

WHAT WE ENVISION:



A 2002 update of

JACKSON COUNTY'S

STRATEGIC PLAN FOR FUTURE DEVELOPMENT

June 2002

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Background

Jackson County, Kentucky is located forty (40) miles east of Interstate 75 in a mountainous area of eastern Kentucky. McKee is the county seat. The county borders the Bluegrass Region and is situated on the edge of the Cumberland Plateau. Access to the county is possible primarily through narrow two-lane highways including U.S. 421 and Kentucky Highways 30 and 89. However, in May of 2000 the Big Hill road construction was completed and eliminated a particularly steep and winding portion of the trip by replacing it with a modern road. This project changed the approach to Jackson County in a significant way by making the northern portion of the county far more accessible.

Jackson County is rural in nature. The county encompasses a land of area of 346 square miles and the U.S. Forest Service as part of the Daniel Boone National Forest owns approximately one-quarter of the county's land area. This forest area is beautiful and ruggedly scenic but limits appropriate development options.

A County Judge Executive and three magistrates govern Jackson County, each elected to a four-year term. A mayor and six council members govern the City of McKee. The City of Annville unincorporated itself by a vote of its citizens in 2000. Currently, Jackson County does not have a planning and zoning commission. A detailed analysis of Jackson County's economic development-related statistics and information is contained in Attachment A, "Economic Development Readiness Assessment: Type I Communities."

In 1995, the Jackson County Development Association (in conjunction with the U.S. Forest Service and the Center for Economic Development at Eastern Kentucky University) developed a strategic plan, "What We Envision: A Strategic Plan for Future Development in Jackson County, Kentucky."

The development of the 1995 Jackson County Strategic Plan involved a multi-step process including recognizing the need for such a plan, obtaining the grant funds needed to identify and hire qualified consultants, conducting the analysis and public meetings necessary to develop the plan, and writing and distributing the plan to the public. Early in 1994, the Jackson County Development Association recognized that a successful community development strategy should go beyond the broad traditional community expectations for development of industrial recruitment and infrastructure to outline short-term goals, long-term goals, objectives and strategies that address the county's problems and take advantage of opportunities. Upon making this realization they applied for and secured grant funds from the U.S. Forest Service and hired the Center for Economic Development at ECU to develop the plan.

The development of the 1995 plan represented the culmination of an eight-month planning process, involving research and public meetings. Outlined in the 1995 plan were four primary focus areas: 1. Economic Opportunities; 2. Infrastructure; 3. Tourism; and 4. Quality of Life. The planning process

resulted in a document that has provided value to the county in a number of ways including serving as a development roadmap for the past seven years and as an important part of the successful application by the Kentucky Highlands Investment Corporation for first-round Rural Empowerment Zone (EZ) status and funding. Additionally, the strategic plan has been used by the County Judge Executive and the Industrial Development Authority for business and industry recruitment purposes. Furthermore, the plan creates eligibility for some grant funds, not available to communities lacking one.

An effective strategic plan for a county does not simply put words into print; it puts plans into action by developing a unified team approach to development. The power of this approach became evident in 1994 when Jackson County was awarded federal Empowerment Zone status. As a required component of the application, the plan enabled the county to compete for empowerment zone funds as part of the Kentucky Highlands Investment Corporation.

The Federal Rural Empowerment Zone (E-Z) Program originated during the Clinton administration and was developed as a tool to address long-term and persistent poverty. It addresses economic and community development through an application process that involves planning and partnership development and a variety of economic benefits and programs such as grant funds, priority ranking in applying for grants, tax benefits and technical assistance. These benefits and programs assist participants in implementing their strategic plans. As one of three (3) Kentucky counties participating in the Kentucky Highlands Investment Corporation's Empowerment Zone application, Jackson County's 1995 Strategic Plan served as part of the application. In the application, Kentucky Highlands Investment Corporation identified four (4) key development areas for which they formed topic-based subcommittees (Tourism, Infrastructure, Economic Opportunity and Quality of Life). When the Kentucky Highlands Investment Corporation's application was selected for funding in 1994, Jackson County began the work of addressing its benchmarks including:

- Industrial Spec Building/Industrial Park Improvements
- Entrepreneurial Training Program
- Downtown revitalization of the City of McKee
- Downtown revitalization of the City of Annville (Note: The City of Annville voted in 1999 to disband the city.)
- Jackson County Reservoir
- Jackson County Vocational School
- Jackson County Scholarship Fund
- Jackson County Home Buyer Revolving Loan Fund
- Jackson County Day Care Provider Training Program
- Jackson County Vocational School Site Development
- Jackson County Ambulance Service Project
- Jackson County Health Department Project
- Jackson County Rescue Squad Project

Recipient status for E-Z funds meant that more rapid progress on the community's goals was possible, due to the availability of funds and technical

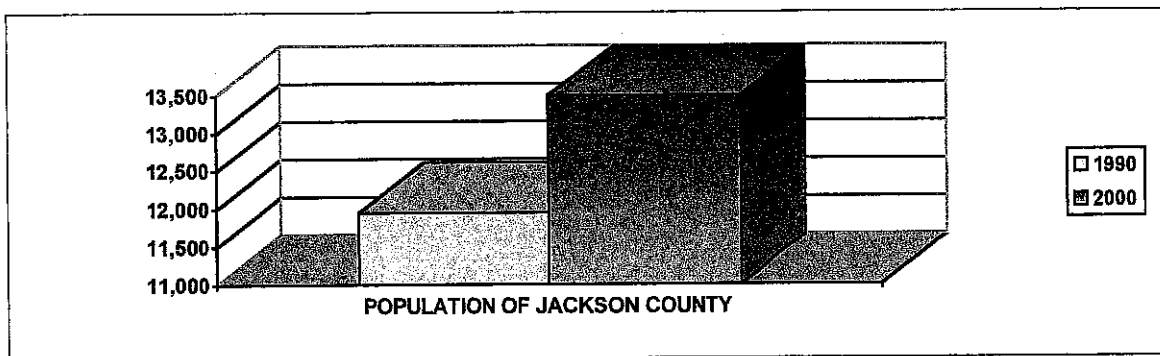
assistance. In 2000 the Jackson County Development Association took the lead in recognizing that an update to the strategic plan was needed. They sought and obtained from the USDA funds for a strategic plan update and proceeded to hire consultants, again from Eastern Kentucky University.

County Descriptive Data

The Population Base

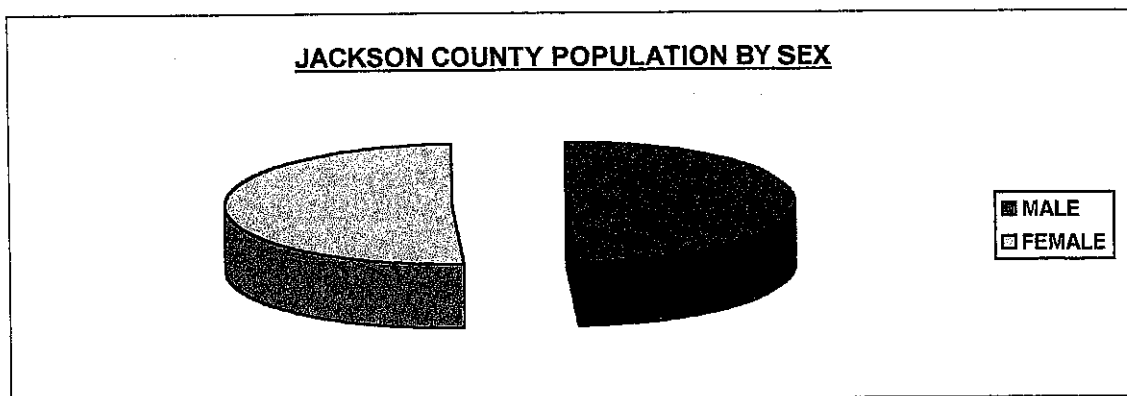
The population of Jackson County has remained relatively steady over the last forty years, with a slight decline in the 1980's. However, since 1990 the population of Jackson County has increased by 12.9%, a significantly higher rate than the population increase for the state of Kentucky (9.6%). The 1990 population was 11,955. The 2000 county population was 13,495.

(Figure 1, Population of Jackson County 1990 vs. 2000)



Women comprised 50.7% of the total population of Jackson County in 2000.

(Figure 2, Population of Jackson County by Sex in 2000)



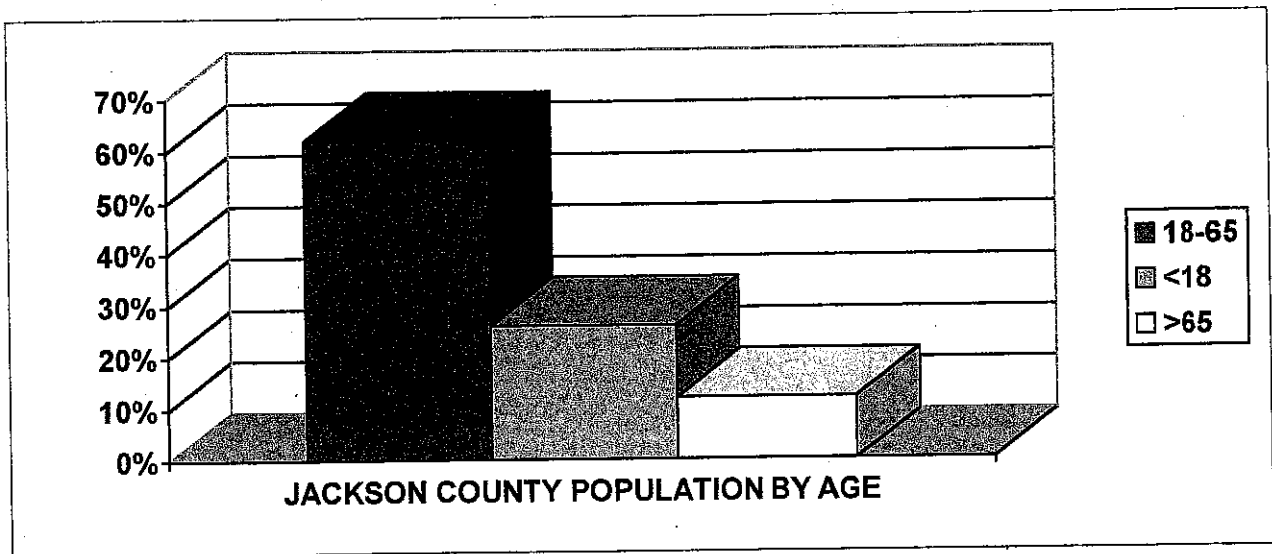
The crude birth rate increased slightly from 1989 (12%) to 1999 (13%). Total live births for 1989 was 440 while total live births for 1999 was 518. In addition the crude death rate remained constant over this ten-year span at

10%. Total deaths in 1989 were 349 persons and in 1999 were 397 persons. (2000 Kentucky KIDS COUNT Data Book).

Age Composition

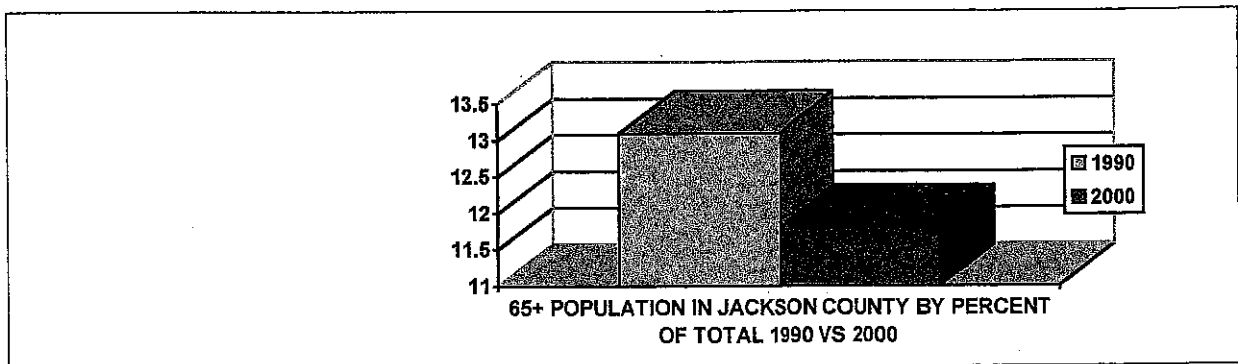
According to the 2000 Census, the number of people under the age of 18 in Jackson County equals 26.1% of the entire county population. This number reflects a decrease from the 1990 Census data. The 1990 number for this age group was 28.6%. Both the 1990 and 2000 numbers run slightly higher than the state's percentage (1990: 25.9%; 2000: 31.2%)

(Figure 3, Jackson County Population by Age, 2000)



Those people 65 years of age and older equaled 13.1% in 1990. In 2000, this percentage had decreased to 11.8%. The 1995 Strategic Plan forecast that Jackson County would soon experience an “inverted pyramid” population model where the number of elderly people exceeds the number of working age people and young As the number of young people in Jackson County is decreasing, so is the number of older Jackson county residents. In 1990, the percentages of persons comprise the smallest part of the total population. To date, this forecast does not appear accurate. It appears that, although a demand for elderly housing, health care, and other social services exists, priority must also be given to providing social services, economic opportunities, and educational opportunities for young people. Overall, the population of Jackson County is growing in the 18-65 years old category. However, there are less than half as many people over 65 years old as there are under the age of 18.

