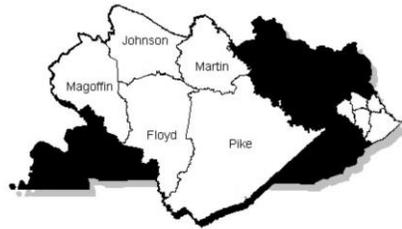


2019 Big Sandy Area CEDS Update

Comprehensive Economic Development Strategy



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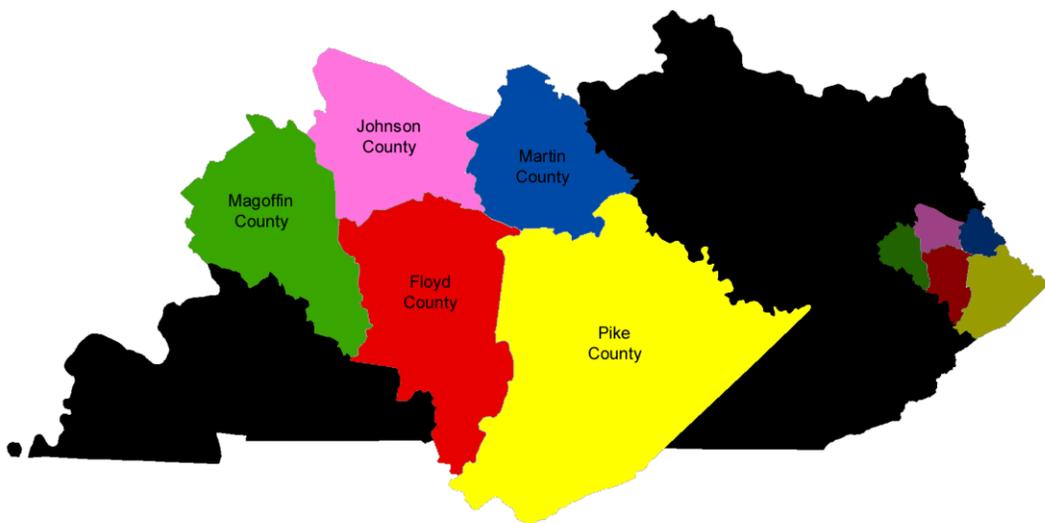
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Comprehensive Economic Development Strategy

2019

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Big Sandy Area Development District



Our Purpose

To provide those citizens of Kentucky living in Floyd, Johnson, Magoffin, Martin and Pike counties a regional leadership forum, responsible for area wide planning and coordination of service and development projects undertaken in cooperation with the Commonwealth of Kentucky and designated agencies of the federal government.

To serve the member jurisdictions, their subdivisions, and non-profit groups related thereto, as a legally constituted body capable of performing administrative services and implementing programs and projects which improve the quality of life in the region.

To support, assist, and promote private sector developmental and entrepreneurial efforts within the region so as to enhance employment opportunity and to bring about a greater diversification in the base elements of the region's economy.



I. Executive Summary

2019 CEDS

Big Sandy Comprehensive Economic Development Strategy

The 2019 Big Sandy Comprehensive Economic Development Strategy (CEDS) is a result of the gathering of information and the participation by various key stakeholders interested in community and economic development that include representatives from chambers of commerce, tourism organizations, industrial authorities, local elected officials, workforce development agencies, educational institutions, and citizenry. The process involves a look at current activities, stakeholder strategic plans, and current conditions that results in identifying future goals for the region and the strategic actions necessary to achieve those goals. It is intended to be a guide that will assist local leaders in decision making for achieving a better quality of life and unified objectives.

Primary goals are to 1) achieve job creation and retention, 2) workforce development of the region's employee base with relevant skill sets, and 3) quality of life improvements. Objectives that are identified in the following pages reflect the need to continue with many of the efforts identified in prior years that will result in diversification and stabilization of the region's economy. The desire remains and is that the region will be in a competitive position to attract businesses and retain residents with expanded opportunities for earning a good living in eastern Kentucky. Critical components for quality of life enhancements include infrastructure improvements, affordable housing, healthcare access, and recreation. Economic development focus areas are centered upon the region's primary and developing sectors: aerospace, healthcare, technology, and tourism as well as workforce development initiatives that will educate individuals in the knowledge and skills that are relevant to employers.

