funded | 2003 |
| FIVCO | FIVCO ADD | Infrastructure Improvements Study | EDA LOCAL & STATE | \$1,500,000 \$650,000 | Funded | 2004 |
| FIVCO | FIVCO ADD | Energy Technology applied from all ADDs | Energy Technology Assistant Program (ETAP) | \$250,000 | Applied | 2009 |
| FIVCO | FIVCO ADD | FIVCO Regional Broadband Planning Project | KARD Local | \$249,270 \$700 | Applied | 2015 |
| FIVCO | FIVCO ADD | Marketing for FIVCO's EastPark Property | KEAP Local (FIVCO) | \$4,000 \$500 | Funded | 2016 |
| FIVCO | FIVCO ADD | EastPark Rail Spur Project | Abandoned Mine Land (AML) | \$14,000,000 | Applied | 2019 |
| FIVCO | FIVCO ADD | EastPark Rail Spur Project | Abandoned Mine Land (AML) | \$14,000,000 | Applied | 2018 |
| FIVCO | FIVCO ADD | Economic Impact Study | EDA | \$50,000 | Funded | 2018 |
| FIVCO | FIVCO ADD | Cluster Mapping (Manufacturing) | EDA | \$17,500 | Funded | 2018 |
| FIVCO | FIVCO ADD | Road Centerline | KYTC | \$10,000 | Funded | 2019 |

| COUNTY | ENTITY | PROJECT NAME | FUNDING SOURCE | AMOUNT | STATUS | YEAR |
|---------|--|--|---------------------------------------|-----------|---------|-----------------|
| FIVCO | FIVCO ADD | Road Centerline | KYTC | \$10,000 | Funded | 2018 |
| GREENUP | City of Flatwoods | Flatwoods Park Street City Park Renovation | LWCF & Local | \$50,000 | Funded | 2017 |
| GREENUP | City of Raceland | Regional Highway Safety Overtime Grant (Raceland, Worthington, Wurtland, Greenup, & South Shore) | KYTC & Local | \$9,623 | Funded | 2018 |
| GREENUP | City of Raceland | Raceland Generators | Homeland Security | \$75,313 | Applied | 2019 |
| GREENUP | City of Raceland | Fire Department/City Building Generators | Homeland Security | \$75,313 | Applied | 2017 |
| GREENUP | City of Raceland | Regional Highway Safety Overtime Grant | KYTC & Local | \$7,540 | Funded | 2016 |
| GREENUP | City of Raceland | Update Systemwide SSES and I&I Study | ARC | \$42,500 | Applied | 2015 |
| GREENUP | Greenup County Environmental Commission (GCEC) | Generator Upgrade | FEMA Mitigation – HMGP, KYEM, & Local | \$76,824 | Funded | 2014 |
| GREENUP | City of Raceland | Body Armor Grant | KYTC & Local | \$5,985 | Funded | 2015 |
| GREENUP | City of Raceland | Dillow Avenue Bridge Upgrade | FEMA Mitigation – HMGP, KYEM, & Local | \$257,600 | Funded | 2015 |
| GREENUP | Greenup Co. Fiscal Court | Greenup County Disaster Recovery CDBG Project | CDBG & Local | \$201,065 | Funded | 2013 |
| GREENUP | City of Russell | Phase 1: Rec. Sidewalks & Shared Use Facility | Recreational Trails | \$250,000 | Applied | 2008 |
| GREENUP | City of Russell | Phase 1: Rec. Sidewalks & Shared Use Facility | Safe Routes to School | \$250,000 | Funded | 2006 & 2007 |
| GREENUP | City of Russell | Phase 1: Recreational Sidewalks & Shared Use Facility | Safe Routes to School | \$250,000 | Funded | 2008 |
| GREENUP | City of Russell | Phase 2: Sidewalk Construction | Safe Routes to School | \$250,000 | Applied | 2009,2010, 2011 |
| GREENUP | FIVCO | Education/Outreach for Walk to School Days in Russell | Safe Routes to School | \$15,583 | Funded | 2009 |
| GREENUP | City of Raceland | Sidewalk Repair | Safe Routes to School | \$106,250 | Applied | 2008 & 2009 |
| GREENUP | City or Worthington | Fire Department Pagers | Homeland Security | \$8,888 | Applied | 2019 |
| GREENUP | City or Worthington | Fire Department Pagers | Homeland Security | \$8,888 | Applied | 2017 |
| GREENUP | City or Worthington | Sidewalk Expansion and Replacement | Safe Routes to School | \$250,000 | Applied | 2006-2009 |
| GREENUP | FIVCO | Recreational Trail in EastPark | Recreational Trails | \$20,000 | Applied | 2009 |
| GREENUP | FIVCO | Recreational Trail in EastPark | Recreational Trails | \$25,000 | Funded | 2010 |
| GREENUP | FIVCO | Recreational Trail in EastPark | LWCF | \$25,000 | Applied | 2009 & 2010 |
| GREENUP | City of Russell | Sidewalk Construction | Get Healthy KY Grant | \$20,000 | Applied | 2007 |
| GREENUP | City of Raceland | Playground Surfacing | Crumb Rubber Grant | \$13,600 | Applied | 2007 |
| GREENUP | City of South Shore | City Park Walking Trail | RTP & Local | \$89,100 | Applied | 2019 |