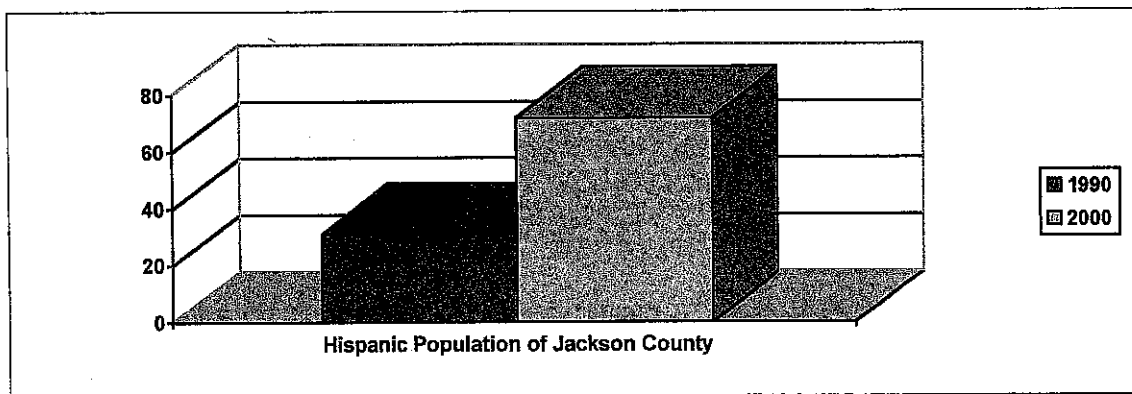
(Figure 4, Population 65+ in Jackson County, 1990 and 2000)



Racial Composition

Overwhelmingly, Jackson County residents are white, according to the 2000 Census data (13,383 residents or 99.2% of the population). Other racial groups in the county include Black or African American persons (0.1%), American Indian and Alaska Native persons (0.2%), Hispanic or Latino origin (0.5%), and persons reporting two of more races (0.5%). There is a slight growth in persons of Hispanic origin since 1990. In 1990, 31 county residents were of Hispanic origin. In 2000, 72 residents were of Hispanic origin. While this increase may be small numerically, it means that the Hispanic population has more than doubled in the past decade.

(Figure 5, Hispanic Population of Jackson County, 1990 and 2000)



Educational Attainment

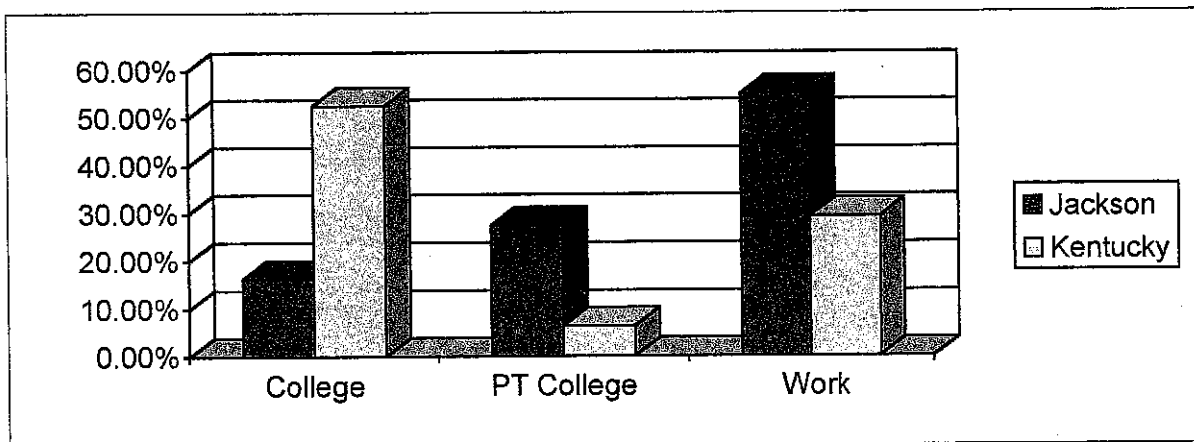
Generally, Kentucky residents continue to be undereducated. The Postsecondary Education Improvement Act of 1997 states that, "The general welfare and material well-being of citizens of the Commonwealth depend in large measure upon the development of a well-educated and highly trained workforce." Yet, in 1998, Kentucky ranked 46th among states in the percentage of adults (25 years and older) with a high school diploma and 42nd in the

percentage of residents with a bachelor's degree or higher (Kentucky Council on Postsecondary Education).

Within a state that performs poorly on a national level, Jackson County's educational attainment levels continue to be quite low as compared to other Kentucky counties. In 1990, 61.7% of the population had not graduated from high school. (2000 Census data not yet available.) The rate of college graduation is low also. In 1990, only 4.9 % of the population had attained a bachelor's degree or higher. Historically, those with a college degree have moved elsewhere in search of employment.

High school dropout rates continue to be problematic. In 1993 and 1999, 5% of county students in grades 7-12 dropped out of school (KIDS COUNT, 2000). In 1999, Jackson County ranked 94th out of 120 Kentucky counties for high school dropouts. According to the Jackson County School District 2000 Report Card, the dropout rate was 5.4% as compared to 3.4% for the entire state. Those who do graduate from high school tend to go work (55% Jackson; 29.3% KY), attend college part-time and work (20.9% Jackson; 6.3% KY), or attend college (16.3%; 52.6% KY) As these data demonstrate, Jackson County young people are not keeping pace with other Kentucky young people in their college attendance rates. Given that, creating a culture in which college attendance is feasible is important. Further, initiatives must target the segment of this group who choose to attend college part-time and work to address the financial need that determines their part-time attendance.

(Figure 6, Post-High School Graduation Activities)



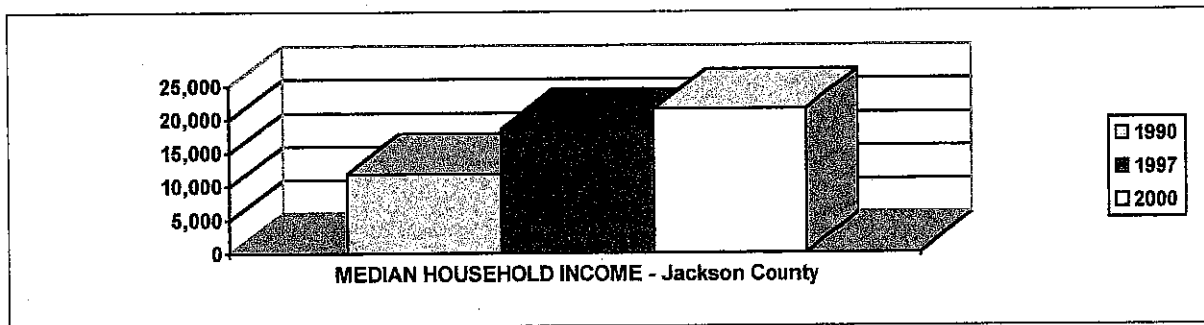
Jackson County has a high percentage of residents who perform at the two lowest levels of literacy (49%-60% ranking, KY Adult Literacy Survey, 1997). The issue of adult literacy is an important one for Jackson County to address because counties with the lowest levels of literacy tend to have the highest unemployment rates and lowest per capita personal income. Residents in these counties are almost twice as likely to be unemployed as residents in counties with the highest literacy. Additionally, they earn less than two-thirds as much as residents of the highest literacy counties and are well below the statewide per capita personal income (1997 KY Adult Literacy Survey).

The Economy

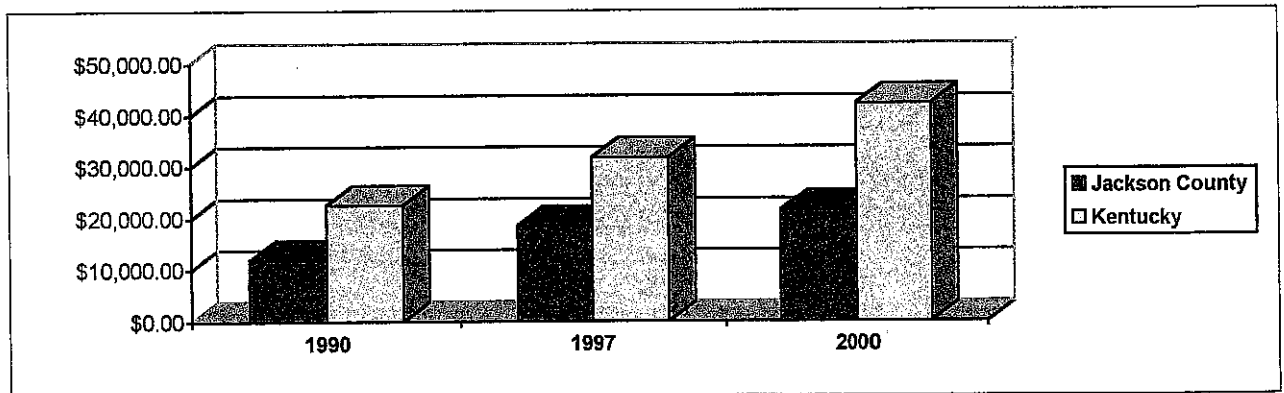
Economic conditions in Jackson County have improved since the 1995 Strategic Plan was formulated. As noted in the introduction to this document, the county received Empowerment Zone status and several economic initiatives are underway or planned for the county.

In 1990, the median household income for Jackson County was \$11,885, compared with \$22,534 for the state of Kentucky. The county household median income rose in 1997 to \$18,503, compared with \$31,730 for Kentucky (US Census Bureau). By 2000, the median family income had increased to \$21,500 for Jackson County residents, compared with \$42,200 for Kentucky (Bureau of Economic Analysis, Regional Economic Analysis Report, 2001). The county unemployment rate has improved also, decreasing from 11.1% in 1990 to 4.2% in 2000 (Kentucky Workforce Development Cabinet).

(Figure 7, Median Household Income in Jackson County, 1990, 1997 and 2000)



(Figure 8, Median Household income in Jackson County and Kentucky, 1997, 2000)



Regardless of the positive trends in income, much work needs to be done if Jackson county residents are to enjoy a high quality of life. While it is clear that progress is being made locally in the key area of median family income, the County does not fare well in some other key economic indicators when compared to the rest of the state and/or nation concerning:

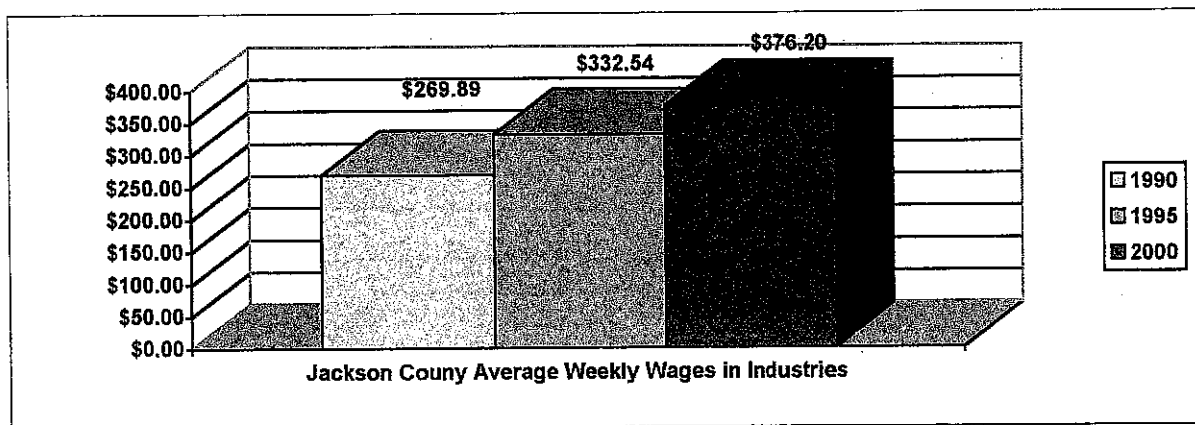
- Poverty Level
- Median Income compared with the state
- Children Living in Poverty

For example, a 1997 ranking placed Jackson County as the 70th poorest county in the United States with 30.8% of its residents living below the poverty line (US Census Bureau). Additionally, when compared to state and national income figures, Jackson County still lags far behind. The 2000 income figures reported above place Jackson County residents earning slightly over one-half of the state median income. Finally, in 1999, 43% of Jackson County children 18 years of age and younger live below the poverty line. Jackson County ranks 112 out of 120 Kentucky counties on this indicator of child well being (KIDS COUNT, 2000).

Following is an examination of the main sectors of Jackson County's economy and workforce including:

- Agriculture
- Manufacturing
- Retail Trade
- Service sector

(Figure 9, Jackson County Average Weekly Wages in Industries)



Agriculture

Farming continues to be an important part of the county's economy. However, farming as a viable source of income grows more challenging each year. In 1997, 689 farms existed in Jackson County with an average acreage of 107 acres per farm and 253 full-time farmers. These numbers represent a 9% decrease in the number of farms and a 19% decrease in full-time farmers since 1992. In 1997, the market value of agriculture products sold in Jackson County was \$9.3 million a decrease from the \$10.5 million dollars reported in 1992 (1997 US Agriculture Census).