For continued community development and economic growth the region will need to build upon the strategies and actions that have been identified. Making adjustments along the pathway to success will be required as the region takes chances, tries new approaches, and rebuilds its economy. Local governments are responding to the challenges by implementing projects, making tough budget decisions, and considering generation of additional revenue in order to advance the region's economy. Many have undertaken or are in the process of community planning activities that incorporate larger regional and statewide objectives. Alignment of strategies and resources in a collaborative manner will create efficiencies as well as greater effectiveness of purpose. The introduction of POWER Initiative and AML Pilot Program funding has resulted in increased efforts to implement a more effective economic development strategy. The District continues to be actively engaged in projects and planning that are, or have, potential to utilize these federal funds.

The economic indicators and performance measures used to evaluate the District's progress demonstrate that it may be years before improvement is reflected in the statistics. The Shaping Our Appalachian Region (SOAR) Initiative has been the change agent needed to move the region forward. The District's CEDS is aligned with the focus areas identified by SOAR and the region.



US 460 at Sookey's Creek by John Michael Johnson



II. Summary Background

2019 CEDS

Historically the region has experienced economic instability associated with fluctuations of extractive industries. The region is currently on a different trajectory that will result in diversification and a more stable economy. We are already witnessing the effects of collaborative efforts that are resulting in job creation in diversified sectors. Rebuilding the region's economic base, however, will take years due to the need to re-train the workforce, create new academic and vocational programs, and carry out a marketing strategy that tells our story in order to attract high quality jobs to the region. While these activities are underway, creating a cohesive brand and strategy that the region's population is aware of will take time. Previous investments in the region over time have resulted in improved infrastructure, educational systems, and capacity. Collaboration among key stakeholders to achieve like-minded goals and objectives are occurring and will continue to be vital in an era where local resources are limited. A renewed focus through recruitment of new industry, the expansion and retention of existing industry, and the development of local entrepreneurial opportunities will continue to drive actions toward building the economy in eastern Kentucky. Furthermore, the changing demographics for the region, particularly population loss, present further challenges that are not easily overcome. The culture of the region including strong ties to family and loyalty to community can be leveraged to bring former residents back to the region when additional employment opportunities become available. Quality of life improvements will also assist in these efforts.

The region's long-range goals to build a more diverse, stable economy, with increasing employment opportunities, and a skilled workforce are reflected in the following pages through identified action plans. An improved quality of life for all residents is a goal for the region.

The guiding principles that frame the goals, objectives and strategies for future development have remained little changed and include actions by the District:

- Economic diversification.
- Developing and marketing the area as a good place to live and work.
- Assist organizations, local governments, development authorities and others in their development efforts.
- Building a foundation for progress by developing a trained workforce of educated individuals who can compete in the global markets.
- Public sector investment in infrastructure that supports an increasing level of economic development.
- Targeting and recruitment of new industry into the region in identified sectors.

- Assisting and supporting existing business/industry within the region.
- Developing and supporting new entrepreneurial activity within the region.
- Regional approaches as standard practice to maximize resources and impact.
- Continual strategic planning at the local level that builds upon investments.

The strategic focus categories are:

- Infrastructure that meets the region's demands.
- Workforce development, employer and educational alignment to meet current and future employer needs.
- Sector strategies.
- Develop an environment that promotes and nurtures entrepreneurial opportunities and small business development.
- Responsible resource utilization.
- Tourism development.
- Quality of life improvements.

The region has not yet seen full economic recovery from the Great Recession as compared to other areas of the Commonwealth and the nation. Lower income levels, higher unemployment rates, and population declines continue. While economic and workforce development agencies are attempting to create opportunities for employment, viable options in large enough numbers to retain skilled individuals are slow in materializing. Meanwhile, financial strains on families are resulting in residents relocating to other areas for employment. The region's Workforce Innovation Board, Eastern Kentucky Concentrated Employment Program (EKCEP), has been successful in securing funding to address some of these workforce challenges and is assisting former mining industry employees in re-training to other vocations. Additional workforce challenges include an aging population and the brain drain of students who are educated outside the region and never return.