| COUNTY | ENTITY | PROJECT NAME | FUNDING SOURCE | AMOUNT | STATUS | YEAR |
|----------|------------------------------|----------------------------------|-------------------|-----------|---------|------|
| GREENUP | City of South Shore | City Park Walking Trail | RTP & Local | \$89,100 | Applied | 2018 |
| GREENUP | City of Wurtland | New City Building | Local | \$300,000 | Funded | 2018 |
| GREENUP | City of Wurtland | Fire Department Backup Generator | Homeland Security | \$35,785 | Applied | 2019 |
| GREENUP | City of Wurtland | Fire Department Generator | Homeland Security | \$35,790 | Applied | 2017 |
| GREENUP | City of Wurtland | Fire Department SCBA Cylinders | Homeland Security | \$22,464 | Applied | 2019 |
| GREENUP | City of Wurtland | Fire Department SCBA Cylinders | Homeland Security | \$30,060 | Applied | 2017 |
| LAWRENCE | Lawrence County Fiscal Court | Lawrence County SRL | FEMA & KYEM | \$186,375 | Applied | 2019 |
| LAWRENCE | Lawrence County Fiscal Court | Blaine VFD | CDBG & Local | \$500,000 | Funded | 2017 |

COUNTY PROFILES

BOYD COUNTY is part of the Huntington-Ashland, WV-KY-OH, Metropolitan Statistical Area (MSA). The county had a population of 49,542 in the 2010 Census. The MSA has a population of 287,702.

Historically, industry in present-day Boyd County began with the steam-powered Clinton iron furnace in 1832. Twenty-nine charcoal-fueled iron furnaces operated on the Kentucky side of the Ohio River. The Kentucky Iron, Coal and Manufacturing Company (incorporated March 8, 1854) was formed in Ashland (then within Greenup County). It purchased thousands of acres of coal, timber, and ore lands throughout the county. It invested \$210,000 in bonds of the Lexington & Big Sandy River Railroad Company, with the stipulation that the eastern division of that line extend into Ashland instead of ending, as originally planned, in Catlettsburg.



(Boyd County Courthouse)

Ashland Oil, Inc. is best known for its Valvoline Oil products. The company relocated to Covington, Kentucky in 1999. It merged with Marathon Oil and sold its remaining petroleum shares to Marathon in 2005, dissolving their petroleum division. The original oil refinery in Catlettsburg is still in operation. King's Daughters Medical Center is the region's largest employer. The Federal Bureau of Prisons



operates the Federal Correctional Institution, located five miles southwest of Ashland in Summit, an unincorporated area of Boyd County. The institution houses approximately 1,200 men. CSX recently had layoffs. Kentucky Electric Steel closed in early 2018. AK Steel recently announced closure of its local facility. These actions have greatly impacted the local economy. SWVA Kentucky, LLC is now operating at the former

Kentucky Electric Steel location.