The decline in tobacco sales is the leading explanation for the decrease in agriculture product sales. Tobacco has been an important crop in the county. Since 1998, burley

tobacco quotas in Jackson County have been reduced by 61% (Jackson County Agricultural Development Council Comprehensive Plan, 2000). As a result, the number of tobacco farms has decreased from 662 in 1992 to 529 in 1997 (1997 US Agriculture Census). To underscore the serious nature of the decline in tobacco production in Jackson County, the county was ranked in the top 10 counties across the state as being "at risk" should tobacco quotas experience a major decline (Kentucky Long Term Policy Center, 1996). Obviously, quotas have declined drastically, thus strategic plans must address this sector of Jackson County's overall economy. Within the Empowerment Zone program, there are funds available to tobacco farmers to create or develop new income opportunities. Examples include the current exploration in the county into the viability of chestnuts, herbs, and vineyards as alternative agricultural crops. As noted by the Jackson County Agricultural Development Council Comprehensive Plan (2001), however, established markets for these and other crops are lacking.

(Figure 10, Agriculture Census Crop Statistics for Jackson County 1992 and 1997)

Agriculture Census Crop Statistics for Jackson County
1992 versus 1997

| | | |
|----------------|----------------|--|
| 1997 | 1992 | |
| 5247 | 5239 | Beef Cows (number) |
| 671 | 1193 | Hogs and pigs inventory (farms) |
| 58 | 87 | Sheep and lambs inventory (farms) |
| 460 | 683 | Layers and pullets 13 weeks old and older |
| 581 | 957 | Corn for grain and seed (acres) |
| 860 | 706 | Corn for silage or green chop (acres) |
| 529 | 662 | Tobacco (farms) |
| 1881 | 1996 | Tobacco (acres) |
| 3096226 | 3539893 | Tobacco (pounds) |

(Figure 11, Agricultural Census Farm Statistics for Jackson County 1992 and 1997)

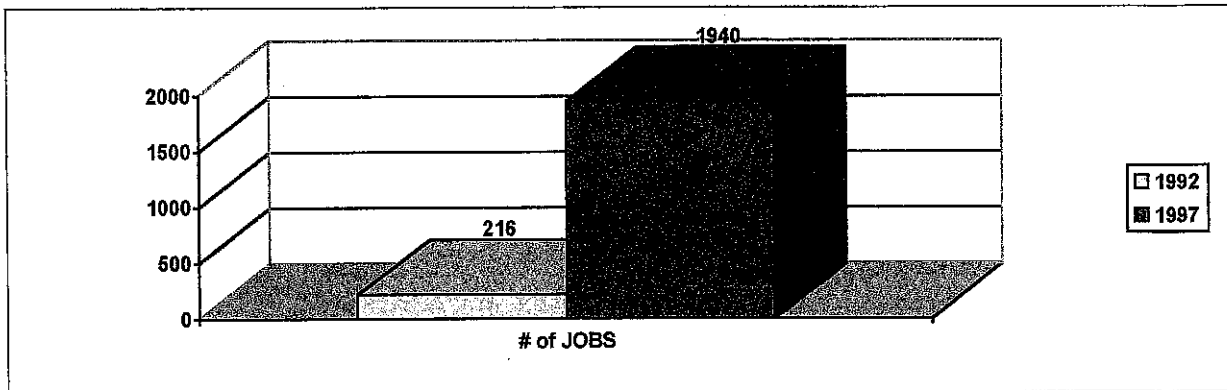
**Agricultural Census Farm Statistics for Jackson County
1992 versus 1997**

| | | |
|-------|-------|--|
| 1997 | 1992 | |
| 689 | 789 | Farms (number) |
| 73677 | 80692 | Land in farms (acres) |
| 629 | 741 | Total cropland, harvested cropland |
| 3516 | 3986 | Market value of ag products sold - livestock |
| 150 | 179 | Farms by value of sales: \$2,500 to \$4,999 |
| 143 | 189 | Farms by value of sales: \$5,000 - \$9,999 |
| 132 | 142 | Farms by value of sales: \$10,000 - \$24,999 |
| 46 | 60 | Farms by value of sales: \$25,000 - \$49,999 |
| 26 | 29 | Farms by value of sales: \$50,000 - \$99,999 |

Manufacturing

In 1997, 1,940 persons were employed at 13 manufacturing sites (1997 Economic Census), a substantial increase from the 216 persons employed at 10 sites in 1992 (1994 Kentucky Deskbook of Economic Statistics). The annual payroll for 1997 was \$28,362,000.

(Figure 12, Job Creation 1992-1997 in Jackson County)



Trade and Services

Retail trade is the second leading employment sector in Jackson County. Manufacturing is the sector that employs the most people. Retail establishments numbered 30 in 1997. These establishments sold building materials, general merchandise, food, automobiles, apparel and accessories. Some decline in employment

in retail establishments has occurred. In 1997 retail trade employed 179 persons, as compared to 202 persons in 1992.

The largest service employers in the county are health services, social services and the state and local government. In 1997, there were five (5) health care and social assistance employers.

Tourism

Tourism and travel-related activities have not been developed to their fullest potential in Jackson County; however, gains in tourism employment and expenditures are noted from 1993 to 1999. In 1993, an estimated 20 persons were employed in the tourism industry. In 1999, that number had risen to 32 persons (Kentucky Department of Travel). The amount of money spent in the county on tourism has also increased substantially. In 1993, total tourism expenditures equaled \$830,362. Expenditures have climbed to \$1,209,770 in 1999 (Kentucky Department of Travel).

Many tourists visit Jackson County to camp at its popular campgrounds, S-Tree and Turkeyfoot. Tourists are interested in other areas besides the Daniel Boone National Forest including the Nature Conservancy reserves.

Jackson County is one of four Kentucky counties participating in the Kentucky Artisan Heritage Trails (KAHT), a pilot program promoting cultural-heritage tourism. The KAHT is located on the World Wide Web at www.KAHT.net and features Madison, Estill, Rockcastle and Jackson Counties. The KAHT program includes eleven (11) businesses from Jackson County, each of which has developed a business homepage that is posted (See the section on Arts & Culture for more information.)

The Nature Conservancy has purchased a historic house, the Cox-Simpson House, to serve as a visitors' center for Jackson County. The house is located on U.S. Highway 421 near the Rockcastle County line. When the restoration of the Cox-Simpson House at the top of Big Hill is complete the house will be used as a tourism center and a location for crafts exhibition and sales. The Nature Conservancy and the Northern Jackson County Committee have led this project, in partnership with the county government and the EZ office.

(Figure 13, Travel Expenditures in Jackson County 1992 - 1999)

Travel Expenditures

| Year | \$ Amount |
|------|-----------|
| 1992 | 552,975 |
| 1993 | 830,362 |
| 1994 | 850,101 |
| 1995 | 874,718 |
| 1996 | 946,062 |
| 1997 | 1,410,258 |
| 1998 | 1,450,132 |
| 1999 | 1,209,770 |

(Figure 14, Tourism Employment in Jackson County 1992-1999)

Tourism Employment

| Year | # |
|-------------|-----------|
| 1992 | 17 |
| 1993 | 20 |
| 1994 | 22 |
| 1995 | 23 |
| 1996 | 24 |
| 1997 | 34 |
| 1998 | 34 |
| 1999 | 32 |

Infrastructure

Transportation

The road system in Jackson County consists of an extensive system of county roads and state/federal highways. The primary north-south highway is U.S. Highway 421. This highway has been improved in the Big Hill area. The Big Hill Project, completed in May of 2000, dramatically improved the approach to the county on U.S. 421. However; improvements to increase safety and accessibility along other sections of this road are needed. The major east-west link that connects London to the west and Booneville to the east is Kentucky Hwy. 30.

The county has no general aviation airport. Airports are located in Laurel County, 36 miles from McKee, and in Madison County, 31 miles from McKee. Discussions are underway to explore the feasibility of locating a regional airport in the southeastern portion of Lee County that would serve Lee, Owsley, and Jackson counties.

KY 89 in Rockcastle and Jackson Counties was designated a Kentucky Scenic Byway in 1996 by the Kentucky Department of Transportation. This thirty-two mile section of road spans two of the Commonwealth's major watersheds, the Kentucky River watershed and the Cumberland River watershed.

The Scenic Byway program is administered through the Transportation Cabinet. Eligible roads must offer a view of sheds of aesthetic, cultural, historical and/or archeological value worthy of preservation, restoration, protection and enhancement.

Utilities

2000 Census Data Not Available

Housing

Home ownership rates for Jackson County are 80.1% as opposed to 70.8% for Kentucky. The average household size is 2.52 people (2000 Census).

The median sale price of homes for Jackson County was \$34,000 in 1998 and \$35,000 in 1999 (Kentucky Deskbook of Economic Statistics, 2000). No new housing construction projects were started in 2000, as measured by building permits issued for such construction.

Public Facilities

2000 CENSUS INFRASTRUCTURE DATA NOT AVAILABLE

Quality of Life

Jackson County residents have expressed a great desire to improve the quality of life for all residents. Quality of life issues include such tangible factors as health, child welfare, the environment, cultural and historic resources, access to childcare and transportation, and recreational programs. In addition, quality of life includes non-tangible aspects of life in Jackson County, such as community spirit and feelings of pride about Jackson County.

Health

The health of many Kentuckians is at risk, including some people in Jackson County. Kentucky ranked 39th in the nation in the health of its citizens (UnitedHealth Group, 2000). The number one lifestyle risk factor is prevalence of smoking (49th) followed by the risk for heart disease (49th). Further, Kentucky ranks 40th for support for public health care, 39th for occupational fatalities, and 49th for limited activity days. Incidence of heart disease and cancer rankings are also quite high, 46th and 43rd respectively. Finally, Kentuckian's ranking for mortality was 46th, infant mortality was 28th, and premature death was 39th.

The health of Jackson County residents is at risk in a number of areas. First, accessibility to adequate health care is an issue. In 1995, 17.4% of the county population did not have health insurance, reducing the possibility of adequate access to healthcare (Rural Health Study, 1998). Twenty-seven point eight percent (27.8%) of the residents were Medicaid eligible. In 1995, the ratio of medical doctors to residents was 1:4,174. Also in 1995, the ratio of dentists to residents was 1:4,242. Jackson County Health Department visit rate per 1000 was 1,857 (12th in the state) in 1995.

Heart disease continues to be the leading cause of death in Jackson County. Additionally, cancer, especially lung cancer, occurs frequently in Jackson County. Overall, males in Jackson County have an age adjusted cancer rate per 100,000 of 699.19 as compared with 508.63 for the state (Kentucky Cancer Registry, 1999). Lung cancer rates for Jackson County nearly double those for the rest of the state, 140.39 age adjusted county rate per 100,000 compared to 82.42 age adjusted state rate per 100,000. The number of prostate cancer cases in the county should be of concern also. In 1999, county cases per 100,000 equaled 186.35, compared to the state cases per 100,000 of 127.74 (Kentucky Cancer Registry, 1999).

Heart disease and cancer are related to personal lifestyle choices. Smoking, poor nutrition, lack of adequate exercise, and substance abuse contribute to the high incidence of these diseases in Jackson County. Future initiatives should focus on increasing county residents' awareness of the linkage between daily lifestyle choices and their overall health.

Child Welfare

According to the 2000 Kentucky KIDS COUNT Data Book, some Jackson County children are at-risk. The county ranked 113th in the state for child well-being. Maternal risk factors of concern included unmarried mothers, under the age of 20, high school dropout rate, and incidence of smoking during pregnancy. Economic security for Jackson County children is poor, with 43 percent of children under the age of 18 living in poverty. Child abuse and neglect are also important issues for Jackson County to address. In 1999, 50 cases of physical abuse, 13 cases of sexual abuse, 6 cases of emotional abuse, and 120 cases of neglect were reported.

The lack of adequate childcare facilities in Jackson County appears to be a problem. Thirty-three percent (33.2%) of Jackson County children under the age of 6 reside with mothers who are in the workforce (1990). The number of spaces available in licensed centers, licensed homes, or certified homes is quite limited. In fact, estimated demand, as a percentage of supply, totals 171% (Kentucky Long-Term Policy Research Center, 2001). While many of these children may be cared for by relatives, the disparity between supply and demand is an important issue for future examination.

Arts & Culture

Numerous arts and cultural programs have been developed since 1995 when the Jackson County Development Association designated an Arts and Heritage Sub-Committee. For example, in 2000, the sub-committee worked to identify potential artisan and cultural sites for inclusion in the Kentucky Artisan Heritage Trails project, a driving tour of artisan galleries, studios, regional accommodations and restaurants, antique shops, and natural sites funded by the Appalachian Regional Commission

Jackson County's Stringbean Festival was started in 1996. Originally envisioned as a music festival, the Stringbean Festival has expanded to include authentic cultural and educational activities. It is estimated that nearly 5,000 people attend the festival where 75-100 performers are featured. This all-volunteer festival generates positive economic benefit for the community.

Methodology

The Jackson County Development Association (JCDA) identified five needs with regard to the update of the countywide strategic plan as follows:

1. To include the goals and strategies of the new agencies created in the County since 1995;
2. To include the Census 2000 data with analysis;
3. To provide an update of the original proposed action plans that would indicate a clear picture of what has been done and what still needs to be accomplished;
4. To include any new initiatives from existing agencies;

5. To include citizen input concerning perceptions of the county's strengths and weaknesses since 1995.

On February 20, 2002, the JCDA entered into a consulting contract with Cheryl Moorhead Stone, M.P.A. and Kathy Werking, Ph.D, both from the staff of Eastern Kentucky University's Center for Economic Development, Entrepreneurship and Technology (CEDET) for the development of the Jackson County Strategic Plan Update. The JCDA's Strategic Plan Committee was assigned the responsibility of meeting with the consultants. (Refer to Appendix B for a list of committee members.)

The JCDA Strategic Plan Committee met with the consultants in February of 2001 to develop a strategy for the planning process. As a result of that meeting the following schedule was set:

| TASK | DATE |
|--|-----------------|
| 1. Organizational Meeting | February, 2001 |
| 2. Public Forum | April, 2001 |
| 3. Public Forum | May, 2001 |
| 4. Update Meeting | July, 2001 |
| 5. Report Draft | October, 2001 |
| 6. Publish Plan | November, 2001 |
| 7. Addendum (incorporating 2000 census data) | September, 2002 |

In preparation for the Public Forums and to collect information necessary for the update, the Strategic Plan Committee agreed to survey community partners to access the progress made since the original plan was compiled in 1995 and identify any new initiatives undertaken during the interim period of time. The Committee worked with the consultants to divide the list into agencies, organizations and businesses identified as strategic partners in the 1995 plan and new strategic partners as well. A survey form was developed by the consultants and distributed to the committee members. What follows is a list of strategic partners contacted for progress reports:

Central Appalachian Peoples Federal Credit Union
 Christian Appalachian Project
 Citizens Bank
 City of McKee
 EKV's Small Business Development Center
 EKV's Center for Economic Development, Entrepreneurship and Technology
 Jackson County Agricultural Council Advisory Group
 Jackson County Bank
 Jackson County Chamber of Commerce
 Jackson County Development Association
 Jackson County Entrepreneurship Center
 Jackson County E-Z Community, Inc.
 Jackson County Health Department
 Jackson County Industrial Development Authority
 Jackson County Public Library

Jackson County Schools
Jackson County Water Association
Jackson Energy
Kentucky Division of Forestry
McKee Water and Sewer System
Northern Jackson County Committee
Peoples Rural Telephone Cooperative
The Jackson County Sun Newspaper
The Nature Conservancy/ Horse Lick Bioreserve
U.S. Forest Service
University of Kentucky Cooperative Extension Service

The Survey form used by the Committee members to collect information from strategic partners follows is found in Appendix C.

Strategic Partners Progress Report Summaries

When contacted by a committee member, numerous strategic partners responded to the request for information either in writing or in an interview. Strategic Partners were asked to identify progress made by their organization since 1995 in three goal areas: Improving the Quality of Life; Creating Economic Opportunities; and Enhancing Infrastructure.

Strategic partners were contacted for progress reports because the 1995 Strategic Plan recognized the fact that communities develop through the efforts of individuals, organizations, institutions, governments, and schools. Together, these reports document the progress achieved by the County. A summary of each respondent follows.

Chamber of Commerce

The Chamber of Commerce was formed in 1999 to promote business in Jackson County. The organization operates with a board of seven directors.

Improving the Quality of Life

- Creation of new Chamber of Commerce

Creating Economic Opportunities

- Helped bring the state employment service office to Jackson County

Christian Appalachian Project

The Christian Appalachian Project (CAP) works to provide economic development, job readiness, child development and temporary employment through a wreath factory and crafts manufacturing. CAP's work continued in the areas of outreach, housing, elderly services, counseling services, grants and recreation court advocacy. CAP also acquires food, clothing, books, building and health supplies from corporations and other organizations for distribution to churches and civic groups.

Improving the Quality of Life

- Contracted by the state to provide physical and emotional support services and refuge for abused adults and children

Enhancing Infrastructure

- Construction of the Annville Child and Family Development

Jackson County Health Department

As a part of the regional Health Department, the Jackson County Health Department provides health services for residents of Jackson County. Established in 1973, the Cumberland Valley District Health Department's original counties included Jackson and Clay and later Harlan, Rockcastle and Bell were added. The mission of the Cumberland District Health Department is to promote health, protect health and prevent disease, injuries and disability.

Improving the Quality of Life

- Support of the Ambulance service being managed by the Health Department
- Undertook the management of a failing ambulance service and restored it to health
- Providing paramedic services
- Billboards re: seat belt use, smoking cessation, drinking and driving, nutrition
- Provide car seats to low-income families
- Established a community walking program

Enhancing Infrastructure

- Working with the PRIDE program to provide installation opportunities for sewer systems for homes where none exists. This is accomplished through low to no-interest rate loans that pay for the system and its installation.

Daniel Boone National Forest, U.S. Forest Service (Jackson County Projects)

The U.S. Forest Service owns over 25% of the land in Jackson County and provides recreational and conservation opportunities to citizens.

Improving the Quality of Life

- An Environmental Impact Statement completed by the USFS in 1997 concluded that War Fork Creek from Station Camp Creek to Turkey Foot Campground is eligible for inclusion into the National Wild and Scenic River System.
- Removed a number of illegal dumps from the National Forest in cooperation with Jackson County and PRIDE
- Banned timber-culling in the forest

Creating Economic Opportunities

- Continuing to operate and maintain two campgrounds (Turkey Foot and S-Tree)

Enhancing Infrastructure

- Participating as a cooperating agency with the Rural Utilities Service in the planning and preparation of an Environmental Impact Statement for the proposed reservoir
- Working with the Nature Conservancy in managing the Horselick Creek Watershed
- Managing 141 miles of system roads and 60 miles of trails
- Leasing mining rights to remove limestone at a mine site on Indian Creek
- Permitted the construction and operation of two water supply reservoirs on Bills Branch
- Worked with the National Resource Conservation Service to construct a flood control dam on Pigeon Roost Creek
- Working to acquire private tracts of land from willing sellers to consolidate National Forest holdings and protect sensitive, threatened and endangered species habitat

Eastern Kentucky University's Center for Economic Development, Entrepreneurship and Technology (CEDET) and Small Business Development Center (SBDC)

Eastern Kentucky University's College of Business and Technology operates two programs that provide services to businesses, industries and communities to promote economic and community development through technical assistance.

Creating Economic Opportunities

- Contracted with the EZ to operate the Jackson County Entrepreneurship Center
- Developed a tourism-oriented web site for Jackson County
- Served as a point of contact for technical assistance

Intergenerational Center

Established in the early 90's, the Intergenerational Center was to provide for the needs of the homebound (regardless of age) as well as social and recreational needs of the elderly. The original mission of a combination daycare center and elder care facility faltered soon after its establishment. The day care facility was unable to sustain itself so the Intergenerational Center is now exclusively a senior citizen center.

Improving the Quality of Life

- More people are reached and receiving services because of McKee location
- Services have become better known and more people are requesting services

Jackson County Board of Education

The Board of Education houses the administrative offices of the public school system and is governed by elected officials and an appointed superintendent.

Creating Economic Opportunities

- EKV Scholarships available
- Articulation of curriculum with state for testing purposes
- Continuing Education for Adults
- Reduced class size

Enhancing Infrastructure

- New Vocational School completed in late 2001 and opened in January, 2002
- GED Testing Center opened in McKee

Improving the Quality of Life

- Began a school recycling program

Jackson County Cooperative Extension Service

The Kentucky Cooperative Extension Service serves as a link between the counties of the Commonwealth and the state's land grant universities to help people improve their lives through an educational process focusing on their issues and needs. We emphasize: valuing diversity and capitalizing on its potential to strengthen programs; being locally-driven, flexible, and responsive; identifying and supporting high priority statewide programming thrusts; educating people to solve problems, make decisions, and embrace change; applying knowledge and research-based information; accomplishing work through collaboration, volunteerism, and leadership development; fostering an empowered and contributing people; developing youth, adults,

families, and communities; and fostering effective lifelong use of personal and natural resources.

Improving the Quality of Life

- Staff has served on the Environmental Task Force, the group instrumental in implementing mandatory trash collection
- Staff has served on the Empowerment Zone Board

Creating Economic Opportunities

- Working with farmers to ensure they are aware of potential alternative crops needed because of tobacco crop reductions
- Assisting farmers locating markets for their products
- Providing training and education regarding arts and crafts marketing
- Promoting the development of tourism as an additional source of local income

Enhancing Infrastructure

- Advocated development of a community center in the plans for the vocational school

Jackson County Entrepreneurship Program

The Jackson County Entrepreneurship Program has operated as a part of the Empowerment Zone program since late 1995 working to train entrepreneurs, create an entrepreneurial environment, and provide technical assistance regarding business and industry expansion.

Improving the Quality of Life

- New business start-ups, additional services and retail for residents

Creating Economic Opportunities

Since the opening of the Jackson County Entrepreneurship Center:

- 30 new businesses have started
- 56 new jobs
 - 38 full-time
 - 18 part-time
- \$735,456 in economic benefit to local economy

Jackson County E-Z Community, Inc.

The Jackson County EZ Community (JCEZC), Inc. serves as the local administrative office for the Kentucky Highland's Empowerment Zone. Projects, goals and benchmarks are tracked by the JCEZC. Collectively, these projects address Improving the Quality of Life; Creating Economic Opportunities; and Enhancing Infrastructure.

Through planning, administration, technical assistance and funding the Jackson County E-Z has made substantive contributions to the community's ability to make progress addressing the community's goals. Addressing infrastructure, the EZ is working to address goals through these projects and other efforts, including advocacy. The infrastructure goals include:

1. Improve our infrastructure system in a coordinated, efficient and responsive manner, to support the overall goals of our strategic plan for a solid economy and enhanced quality of life for residents and visitors.
2. Develop a safe, reliable and efficient transportation system that will accommodate travel for residents, tourists, and industry in order to stimulate economic growth
3. Establish an adequate water supply and access for residents and industry allowing for growth.
4. Establish adequate other utilities for residents and industries located in, or willing to locate in our area.
5. Develop adequate waste management system.

The economic opportunities goals being addressed through projects and other efforts include:

1. Increase job opportunities available to all segments of our population including youth, and others likely to out-migrate due to the lack of employment opportunities.
2. Develop a diversified, sustainable agricultural base with a planned reduction of reliance upon tobacco farming.
3. Develop a workforce that is prepared for work in a wide-range of technologies and businesses.

Improving the Quality of Life

Downtown Renovation in McKee and Annville. Total Allocation = \$500,000. Provides for renovation projects in McKee and Annville with EZ funds that will be leveraged to gain an additional \$500,000. In McKee, funds have been used to support sidewalk improvements, paving a parking lot, purchase of a street sweeper and building a police office. Commitment of state funds to support beautification of downtown McKee has been obtained. Annville expended funds on a gas line and sidewalks but when the city dis-incorporated funds were dispersed to other projects throughout the county.

Day Care Provider Training. Total Allocation = \$15,800. Provides for the training of day care providers.

JCHIPS Project. Total Allocation = \$20,800. Provided assistance with educational health and safety program operated by the Jackson County Health Department.

Creating Economic Opportunities

Entrepreneurial Training Center. Total Allocation = \$700,000. Provides for the operation of a local Jackson County Entrepreneurship Center to train entrepreneurs, provide technical assistance and promote an entrepreneurial culture.

Student Revolving Loan Fund. Total Allocation = \$20,800. Provides high school students with assistance with costs associated with attending college or vocational school by providing a low-interest rate loan program targeting this use.

Home Buyer Program Fund. Total Allocation = \$20,800. Provides first-time homebuyers with closing costs through a low interest rate loan program targeting this use.

Enhancing Infrastructure

Jackson County EZ Administration/Staff. Total Allocation = \$1,000,000. Provides for the administrative staff needed locally to oversee the implementation of EZ projects.

Industrial Park/Spec Building. Total Allocation = \$1,000,000. Provides for the construction of a spec building in the Regional Park in Annville that houses start-up industries.

Water Supply and Tourist Reservoir. Total Allocation = \$45,000,000. Provides for the development of a water supply reservoir in Jackson County. Planning continues with regard to the Environmental Impact Statement.

Community Center. Total Allocation = \$575,000. Provides for the development of a community center to include youth facilities and an auditorium. Although this facility was originally envisioned as a freestanding multi-purpose building, the project was eventually incorporated into the new Jackson County Technology Center, completed in 2001.

Vocational School Land Acquisition. Total Allocation = \$10,800. Provided for the acquisition of property for the new Vocational School.

Ambulance Service Project. Total Allocation = \$80,800. Provided for the construction of an ambulance garage and the purchase of some equipment.

Rescue Squad Project. Total Allocation = \$5,888. Provided assistance with the purchase of equipment.

The projects listed above involve expending \$48,950,688 in EZ funds (excluding leverage) over ten years. While significant, projects constitute only one

component of a multi-faceted approach to economic development. Other EZ-led economic development capacity building components include:

- E-Z Board of Directors
- Topical EZ Committees
- Advocacy
- Networking
- Partnerships
- Education

Jackson County Food Bank

This volunteer organization provides assistance regarding emergency food needs and provides some emergency crisis assistance for rent, utilities, etc.