Boyd County allows alcohol sales in restaurants seating over 100 people and deriving over 70% of income from food sales. The only exception is Ashland, where all retail alcohol sales are allowed with a permit.

PUBLIC SCHOOL DISTRICTS

- Boyd County Public School District—serves Catlettsburg and the surrounding communities outside Ashland and Westwood
- Ashland Independent School District—serves Ashland
- Fairview Independent School District—serves the Census designated place of Westwood

PRIVATE SCHOOLS

- Holy Family (affiliated with the Holy Family Catholic Church, offering K-8)
- Rose Hill Christian (affiliated with the Rose Hill Baptist Church, offering K-12)
- Calvary Christian School (a ministry of Grassland Community Church, offering K-12)

OTHER SCHOOLS

- Ramey-Estep School

UNIVERSITY/COLLEGE

- Ashland Community and Technical College (Ashland/EastPark), is one of 16 two-year, open-admissions colleges in the Kentucky Community & Technical College System (KCTCS)
- Morehead State University has a satellite campus located in Ashland

CITIES

- Ashland
- Catlettsburg

OTHER TOWNS/COMMUNITIES

- | | | |
|---------------|-------------|------------|
| • Westwood | • Ironville | • Rockdale |
| • Burnaugh | • Kavanaugh | • Rush |
| • Cannonsburg | • Lockwood | • Summit |
| • Coalton | • Meads | |
| • Durbin | • Princess | |

CARTER COUNTY had a population of 27,720 as of the 2010 Census. Its county seat is Grayson. The county was historically known for its strong fire brick and garment manufacturing industries. Both continue today, although on a much smaller scale. Other active industries in the county include rock quarrying, timber harvesting and finishing, and clay mining. An AT&T Mobility Call Center and Smithfield Packing are both located in Carter County.



(Carter County Courthouse)

The county is also home to two state parks: Carter Caves State Resort Park and Grayson Lake State Park. Carter Caves has cabins, a pool, lake, tennis courts, playgrounds, picnic areas, hiking trails, and a natural bridge, in addition to the caves. Grayson Lake features the Hidden Cove Golf Course, boating, fishing, campground, and other attractions.

Carter County is a dry county. However, alcohol sales are permitted at a single approved winery in the Iron Hill precinct, near the unincorporated community of Carter City; both the cities of Grayson and Olive Hill are wet.

PUBLIC SCHOOL DISTRICT

- Carter County Public School District

PRIVATE SCHOOL

- Carter Christian Academy—an interdenominational Christ-centered school offering preschool-12 education

UNIVERSITY/COLLEGE

- Kentucky Christian University (Grayson, KY)

CITIES

- Grayson
- Olive Hill

OTHER TOWNS/COMMUNITIES

- Denton
- Grahn
- Willard
- Globe
- Carter City
- Hitchins
- Star
- Lawton
- Upper Tygart
- Soldier

ELLIOTT COUNTY had a population of 7,852 for the 2010 Census. Its county seat is Sandy Hook. Elliott County is a dry county, meaning the sale of alcoholic beverages is prohibited everywhere in the county.

The land is characterized by small family farms scattered through rolling hills. Agriculture is the main stay of the economy with many farmers diversifying land use. The Laurel Gorge Cultural Heritage Center directs visitors to other places of interest. Out the backdoor of the center, the Kentucky Native Flora Garden welcomes visitors to the Laurel Gorge Hiking Trail, a two-mile interpretive area with



the first portion accessible to everyone.

Seventy heritage quilt squares mounted on tobacco barns decorate the landscape of the county as part of the Kentucky Quilt Trail driving tour.