Enhancing Infrastructure

- Secured a permanent location on McCammon Ridge Road

Jackson County Judge Executive and Fiscal Court

Improving the Quality of Life

- Cleanup of the Adkinstown Dump with PRIDE
- Renewed interest in Keeping Jackson County Clean

Creating Economic Opportunities

- Construction and opening of Jackson County Area Vocational Technical Center
- Transfer of Jackson County CenerNet to the Jackson County Area Vocational Technical Center
- Job creation

Enhancing Infrastructure

- Completion of Highway 421 reconstruction at Big Hill
- Lake Project Environmental Impact Statement (EIS) completed and final design for War Fork/Steer Fork Site
- Reconstruction of KY 30; Tyner to London; completed for 6-year plan
- Completion of the Jackson County Community Theatre
- Purchase of Holcomb property for use by Jackson County Government; parking expansion
- Purchase and planned development of the Simpson House at Big Hill for use as a Jackson County welcome center

Jackson County Library

Serves the citizens of Jackson County with comprehensive public library services.

Enhancing Infrastructure

- Acquired five (5) computers for public use.
 - 3 computers are connected to the internet
 - 2 computers are equipped with children's activities and games
- Purchased land for a new library building

Jackson County Ministries

A missionary project of the Reformed Church of America providing resources for at-risk youth.

Enhancing Infrastructure

- Operates a Housing Repair Program

Jackson County Parks and Recreation

Improving the Quality of Life

- Hired a part-time director
- Developing a plan for a community trail from Gray Hawk Park to the S-Tree Campground
- Hired a permanent maintenance employee

Enhancing Infrastructure

- New playground equipment grant has been purchased for \$50,000 for Gray Hawk (Matching funds already raised for this project but need to be raised/identified for Sand Gap and Annville @ \$28,000 each.)

Jackson County PRIDE Program

The PRIDE Program addresses environmental quality through a program that provides leadership regarding the clean up of dumps and litter, implementing proper sewage systems, and educates residents about the importance of environmental quality.

Improving the Quality of Life

- Eleven (11) streams adopted
- 1,707 volunteers worked 3,044
- Fourteen (14) dumps cleaned
- Sixteen (16) roadways cleaned

- 258 tons of white appliances collected
- 22,542 tires collected
- 5,263 bags of trash collected, totaling 656 tons

Creating Economic Opportunities

- The Fiscal Court has received seven (7) community grants and Jackson County Schools received two (2) community grants totaling \$197,000 to clean up four illegal dumps, appliance buy-back, purchase a video surveillance camera, tipping fees for the spring 2001 clean-up, partial funding for the Sand Gap Elementary School wastewater treatment system and recycling equipment
- McKee Elementary, Sand Gap Resource Center, Jackson County School System has received five education grants totaling \$21,185 for two outdoor classrooms, a school-wide recycling program, a recycling learning center and a water quality testing program

Enhancing Infrastructure

- Cumberland Valley Area Development District approved 28 septic system loans in the amount of \$64,820 (as of 2/23/01)
- The City of McKee received \$123,750 Corps of Engineers Section 531 funds to renovate the existing treatment facility and provide service to approximately 470 homes

Jackson County Rehabilitation Industries, Inc. (JCRI)

This company trains manufacturing employees in the skills of the manufacturing parts for Original Equipment Manufacturers. It is a sheltered workshop.

Creating Economic Opportunities

- 70 trainees have left JCRI for employment in the past 4 years

Enhancing Infrastructure

- Because JCRI offered space for an Employment Office in Corbin, a full-time centralized office has opened in McKee, the smallest county in Kentucky with a full-time employment office.
- Provided space and assistance for JOBSTART program operated

Jackson County Water Association

Enhancing Infrastructure

- Water Treatment Plant Expansion
- Raw water reservoir and transmission main

- Sand Gap Pump Station modification
- Morrill Pump Station modification
- New construction of water lines, tanks and pump stations

Jackson Energy Cooperative

Formerly called the Jackson County Rural Electric Cooperative, the organization was renamed Jackson Energy in 1997. Electrical service is provided to a seven-county area (Clay, Estill, Jackson, Laurel, Lee, Owsley and Rockcastle). The mission of Jackson Energy is "To be a consumer driven electric cooperative, responsive to and consistently excelling at meeting member needs and services that improve the quality of life." Jackson Energy is a member of the national rural electric power cooperative known as Touchstone Energy cooperative.

Enhancing Infrastructure

- Added a new substation to increase service reliability in Jackson
- Rebuilt more than 200 miles of line to increase accessibility for repairs and maintenance, as well as upgrade service to co-op members
- Partnered with East Kentucky Power and other cooperatives to offer propane gas sales, to members and non-members, through Jackson Energy Propane Plus.

Jackson Manor

Jackson Manor is a sixty (60) bed facility with fifty (50) nursing facility beds and ten (10) personal care beds.

Enhancing Infrastructure

- New Day Health Care Facility in the old Annville Medical Clinic building for care of adult disabled family members. This gives family care providers the opportunity to work.
- Working to add forty (40) additional Nursing facility beds and twenty (20) Alzheimer's beds (Pending approval from state that is on hold due to a moratorium.)

Kentucky Division of Forestry

Staffed by a Forest Ranger and an eight-person crew, the Division of Forestry operates programs that promote safety and environmental quality.

Improving the Quality of Life

- Stewardship Plans developed for private landowners

McKee Water and Sewer System

Enhancing Infrastructure

- Built a 17 acre lake
- Currently working on a 100,000 gallon water storage tank
- Downtown McKee revitalization of water and sewer lines

Nature Conservancy

A private, not-for-profit corporation dedicated to the preservation and conservation of important natural places. The mission of the Nature Conservancy (Kentucky Chapter) "is to preserve the plants, animal and natural communities that represent the diversity of life on Earth by protecting the lands and waters they need to survive." The Horse Lick Bioreserve, one of two Bioreserves in Kentucky is located in Jackson County.

Improving the Quality of Life

- Received an EPA 319 grant for \$145,000 for BMP installation, environmental education, horse logging workshop and water quality monitoring on Horse Lick Creek
- Participated in a cost share with the U.S. Dept. of Fish and Wildlife to prevent runoff from cattle operations and provide water sources for cattle
- Participated in a cost share with the US Dept. of Fish and Wildlife to prevent runoff from cattle operations and provide water sources for cattle
- Participated in a Kentucky Department of Local Government grant that initiated "Project River" in the local schools
- Worked with PRIDE and the Jackson County School system to procure funding for a new waste water treatment system at Sand Gap School

Northern Jackson County Committee

The Northern Jackson County Committee was formed in 1995 by interested residents to improve the quality of life in their local communities.

Enhancing Infrastructure

- Helped the JCDA in getting KY 89 designated as a Scenic Kentucky Byway
- Arranged for donation of property for Standifer Park
- Participated in local and regional transportation efforts (Jackson County Transportation Committee and the Cumberland Valley Area Development District Transportation Committee)

Improving the Quality of Life

- Planning and participation in dump and road-side pick-ups
- Initiated and participated in appliance pick-up by county
- Participated as a co-applicant for a \$5K Kentucky River and Streams grant
- Initiated idea of Parks and Recreation Director position
- Strongly supported new Sand Gap School
- Contributed to Sand Gap Fire Department
- Appointment of Sand Gap resident to Industrial Development Authority Board

- Sponsor of Bethel Homecoming
- Participant in first Leadership East Kentucky class
- Increased pride in Sand Gap
- Networked with other organizations
- Hosted a reception for the Big Hill road opening and dedication
- Educated and empowered local citizens

Peoples' Rural Telephone Cooperative

Enhancing Infrastructure

- Introduced the following services:
 - Cellular Phone Service
 - High speed Internet Access
 - Paging Capability
 - Tele-Medicine Services
 - Video-Teleconferencing service
 - Fiber Optic service to schools
 - Schools networked
 - Fiber Optic ring to ensure continual service

Tourism Sub-Committee of the E-Z

The Tourism Sub-Committee works to develop strategies to increase tourism in Jackson County.

Creating Economic Opportunities

- Completed a strategic plan for tourism
- Developed and posted a tourism-oriented web site
- Published two promotional brochures
- Developed resource information for small, tourism-related businesses housed at the Jackson County Entrepreneurship Center and the Small Business Administration Office at the Center for Rural Development
- Developed a small loan fund from IDA and other sources for tourist-related businesses, available through the E-Z Office
- Start-up of the annual String Bean Memorial Bluegrass Music Festival
- Reissued Architectural History of an Appalachian Community
- Participant of the pilot Kentucky Artisan Heritage Trails website at www.kaht.net

Enhancing Infrastructure

- Obtained a Community Development Block Grant (CDBG) for streetscape improvements in downtown McKee

Strategic Plan Update Public Meetings

In addition to the work of the consultants and the Strategic Plan Committee in obtaining information to update the strategic plan, two public meetings were held. Scheduled on April 24, 2001 and May 22, 2001, the public meetings were designed to inform the public about the Strategic Plan update process, collect information and identify development directions. Each of the meetings was held at the Jackson County Elementary School McKee from 6:30 – 8:30 p.m. Notices of the public meetings were announced on the radio, posted in the Jackson County Sun and colorful flyers were developed by the consultants and distributed throughout the county by Committee members including:

- Post Office
- Library
- Restaurants
- Churches
- Industrial Park factories
- Medical clinics
- E-Z Office

The Committee members worked to secure door prizes that were given away at each meeting. Similarly, the committee members secured donations of food and arranged the refreshments for each meeting.

April 24, 2001 Public Meeting

The agenda of the April 24th Public meeting included a welcome and orientation to the update process, development of community accomplishments list, a SWOT (Strengths, Weaknesses, Opportunities and Threats) of Jackson County today and a wrap-up session. Materials developed by the consultants were distributed to aid in facilitating public participation. The consultants used a participant recording system whereby each idea or response was recorded with large, bold print onto an index card and posted on a board in an effort to ensure that all ideas were captured. Furthermore, the technology was used to provide affirmation that each idea was heard and aide the participants by reminding them of the ideas already discussed. The responses obtained during the session follow and are broken into the year in which the accomplishment was obtained. (A list of the participants in the Appendix D.) Community Accomplishments were identified for 2001, 2000, 1999, 1998, 1997 and 1996. (Please see Appendix E for a complete list of Accomplishments.)

Meeting participants were divided into groups and delegated the task of addressing Strengths in Jackson County, Weaknesses, Opportunities and Threats (SWOT Analysis). In this case, performing a SWOT analysis involved the generation and recording of strengths, weaknesses, opportunities, and threats concerning the county. The analysis examined internal resources and capabilities (strengths and weakness) and external factors (opportunities and threats). It was conducted because it provides a framework for identifying and

analyzing key features of the community; provides information that can be used to analyze and develop suitable strategies; and assesses competencies. It helps situate the participants to the planning process through the development of shared beliefs. The individual groups developed their own lists and then all of the participants were engaged in an exercise that developed a comprehensive list of findings. The questions addressed in this exercise included:

- What do you see as Jackson County's *greatest* strength?
- What do you see as Jackson County's *greatest* weakness?
- What do you see as Jackson County's greatest opportunity?
- What do you see as Jackson County's greatest threat?

(A complete list of responses to each question is compiled in Appendix F.)

May 22, 2001 Public Meeting

The purpose of the May 22nd Public Meeting was to involve the participants in the identification of strategic directions for future development. Participants were asked to identify community needs (current and future) and development possibilities (current and future). These ideas were first listed on a board and then divided into major subject groups identified by the participants. Finally, the participants indicated their highest priorities. The categories of strategic directions identified include physical infrastructure, educational opportunities, outdoor recreation, land use and conservation, economic opportunities, culture and indoor recreation and community spirit. (A complete list of these categories is found in Appendix G.)

Analysis

Throughout the planning process the consultants identified themes common to the interviews, meetings and discussions. These themes reflect community priorities and provide substantive direction for future planning. The five themes follow:

1. Education is the key to Jackson County's future.
2. Community development (as opposed to physical infrastructure development) and quality of life issues are far higher priorities than seven (7) years ago when the original strategic plan was developed.
3. Economic development is important and, in addition to industrial development in the county's industrial parks, development should be consistent with the County's natural beauty and the rural character of the community (e.g. camping, tourism)
4. Finding ways to involve more people, from all walks of life, in the process of governing is important.
5. Continuing to do well what is working now is important (county government, empowerment zone programs, community partnerships)

In addition to these themes, specific priorities were identified through the public meetings. The following priorities were identified by the public meeting participants as the most important areas to address in the next five (5) years:

1. Improve and Enhance the Jackson County Educational System (7)

2. Improve & Build Infrastructure Which Will Support & Enhance Community Development (6)
3. Develop Outdoor Recreational Opportunities which Enhance Appreciation and Understanding of our Natural Beauty (5)
4. Expand Recreation Opportunities that are Positive for Our Environment (2)
5. Promote Tourism Growth (2)
6. Create a More Inclusive Political Decision-making Process for Our Community (2)
7. Promote Conservation (1)
8. Expand Community Involvement (1)
9. Improve the Quality of Economic Opportunity for All Citizens (1)

Underlying these themes and priorities are the following assumptions:

1. Lifelong education must be supported as it represents the key to economic vitality.
2. Community and economic growth will be undertaken if it serves the community's needs and enhances the quality of life.
3. Diverse community participation in government is important and valued.
4. Serving citizens through excellent services and facilities benefits the community as a whole.
5. Conservation and the preservation of scenic beauty improve the quality of life.
6. Healthy and empowered citizens are the foundation of a strong and vibrant community.
7. Young people represent our future and good jobs should be available so they do not have to move away to find suitable work.

The analysis of available 2000 Census Data and other recent reports indicate:

1. The population of Jackson County is growing and the largest population group is between 18-65 years of age.
2. The smallest component of the population is over 65 years of age.
3. There are more than twice as many people ages 18 and younger as there are over 65.
4. The total number of young people as a percent of the population is declining.
5. Jackson County has little racial diversity although the number of Hispanic people has more than doubled in ten years.
6. In 1999, Jackson County ranked 94th out of 120 Kentucky counties for high school dropouts.
7. A lower percent of Jackson County students go to college as compared with the rest of Kentucky.
8. Median Household Income is growing in Jackson County but is lower than the rest of Kentucky.
9. Jackson County residents earn slightly over one-half of the state median income.
10. Jackson County has been very successful at developing manufacturing jobs.
11. The county unemployment rate has improved, decreasing from 11.1% in 1990 to 4.2% in 2000.
12. A 1997 ranking placed Jackson County as the 70th poorest county in the United States with 30.8% of its residents living below the poverty line.
13. Forty-three percent of Jackson County children 18 years of age and younger live below the poverty line.
14. Jackson County ranks 112 out of 120 Kentucky counties on this indicator of child well being.

15. Since 1998, burley tobacco quotas in Jackson County have been reduced by 61%.
16. In 1997, 1,940 persons were employed at 13 manufacturing sites, a substantial increase from the 216 persons employed at 10 sites in 1992.
17. Gains in tourism employment and expenditures have occurred between 1993 and 1999.
18. In 1993, an estimated 20 persons were employed in the tourism industry. In 1999, that number had risen to 32 persons.
19. The amount of money spent in the county on tourism has also increased substantially.
20. In 1993, total tourism expenditures equaled \$830,362. Expenditures climbed to \$1,209,770 in 1999.
21. The Jackson County home ownership rate exceeds the rate for the state overall.
22. Home ownership rates for Jackson County are 80.1% as opposed to 70.8% for Kentucky.
23. The median sale price for homes in Jackson County is rising.
24. The median sale price of homes for Jackson County was \$34,000 in 1998 and \$35,000 in 1999. No new housing construction projects were started in 2000, as measured by building permits issued for construction.
25. The average household size is 2.52 people.
26. Lung cancer rates for Jackson County nearly double those for the rest of the state.
27. Jackson County ranked 113 out of 120 in the state for child well being.

Recommendations

According to the Economic Development Administration's (EDA's) Comprehensive Economic Development Strategy Guidelines, effective community plans promote economic development and opportunity, foster effective transportation systems, enhance and protect the environment and balance resources through sound management of development. Of course, each community is unique and has its own challenges. The following recommendations reflect the county's expressed desire to now emphasize community development, quality of life, and economic opportunity to a greater extent since considerable infrastructure development has been achieved. They are also based on a thorough evaluation of recent economic and census data and an analysis of progress made since the last plan was developed seven years ago. The following recommendations are divided into the categories of, Economic Opportunities, Quality of Life and Infrastructure. Under each category appears a general goal, followed by objectives and strategies designed to assist Jackson County in achieving the stated goal.

Economic Development

Goal: To continue to increase employment opportunities with an emphasis on creating new jobs, higher earning work and expanding businesses.

Objective 1: Encourage the development and retention of higher paying job opportunities for residents, especially those that will enable young people, the unemployed and underemployed to work in the county and support a family.

Strategy 1: Continue to provide excellent job training to support existing business and industry and grow new ones.

Strategy 2: Promote a diverse economic base where high tech, manufacturing, service, primary and secondary wood manufacturing, retail, human services, tourism and agriculture are all viable components of the economy.

Strategy 3: Attract and grow more jobs involving cultural-heritage tourism, agri-tourism and outdoor recreation (jobs related to camping, horseback trail riding, artisans, etc.)

Strategy 4: Develop, expand and publicize programs and strategies that encourage young people to go to school, get a degree and/or job skills and obtain work in the county.

- Scholarships
- Internships
- Entrepreneurship Training
- Low-Interest Student Loans

Strategy 5: Recruit more industry, particularly higher paying industry, and ensure that the workforce is trained with necessary skills for success.

Strategy 6: Plan for the continuation of E-Z business support programs after the end of the grant.

Objective 2: Build or create new markets for businesses and agricultural products, especially those related to tourism, farms, wood manufacturing and culture.

Strategy 1: Utilize technology to level geographic barriers and increase commerce.

- E-commerce
 - KentuckyVirtual.com (Kentucky products marketed on line.)
- Web-based services
 - Kentucky Artisan Heritage Trails

Strategy 2: Take advantage of state-supported marketing initiatives

- Kentucky Craft Marketing Program (State Cabinet for Education, Arts and Humanities)
 - Juried artisan products
 - Juried body products (soap, lotions, etc.)
 - Juried food products
 - Juried books, CD's, tapes
 - Juried photography
- Kentucky Food Products Directory (State Department of Agriculture)
 - "Pride of Kentucky Logo"
- Kentucky Farm Bureau's Certified Roadside Farm Market Directory (www.kvfb.com)
- Pride of Kentucky Products Guide (State Department of Agriculture)
- Future Agri-Tourism publications (State Department of Agriculture)
- Kentucky Secondary Wood Manufacturing Directory (Kentucky Wood Products Competitiveness Corporation, Frankfort)
- Southern and Eastern Kentucky Tourism Development Association

Strategy 3: Work to develop alternative agricultural crops to replace the household income lost by tobacco and develop a diversified, sustainable agricultural base. (See Strategy 2, above.)

- Educate farmers about alternative crops and farm-related businesses and resources.
- Identify grant writing support for farmers.
- Develop New Economy partnerships with University-based projects to develop new plant-based pharmaceuticals
- Pursue developing opportunities in state Agri-Tourism program by encouraging farms to develop special activities, tours, products and services to attract tourists.
- Partner with Madison County in support of the development of a year-round farmers market

Strategy 4: Expand new outdoor recreation opportunities

- Horse Trails and camping facilities with stables
- Scenic tours in vehicles with interpretive services
- Golf Course
- Develop Rails to Trails Program

Strategy 5: Continue to provide excellent services for citizens through public facilities that are pleasant, accessible and user-friendly.

- Court House
- Public Parking
- Government Programs

Objective 3: Provide life-long learning opportunities for Jackson County residents.

Strategy 1: Continue and accelerate efforts to improve the county's primary and secondary school system.

- Increase parental involvement in county education efforts.

Strategy 2: Expand support and resources for students wishing to attend college.

- Full-time college students
- Part-time college students

Strategy 3: Provide work experiences for college students that complement their career goals and encourage them to stay in Jackson County after graduation.

- Internships
- Co-op Work Programs
- Flexible Work Time
- Summer/Holiday Employment

Strategy 4: Create ongoing mechanisms for identifying and addressing training needs of county residents and employers.

Strategy 5: Increase residents' awareness of long-distance learning programs, such as KET and on-line courses offered through Kentucky Virtual University and Eastern Kentucky University.

Strategy 6: Implement a county workplace literacy program where literacy skills are taught in the workplace.

Strategy 7: Continue plans for a new library and for increasing holdings, technology and services of the facility.

Strategy 8: Develop select opportunities to draw elementary and secondary students into the process of government to encourage their interest and participation in the community.

- High School based entrepreneurship training
- Board appointments designated to youth representatives
- Youth representation at planning meetings

Objective 4: Expand At-Home Employment Opportunities.

Strategy 1: Increase home-based businesses through participation in regional and statewide marketing programs

- Kentucky Artisan Heritage Trails
- Agri-Tourism Tours and Products
- New Economy

Objective 5: Attract More Industry into Jackson County's Industrial Parks.

Strategy 1: Work with existing industry to identify other industries, including those that would complement existing industries' operations and begin the formation of industry clusters.

Strategy 2: Develop a new spec building with the design and intent to serve as an industry incubator facility.

Strategy 3: Continue to market the competitive advantages of locating or relocating an industry in Jackson County due to the federal Empowerment Zone Status.

Objective 6: Increase Tourism and Travel Expenditures and Employment in Jackson County

Strategy 1: Develop additional outdoor recreation attractions and services.

Strategy 2: Increase marketing of Jackson County as a tourism destination.

Strategy 3: Improve Tourist Information Services

- Welcome Center
- Hospitality training for service sector employees
- Web site
- Regional and statewide partnerships
 - Renfro Valley's Kentucky Music Museum
 - Berea's Kentucky Artisans Center at Berea
 - Kentucky Artisan Heritage Trails

Strategy 4: Hire a Tourism Director

- Participate routinely in state tourism meetings and Appalachian Heritage Highways (AHH)

Quality of Life

Goal: To enhance the quality of life for Jackson County residents of all ages so they may live with dignity and with respect for their environment, culture, heritage, and physical and emotional well-being.

Objective 1: Elevate the level of health of Jackson County residents.

Strategy 1: Develop and present ongoing educational programs about health risks, lifestyle choices, nutrition, and exercise.

Strategy 2: Develop additional facilities and programs for recreation and exercise for residents, such as a public swimming facility, bike and walking trails, and playgrounds.

Strategy 3: Conduct a health care assessment focusing on existing services and needs of the community.

Strategy 4: Continue recruiting health care professionals to the county.

Strategy 5: Obtain funding to conduct an annual healthcare screening service that is low or no cost.

Objective 2: Enhance the availability of and involvement in cultural activities.

Strategy 1: Improve area festivals to also highlight the culture of Jackson County

Strategy 2: Develop cultural/recreational activities geared toward the county's youth.

Strategy 3: Encourage incorporation of local culture into educational curricula

- mentorships/apprenticeships in traditional crafts (Kentucky Arts Council)
- Artist in residence program in local schools
- Develop a local community theater
- Develop a local children's theater

Objective 3: Improve the quality of the environment.

Strategy 1: Provide education to residents about the environment, land use, and conservation practices.

Strategy 2: Create a Nature Center.

Strategy 3: Continue clean up efforts along Jackson County's roadsides.

Strategy 4: Continue clean up of Jackson County dumpsites.

Strategy 5: Expand citizen participation in the PRIDE Program. Work to involve more young people.

Strategy 6: Increase integration of environmental education into the county school curriculum.

Strategy 7: Develop an Adopt a Spot Program whereby community groups plant flower gardens in public spaces.

Objective 4: Increase access to and use of technology.

Strategy 1: Develop a program with the Vocational School to offer affordable computers, computer training and support to increase the use of home computers.

Strategy 2: Increase the availability of cable television to county residents.

Objective 5: Improve the well-being of Jackson County children.

Strategy 1: Create educational programs for parents, focusing on the prevention of child abuse and neglect.

Strategy 2: Increase efforts to identify at-risk mothers and children and connect them with needed services.

Strategy 3: Continue economic development initiatives that provide adequate wages to reduce the child poverty levels.

Strategy 4: Continue efforts to train child-care workers and to provide high quality childcare to Jackson county children.

Objective 6: Increase citizen participation in county initiatives and governance.

Strategy 1: Develop a plan for advertising meetings, soliciting volunteers, and disseminating initiative results targeting diverse audiences.

Strategy 2: Involve high school and college youth in county activities, boards, and committees.

- Form Community Council at the high school.
- Make needed bylaws changes in county organizations to include student representation

Strategy 3: Create a Newcomers Club to acquaint new county residents to programs and opportunities to get involved in county activities.

Strategy 4: Organize an annual county social event to review and celebrate county accomplishments.

Strategy 5: Move the location of fiscal court, E-Z board, and school board meetings to different areas of the county. Invite someone to host the meeting and to make a brief presentation about their group or area of the county.

Strategy 6: Create a suggestion box for the county courthouse.

Infrastructure

(These will be amended once 2000 Census Data are available.)

Goal: Improve Jackson County's infrastructure to support economic development and an enhanced quality of life for county residents.

Objective 1: Continue to improve the transportation system to increase accessibility and safety.

Strategy 1: Continue advocacy efforts with state and federal agencies to improve highways, such as S.R. 421 and S.R. 30.

Strategy 2: Explore the feasibility of establishing a small craft airport in conjunction with Lee and Owsley counties.

Objective 2: Provide a safe and adequate water supply to all residents and businesses in the county.

Strategy 1: Continue to expand the availability of county water to rural properties.

Strategy 2: Continue work on Jackson County Reservoir project as the county's main source of water.

Objective 3: Upgrade other utilities (i.e., gas, cable, telephone, internet access) for residents and businesses.

Strategy 1: Conduct a countywide needs assessment to identify utility needs.

Strategy 2: Develop a plan for upgrading the identified utilities, identifying funding sources, and submitting applications for upgrade funding.

Strategy 3: Continue efforts to provide low to no-interest rate loans for sewer system installation through the PRIDE program and Jackson County Health Department.

Appendix A

Economic Development Readiness Assessment: Type I Communities

Appendix A

Economic Development Readiness Assessment: Type I Communities

This assessment is designed for communities with less than 10,000 population, many of which are primarily located in a rural area.