(Elliott County Courthouse)

Little Sandy Correctional Complex is a medium-security prison located near Sandy Hook. The facility, which opened in 2005, is operated by the Kentucky Department of Corrections (DOC). According to the DOC, it is the state's newest and most technologically advanced correctional institution. Little Sandy Correctional Complex currently houses 1,010 inmates in two living units at Little Sandy Correctional Complex. Housing also includes a 100-bed minimum security unit and a 90-bed special management unit.

PUBLIC SCHOOL DISTRICT

- Elliott County Public School District—serves the entire county

CITY

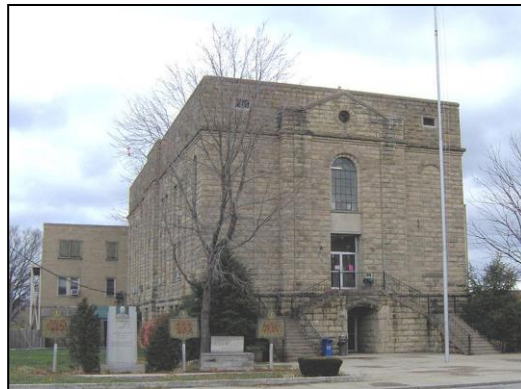
- Sandy Hook

OTHER TOWNS/COMMUNITIES

- Bruin
- Isonville
- Newfoundland

GREENUP COUNTY is a part of the Huntington-Ashland, WV-KY-OH, Metropolitan Statistical Area (MSA). As of the 2010 Census, the population was 36,910 in the county. The county seat is Greenup.

Greenup County's soil has long been supportive of a healthy agriculture and livestock industry. Traditionally, this has meant a sizeable tobacco base and cattle ranching. In recent years, growth has been seen in non-traditional products, such as American Quarter Horses and ostriches. Greenup County's industrial development occurs mainly in and around the riverport.



(Greenup County Courthouse)

Greenup County is a limited dry county, meaning that selling alcohol in the county is prohibited except in certain areas as voted on by the residents of the area. Russell voted to become wet in 2014. The Bellefonte Country Club (City of Bellefonte) allows alcohol sales under a provision that allows voters of an otherwise dry precinct to allow alcohol sales at a specific, voter approved, USGA regulation golf course.



PUBLIC SCHOOL DISTRICTS

- Greenup County School District—serves Greenup, Wurtland, South Shore and rural Greenup County
- Russell Independent School District—serves the cities of

Russell, Flatwoods and Bellefonte

- Raceland-Worthington Independent School District—serves the cities of Raceland and Worthington

PRIVATE SCHOOL

- Harvest Christian Academy—an interdenominational, Christ-centered school offering K-12 education

CITIES/TOWNS

- | | | | |
|--------------|------------|---------------|---------------|
| • Bellefonte | • Greenup | • Russell | • Worthington |
| • Flatwoods | • Raceland | • South Shore | • Wurtland |

LAWRENCE COUNTY is located in the Eastern Coal Field region of the state. The county seat is Louisa. As of the 2010 Census, the population was 15,860. Lawrence County is a dry county, although the City of Louisa voted in December 2014 to go wet.

The bridge from Louisa, in eastern Lawrence County, to Fort Gay, West Virginia is something of a geographic and architectural oddity. The quarter-mile concrete spans two forks of the Big Sandy River, connects two states and has a right turn at its halfway point, which



(Lawrence County Courthouse)

connects traffic to the Point Section neighborhood of Louisa.

The Big Sandy Power Plant is located in Lawrence County. The US 23 corridor where the power plant is located is also home to other industries, such as Riverside Energy and Wells Concrete.



PUBLIC SCHOOL DISTRICT

- Lawrence County Public School District—serves the entire county

PRIVATE SCHOOL

- Trinity Christian Academy—an interdenominational, Christ-centered school, offering preschool-3 education

UNIVERSITY/COLLEGE

- Sullivan University Center for Learning is located in Louisa

CITIES/TOWNS

- Blaine
- Fallsburg
- Louisa
- Lowmansville
- Webbville