Part One – General Community Information

The purpose of Part One is to collect basic information about your community. If you cannot answer all of the questions in Part One, you should not complete Parts Two and Three of the assessment.

Name of Your Organization: Jackson County McKee Industrial Development Authority

Address: P.O. 789

| | | | |
|------------------------------|-------------------|---------------------------|------------|
| City: McKee | County: Jackson | State: KY | Zip: 40447 |
| Your name: Rodney Chrisman | | Title: Chair | |
| Your telephone: 606-287-8395 | Fax: 606-287-8396 | E-mail: EZDEV@PRTCNET.ORG | |

Do you currently work full-time in economic development?

- Yes (complete the assessment for Type 2 Communities)
- No (complete this form)

How many years have you been involved in economic development? 15

1.1 Please provide the following information about your (county) population.

| | <u>1990</u> | Most recent year <u>1999</u> | Don't <u>Know</u> |
|---|-------------|---------------------------------|--------------------------|
| Population | 11,955 | 13,495 (00') | <input type="checkbox"/> |
| Net migration (population minus births less deaths) | | +652 | <input type="checkbox"/> |
| Per capita income | 8,676 | 14,611 (98') | <input type="checkbox"/> |
| % of population below the poverty level. | 38% | 34.8% (95') | <input type="checkbox"/> |
| % of population under age 18. | 28% | 27.5 | <input type="checkbox"/> |
| % of population over age 65. | 5.5% | 6.1 | <input type="checkbox"/> |

1.2 Please indicate the size of your (county) employment base and unemployment rate?

| | <u>1990</u> | Most recent year <u>2000</u> | Don't <u>Know</u> |
|---------------------------|-------------|---------------------------------|--------------------------|
| Number of Employees | 2,160 | 6,661 | <input type="checkbox"/> |
| Unemployment Rate | 11.1 | 4.3 | <input type="checkbox"/> |

1.3 Please provide the number of employees by sector for your (county).

| | <u>1990</u> | Most recent year <u>1997</u> | Don't <u>Know</u> |
|--|-------------|---------------------------------|-------------------------------------|
| Agriculture, forestry, fishing | 359 | | <input checked="" type="checkbox"/> |
| Mining | NA | NA | <input checked="" type="checkbox"/> |
| Construction | | 70 | <input type="checkbox"/> |
| Manufacturing | 708 | 1024 | <input type="checkbox"/> |
| Transportation, communication, utilities | 297 | 278 | <input type="checkbox"/> |
| Wholesale trade | | 263 | <input type="checkbox"/> |
| Retail trade | 273 | | <input checked="" type="checkbox"/> |
| Finance, insurance, real estate | | | <input checked="" type="checkbox"/> |
| Services | 362 | 393 | <input type="checkbox"/> |
| Government | | 658 | <input type="checkbox"/> |
| Other | | 2831 | |

1.4 Please list and describe the five largest private sector (non-governmental) employers in your community.

| | <u>Name of Employer</u> | <u># Employees</u> | <u>Type of Business</u> | <u>Year Began</u> |
|----|------------------------------------|--------------------|-------------------------|-------------------------|
| | | | | <u>At This location</u> |
| 1. | Mid South Electronics | 763 | Mfg. | 1986 |
| 2. | Speciality Defense Sys. | 250 | Mfg. | 1995 |
| 3. | Phillips Diversified Mfg. | 143 | Mfg. | 1995 |
| 4. | Jackson Energy | 128 | Utility | 1938 |
| 5. | Jackson Co. Rehabilitation Inc. | 72 | Mfg. | 1997 |

1.5 What were your community's real property tax revenues in:

Most recent year (enter year) _____ \$ _____

1.6 What were the net number of new businesses and net number of new jobs in your county in the following time period?

| | 1995-most recent year (specify year) <u>2000</u> | Don't Know |
|------------------------------|---|--------------------------|
| Net number of new businesses | <u>9 (industrial)</u> | <input type="checkbox"/> |
| Net number of new jobs | <u>2,441</u> | <input type="checkbox"/> |

1.7 What is the primary business development objective for your community?

economic growth, sustainability, & diversification

1.8 Describe the economic development problems faced by your community.

water resources

infrastructure/roads

geographic isolation

education

financial resources

**This is the end of Part 1 – Basic Information.
IF ALL QUESTIONS IN PART 1 ARE NOT ANSWERED, DO NOT COMPLETE THE
REMAINDER OF THE QUESTIONNAIRE**

Part Two – Measuring Infrastructure

The purpose of Part Two is to learn about the community's infrastructure problems, and whether there is sufficient information to identify specific areas for corrective action.

Physical Infrastructure

| 2.1 How many miles is your community from a | <u>Number of Miles</u> | <u>Don't Know</u> |
|--|------------------------|--------------------------|
| Metropolitan Statistical Area (MSA) | 70 | <input type="checkbox"/> |
| Interstate highway interchange | 40 | <input type="checkbox"/> |
| Navigable river | 70 | <input type="checkbox"/> |
| Deepwater port | 600 | <input type="checkbox"/> |
| Airport with scheduled commercial service. | 70 | <input type="checkbox"/> |

- 2.2 Does your community have a local airport?**
 Yes → (if have a local airport)
 No Check if the airport has a Fixed Base Operator (FBO).
 No local airport How long is the longest runway? _____ feet
 Don't know

- 2.3 Does your community have active rail service?**
 Yes (if yes) how many miles is it to the nearest piggy-back service? _____ miles
 No
 Don't know

- 2.4 a. Does your community have local Internet dial-up or other forms of Internet access locally?**
 Yes
 No
 Don't know

- b. Do you have high-speed communications services for businesses? (e.g., T-1, DSL, ISDN)**
 Yes → (If yes) Are the rates for these communications services for businesses similar to those in major metropolitan areas?
 No Yes
 Don't know No
 Don't know

- 2.5 Does it take longer than six months to install telephone service to a large user?** Yes No Don't Know

- 2.6 Does it take longer than six months to install large blocks of electrical capacity?** Yes No Don't Know

2.7 Please check the boxes to indicate how many large users your utilities can handle.

| Utility | Can handle 2-3 additional large users without new investment | Can handle 1 additional large users without new investment | Can handle no additional large users without new investment | Utility is not available locally |
|--|--|--|---|----------------------------------|
| Water | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Wastewater | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Electricity | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Gas | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Solid waste service via state permitted landfill | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2.8 How much of your industrial and commercial areas are served by water and sewer systems?

- All
- Most
- Some
- None
- Don't know

2.9 (Skip if wastewater service is not available)

Please indicate any problems or concerns with your wastewater system.

2.10 a. Does the community have an industrial park available for development?

- Yes (if yes, answer Questions 2.10b and 2.10c)
Please indicate the year the park first opened for occupancy _____
- No

b. Which of the following types of infrastructure are currently available in this park? (check all that apply)

- Roads
- Rail, other transportation
- Water and sewer
- Natural gas
- Electricity
- High-capacity telecommunications services
- Subsidized land prices
- Speculative or available building
- Other (please describe) incubator building

c. Does the park currently have at least one industrial or commercial occupant?

- Yes
- No
- Don't know

2.11 What percentage of the downtown business district is vacant?

- 0-10%
- 10.1-25%
- 25.1-50%
- More than 50%

2.12 Has your community experienced 2 or more major natural disasters (e.g., hurricane, tornado, severe flooding, earthquake) in the last 5 years?

- Yes
- No
- Don't know

Human Resource Infrastructure

| | | | |
|---|-------------------------------------|--------------------------|--------------------------|
| | <u>Yes</u> | <u>No</u> | <u>Don't Know</u> |
| 2.13 Is there a four-year college or university within 30 miles from the town or city center? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | | | |
|---|-------------------------------------|--------------------------|--------------------------|
| | <u>Yes</u> | <u>No</u> | <u>Don't Know</u> |
| 2.14 Is there a community college, technical institute or other postsecondary educational institution within 30 miles from the town or city center? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | | | |
|---|--------------------------|-------------------------------------|--------------------------|
| | <u>Yes</u> | <u>No</u> | <u>Don't Know</u> |
| 2.15 Can the public school system absorb 10 percent more students without overcrowding classrooms or needing new buildings? | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

| | | |
|---|------------------------------------|--------------------------|
| | Most recent year <u>1993-99</u> | <u>Don't Know</u> |
| 2.16 Please provide your (county's) high school completion rate. High school completion rate. | <u>9%</u> | <input type="checkbox"/> |

2.17 Which of the following programs are available in the public school system: (indicate all that apply)

- Apprenticeship program
- Internship program
- Mentoring program with local businesses
- Entrepreneurship program
- Computer science or programming
- Other (please describe) _____
- Don't know
- None of the above

2.18 Is an adult literacy program available in your community?

- Yes
- No
- Don't know

2.19 For your (county), please provide information for the following for the most recent year available: (indicate year)

| | Most recent year <u>2000</u> | <u>Don't</u> <u>Know</u> |
|--|---------------------------------|-----------------------------|
| Number of physicians per 1,000 population | <u>1</u> | <input type="checkbox"/> |
| Percentage of registered voters who voted in the last presidential general election | <u>49%</u> | <input type="checkbox"/> |

2.20 a. What was the total number of single family housing permits in your (county) in the most recent year?

| | Most recent year <u>2000</u> | <u>Don't</u> <u>Know</u> |
|---|---------------------------------|-----------------------------|
| Total single family housing permits | <u>200</u> | <input type="checkbox"/> |

b. What percentage of new single family housing permits is for mobile homes?

- 0-25%
- 25.1-50%
- 50.1-75%
- More than 75%

2.21 Does your community have a community center or other facility for public gathering?

- Yes
- No
- Don't know

Local Government/Public Policy Infrastructure

2.22 Does the local government have a recent comprehensive land use plan? Yes No Don't Know
(If yes) Please provide year of most recent plan or revision

2.23 Does the local government have a formal zoning process? Yes No Don't Know

2.24 Has the local government participated in any of the following regional activities?
(check all that apply)

- Merged or consolidated provision of services between 2 or more jurisdictions →
- Regional land use planning
- Joint development authority or enterprise
- Other (describe) _____
- Don't know

(if merged or consolidated services checked)
What consolidated services are provided? _____

2.25 Does the local government have a recent solid waste management plan? Yes No Don't Know

(If yes) Please provide year of most recent plan or revision 2000

2.26 Has the local government been selected to a city recognition or downtown redevelopment program? Yes No Don't Know

(If yes) Please provide most recent year of selection _____

2.27 Please describe the local government's bonding capacity for capital projects.

- Substantial bonding capacity is available
- Some bonding capacity exists
- No additional bonding capacity exists; government is at or over the limit
- Don't know

2.28 a. Has a local bond/tax referendum been passed by voters in the last 3 years?

- Yes → What type/types of bonds or taxes? _____
- No
- Don't know

b. Has a local bond/tax referendum been defeated by voters in the last 3 years?

- Yes → What type/types of bonds or taxes? _____
- No
- Don't know

2.29 In the past 3 years, has the local government received a grant to support economic development from: Yes No Don't Know

Any state agency

Any federal agency X

This is the end of Part Two – Measuring Infrastructure.

Part Three – Measuring Economic Development Processes

The purpose of Part Three is to learn about the community's economic development processes, and whether there is sufficient information to identify specific areas for corrective action.

Organizational Processes

3.1 Which of the following is the lead organization for economic development in your community?(check one)

- Chamber of commerce
- Industrial or economic development authority
- City or county government office
- Other (please describe) _____
- No lead organization
- Don't know

3.2 Please estimate the economic development budget for the community in the past 3 years

| | | |
|------------------|-------------------------------|---------|
| Year <u>2000</u> | Budget \$ <u>250,000.00</u> | approx. |
| Year <u>1999</u> | Budget \$ <u>500,000.00</u> | approx. |
| Year <u>1998</u> | Budget \$ <u>1,000,000.00</u> | approx. |

3.3 a. How many full-time equivalent paid staff work on economic development? 1
(skip to the end if full-time equivalent staff is 0)

b. How many staff members have a professional economic development certification (e.g., C.E.D.)? 0

Don't know

c. Have any of the staff participated in state or local formal leadership programs?

- Yes
- No
- Don't know

3.4 Which of the following committees does the lead economic development organization have? (check all that apply)

- Workforce
- Tourism
- Existing industry
- Entrepreneurship
- Technology
- Marketing
- Budget/finance
- Other (please describe) _____
- No committees

3.5 Please indicate which working relationships between the lead economic development organization and the following could be most improved: (check all that apply)

- Local banks
- Local tourism-related businesses (e.g., hotels, restaurants, parks)
- Other local economic development organizations in your community
- Local city/county government
- Local citizens groups
- Economic development organizations or local governments in other cities or counties
- State economic or community development agency
- Regional planning agency/economic development district
- Community college or technical institute
- Four-year college or university
- Unions
- Utility company
- Other (please describe) _____

Information Systems

3.6 a. Is basic information about any of the following in your community collected? (check all that apply)

- Existing business and industry
- Tourism resources
- Commercial and industrial properties
- Demographic information
- Educational information
- Existing labor availability and compensation
- Local employers' future demand for labor and future supply of labor
- Business assistance sources
- Other (please describe) _____
- Don't know (skip to 3.7)

b. For each type of information you checked in 3.6a, please indicate how often it is updated.

| | <u>Quarterly</u> | <u>Annually</u> | <u>As Needed</u> |
|-----------------------------------|--------------------------|--------------------------|-------------------------------------|
| Existing business, industry | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Tourism resources | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Commercial, industrial properties | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Demographic information | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Educational information | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Labor availability, compensation | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Future labor demand and supply | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Business assistance sources | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

3.7 c. For each type of information you checked in 3.6a, please indicate how it is presented.

| | <u>Paper-based brochure</u> | <u>Paper-based report</u> | <u>CD-Rom, video</u> | <u>Web site</u> |
|-----------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Existing business, industry | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Tourism resources | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Commercial, industrial properties | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Demographic information | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Educational information | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Labor availability, compensation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Future labor demand and supply | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Business assistance sources | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

3.8 Please describe your use of the following technologies.

| | <u>Currently use</u> | <u>Plan to use</u> | <u>Do not plan to use</u> | <u>Don't know</u> |
|--|----------------------|--------------------|---------------------------|-------------------|
| Laptop computer. | X | | | |
| Presentation software (e.g., Power Point) | X | | | |
| E-mail | X | | | |
| Word processing software (e.g. Word). | X | | | |
| Spreadsheet/budgeting software. | X | | | |
| Web-based research service (e.g., Lexis/Nexis) | | | | |
| Digital assistant (e.g., PalmPilot) for remote services. | | | | |
| Call forwarding service. | X | | | |
| Remote access to electronic communications services (e.g., email, calendar) without laptop | | | | |

3.9 a. Is there a written economic development plan for your community?

- Yes → Please provide year of most recent plan or last revision 2001
- No (skip to 3.8)
- Don't know (skip to 3.8)

b. Which of the following is contained in the written economic development plan?

(check all that apply)

- Demographic and socioeconomic analysis
- Target segment analysis
- Strengths and weakness analysis
- Financial/budget plan
- Comparative analysis between the community and similar communities
- Tourism plan
- Business retention and expansion plan
- Infrastructure development plan (e.g., utilities, sites, buildings)
- Incentive policy
- Other (please describe) _____

3.10 a. Does the lead economic development organization have a formal system for tracking results against economic development objectives?

- Yes
- No (skip to 3.9)
- Don't know (skip to 3.9)

b. Which of the following types of measures does the measurement system contain? (indicate all that apply)

- Number of prospect visits
- Number of new business locations (if checked, answer **3.10c**)
- Number of existing businesses that expanded
- Number of existing businesses that would have closed or moved, but stayed as a result of assistance received through the economic development organization
- Number of new business startups
- Increases or decreases in the number of jobs
- Increases in capital investment
- Other (please describe) _____

c. Does the system track: (check all that apply)

- Leads from advertising
- Leads from other economic development organizations
- Leads from telephone calls
- Site visits or surveys to existing industry
- Number of information packages mailed
- Number of presentations
- Trade shows or marketing trips
- Leads generated by Web site
- Reasons prospects do not locate
- Reasons existing businesses and industries move or close

3.11 Which of the following sources does the economic development organization use to develop strategies and services? (check all that apply)

- State, regional, or national professional economic development association meetings
- Regular meeting with state economic development professionals
- Economic development trade journals and publications
- General business trade journals and publications
- Suggestions from community leaders
- Other (please describe) _____

3.12 a. Has the lead economic development organization conducted a formal survey in the last 3 years?

- Yes
- No
- Don't know

b. What was the subject of the survey?

- Existing business retention and expansion
- Planning
- Tourism
- Customer satisfaction
- Other (please describe)_____

Services

3.13 Please check boxes if the community has at least one annual:

- Industrial/commercial recognition event?
- Major tourism event (e.g., festival, fair)?

3.14 Which of the following entrepreneurial services does your community have? (check all that apply)

- Small Business Administration or other guaranteed loans
- Special loan programs for entrepreneurs
- Revolving loan programs
- Business development incubator
- Local courses and workshops on entrepreneurship
- Management and technical assistance
- Other (please describe)_____

*The Assessment is complete.
Thank you for your time and effort.*

Appendix B
List of the Jackson County Development Association's Strategic Planning
Committee

1. Ann Gabbard
2. Devonna Hisel
3. Elaine Bentencort
4. JoAnne Moore
5. John Henry
6. Lowell Wagner

Appendix C
Survey Instrument for the Jackson County Strategic Plan Update

Name or Organization:

Date:

Contact Person:

Phone:

E-mail:

The 1995 Jackson County Strategic Plan identified three key areas for development: 1) creating economic opportunities; 2) enhancing infrastructure; and 3) improving the quality of life for county residents. It is time to update the 1995 Strategic Plan. The information provided here is extremely important. We appreciate the time given to provide this information to the Planning Committee.

A. Please list the activities performed by your agency/organization since 1995 that relate to the key areas, above. Please be as specific as possible in your response and organize your information in the following manner:

- I. Description of Activity
- II. Date of Completion (or proposed completion)
- III. Outcomes of Activity – These can be quantitative outcomes, such as so many new jobs created, or qualitative outcomes, such as partnerships between organizations that were enhanced.

B. Finally, please provide suggestions to the Strategic Planning Committee that might be included in the updated strategic plan.

Appendix D
List of Participants at April 24, 2001 Public Meeting

Those attending the meeting include: Anne Gabbard, Beth Tillery, Charles Parker, Darlene Hensley, Diana Cox, Donna Gibson, Elaine Betoncourt, Elsa Ramsey, Eugene Cox, Fletcher Gabbard, George Ferrell, Gloria Margison, JC Dunsil, John Henry, Judy Schmitt, June Welch, Lowell Wagner, Marie Rader, Mary Ann Keck, Mary Dormody, Mary Moore, Raymond Hallar, Tommy Slone, and Wilma Issacs

Appendix E
Accomplishments Identified in the April 24, 2001 Meeting

2001 Accomplishments

Participation in Appalachian Heritage Highways (Kentucky Arts Council)
1000 new jobs created since E-Z designation
New Jackson County Travel Brochure
DES Office
New water treatment plant expansion funded
McKee Police Station
Beginning of new vocational school and theatre
21st Century Grant for After School Programs
Phase 1 Tobacco Settlement
McKee Water Tower Project
Grant for clean-up of illegal dump
3 new restaurants (Subway, Kenny's, Marlene's)
Progress toward construction of lake
Number of welfare families decreased to 40
Doctor clinic in Annville
30 new small businesses
Large Businesses expanded including

- Flatrock Furniture
- Image Entry
- Mid-South Expansion
- Stonewall Jackson
- JC Tec
- Eaglenet
- Phillips Diversified Expansion

Lady Generals #1
New DUI counselor in county
Golf Course planning development

2000 Accomplishments

CDBG for McKee beautification
New Employment Office in McKee
E-Z Extension
Annville Post Office
Purchased land and equipment for new library
Ambulance Service Building
New Water Lines
New Water Supplies
One Stop Shop (VA-Dept. of Blind)
Improved Volunteer Fire Departments
New Child Care Facilities in Annville (grant received, construction underway)
Courtroom renovation

1999 Accomplishments

Folk Life Festival
Chamber of Commerce
Mandatory Garbage Collection
Grant for Job Training at JCR Industries
Big Hill construction
\$900,000 School-to-Work Grant
Salary for Parks and Recreation Director
KY Highway 30 on 6-year plan
New Extension Office

1998 Accomplishments

Incubator Building
Recycling Center
Vision 2000
EPA 319 Grant for Nature Conservancy
Annville sidewalk, etc. improvements
Jackson County Health Improvement Partners
Housing (Park Ridge Apartments)
Rt. 89 Scenic By-Way Designation
Adult Day Care Center
Welfare Reform Plan
CenterNet

1997 Accomplishments

Spec Building in Industrial Park
White House Clinic Expansion
Specialty Plastics Expansion
PRIDE Program began
Golf Course Feasibility Study conducted
CAP Job Start Program

1996 Accomplishments

Jackson County Entrepreneurship Center
Martin School Environmental Education Center
Citizens Bank
CAPFCU
Finished first Jackson County Strategic Plan

Appendix F

STRENGTHS (i.e. What do you see as Jackson County's greatest strength?)

Families
Geographic location
"Fish Bowl" society
Representative Marie Rader
Size and population
Ingenuity & Craftsmanship
Empowerment Zone
Natural Beauty/outdoor recreation
People Working Together
E-Center
Public Support of Leadership
Good Leadership
Good Work force
Programs Creating Changes
Good citizens
Radio Topics Related to Jackson County
Strong Families
Work Opportunities

WEAKNESSES (i.e. What do you see as Jackson County's greatest weakness?)

Factionalism
Lack of parental/community involvement in education
Mediocre interest in education
Fighting factions
Geographic Location
Industries owed outside the county
Industry leaders not involved
Official institutions discourage public participation
Politics
"Fish-bowl" society
Vacant Building
Lack of good-paying jobs
Turf protection among county agencies
Lack of Opportunities for youth
Roads
Local trash haulers should be hired
Irregular trash pick up
Low tax base
Over-emphasis on sports and winning
Minimal support for arts and humanities

OPPORTUNITIES (i.e. What do you see as Jackson County's greatest opportunity?)

JCR Industries, Inc.

New Vo-Tec School
Geographic location
Get more people involved
Regional vegetable co-op (Whitley)
Regional Farmers market (Madison)
Regional Beef Facility (Laurel)
Lake
Improved Roads
Developing New Retail Stores
Employment office
Diversity of employment opportunities
Variety of crops
Outdoor recreation
Improved roads
Improved news media
CenterNet
Smallest county with full-time employment office

THREATS (i.e. What do you see as Jackson County's *greatest* threat?)

Teen pregnancies
Illegal drug traffic
Inadequate Health Care after hours
Cost of Medicine
Economic Downturn
Changes in Tobacco Program
Water shortage
Geographic location
Loss of Tobacco
Economy
Work Attitudes
Young people leave county
Drop out rate 40% in 2000
Lack of level playing field in education
Children need to be first priority

Appendix G

PHYSICAL INFRASTRUCTURE

Tourist Center
More Public Libraries
New Library
Interesting Architecture
Better Housing
New Highway 30 Complete
Sewer System in Annville
County and City Signage
Better, More Affordable Public Transport
Cable TV Available to All
New Water Plant
Water Reservoir
New Courthouse Annex
Improve Quality of Life in Jackson County Through Better Infrastructure
Improve and Build Infrastructure Which Will Support & Enhance Community
Development *****
Old McKee High School has Been Renovated and Put to Use

EDUCATIONAL OPPORTUNITIES

Nature Center
Vocational School Complete
Better School System
Kids Are Really 1st at School
Reduce Drop Out Rate to 10%
Ensure Growth in Quality Education
Jackson County Will Improve the School System
Improve and Enhance the Jackson County Educational System*****

OUTDOOR RECREATION

Broaden Outdoor Recreation Opportunities
Expand Recreation Opportunities That Are Positive For Our Environment **
Develop Outdoor Recreational Opportunities Which Enhance Appreciation
And Understanding of Our Natural Beauty*****
Promote Tourism Growth**
Jackson County Will Promote Conservation*
New Lake with Recreation/Camping
Campground-- Improved and Primitive
Public Swimming Pool
Golf Course Expansion
Golf Course
Bike and Walking Trails
Improved Park (Playgrounds)
Recreation Program & Staff—Soccer and Football, etc.
Create Recreation Opportunities that Fit Everyone

LAND USE AND CONSERVATION

Farmland and Woodland Preservation

Land Use Planning "Zone"
Roadsides are Clean; Illegal Dumps are Gone; Beautiful
Flowers Grow; We see PRIDE
Clean Roadsides
Clean Highways
All Dumps Cleaned Up
Clean Creeks/Streams
Clean, Mowed & Maintained Roadsides

ECONOMIC OPPORTUNITIES

Poverty Rate Decreased to Below State Average
Farm Produce
Quilt Shop
Clothing Stores
Citizens Working at Home
Bakery
Small Arts & Crafts Businesses are Thriving
Share Our Crafts with Other Areas
More Industry
New Businesses
Unemployment is at 3%
Improve Quality of Economic Opportunity for All Citizens*
Create Diverse Economic Opportunities for Jackson County Citizens

CULTURE AND INDOOR RECREATION

Mountain Heritage Center—Cultural, Natural, Ancestral
New Welcome Center—Big Hill
Local Museum
Community Theatre Program
Community Theatre or Center
Lincoln Hall Renovated
Community Craft Co-op
Community Theatre
Veterans' Parks (Sand Gap & McKee)
Youth Center
Local Jam Session Facility
Entertainment
Improve Access for Citizens to Cultural Activities

COMMUNITY SPIRIT

More People are Engaged in Civic Activities/Organizations
More "Native" Jackson County Involvement
More Parental Involvement in Education
Everyone Feels Included
More Town Meetings in Smaller Communities
Politics is Less Influential in Schools & Other Community Institutions
"Up Play" Our Image
Interest in Others
All Organizations Working Together (Gov., Bus., Ind., Groups)
Community Cooperation i.e. I Love Gap and I'm From Annville
People Seem Happy
Downtown McKee, Annville, and Sand Gap are Beautiful

Diversity
Natives Who Have left are Investing Heavily in Jackson County Enterprises
Expanded Community Involvement *
Create a More Inclusive Political Decision-Making Process for Our Community**