The average annual unemployment rate for the District remains above both the state and national averages. Unemployment in the District was at 7.7% in July 2019, a mild increase from 2018 rates during the same time frame; meanwhile the national unemployment rate has decreased slightly to 3.9%, while the state average also slightly decreased to 4.3%. Magoffin County consistently remains at the top of the list with the highest unemployment rates among counties in the Commonwealth. As a result, poverty rates continue to remain high.

Tourism development continues as one of the emerging sectors in the region. Adventure tourism, specifically, continues to be the primary focus of the District's communities. ATV trail development planning in a multi-county initiative is underway and was greatly enhanced by the creation of the Kentucky Mountain Regional

Recreation Authority and will support trail development that is similar in nature to West Virginia's and Virginia's efforts. Collaboration is occurring across state boundaries.

Healthcare continues to see growth in employment and private as well as public planned investments in facilities and services are further evidenced by growth at Pikeville Medical Center, the region's largest healthcare employer. The opening of the University of Pikeville – Kentucky College of Optometry within the last two years will also continue the significant economic impact of the healthcare sector. Opportunity for expanding the sector is seen as a realistic option with collaborations, networking, and research opportunities.

The potential for growth in primary jobs include sectors such as aerospace, advanced manufacturing, metal working, and technology. Economic development professionals are strategically seeking opportunities in these sectors and to capitalize upon the recent announcement by Braidy Industries, an aluminum producer that will complete construction of a plant north of the District over the next several months. The East Kentucky Concentrated Employment Program (EKCEP) WIB continues sector work in energy, healthcare, skilled trades, and business services, specifically technology. Teleworks USA has seen the employment of over 1,400 individuals since 2015 in home-based or tele-hub technology-related positions.



Kentucky College of Optometry at the University of Pikeville



Pikeville Medical Center



American Metal Works



2019 CEDS

III. Economic SWOT Analysis

Economy

The average annual unemployment rate for the District remains above both the state and national averages. The most current unemployment statistics show a fluctuating rate during 2019 for counties in the region with an overall District rate of 7.7% in July while the unemployment rate for Kentucky was 4.3% and 3.9% for the U.S. The regional rate represents a mild increase of three tenths of a percentage point from this time last year and a widening gap between the region and the state/national rates. Magoffin County consistently remains at the top of the list with the highest unemployment rates among counties in the Commonwealth.

Job growth across the state has been far less than the growth seen across the nation since the Great Recession with fewer people employed today in all of the Big Sandy District than before the nation's economic downturn.

According to *The State of Working Kentucky 2016* Pike and Floyd counties saw the largest population declines of all 120 counties across the state between 2010 and 2015, a total of 5,336 people. This loss of population can be directly correlated to the collapse of the coal industry and the relocation of families to other regions for the purpose of seeking employment. Coal production in the second quarter of 2019 decreased in two counties but increased in three counties. Employment in the industry is down an additional 56 in the second quarter of 2019 compared to the prior year (Kentucky Coal Facts Report-2nd Quarter 2019). This long-term decline has resulted in federal, state, regional, and local leaders seeking alternatives to employment in traditional industries.

The occupations showing the largest employment in the District include office support, sales, healthcare practitioners, education, and transportation occupations. Retail and service sectors show the largest employment numbers. The challenges associated with employment in these sectors include the fact that these jobs are among the lowest paying jobs in the region. The three largest cities within the region are Pikeville, Prestonsburg, and Paintsville. Located along the US 23 corridor, they are considered retail hubs for surrounding communities. Healthcare and related businesses remain strong with growth anticipated over time in these higher wage positions. Replacement

Regional Strengths:

- Regional vision
- educational systems, multi-level
- available workforce
- quality of life facilities
- natural resources
- capacity for collaboration
- availability of land in industrial parks
- financial industry
- healthcare sector
- technology infrastructure
- leadership focused in region
- strong local businesses supporting economy (engaged)
- transportation network
- general hospitality of population
- tourism, attractions

Regional Weaknesses:

- educational programs do not match job availability
- educational attainment
- waste water management, service to outlying areas
- housing affordability
- cost to develop land
- work ethic of subset of workforce, entitlement attitude
- aging population
- drug abuse and resulting family effects
- lack of vision in leadership
- territorialism
- lack of public transportation
- under employed
- lack of development guidelines, zoning
- Mountain Parkway expansion, incomplete

of higher wage jobs for the average worker continues to be the focus. Projections for employment growth through 2024 show gains of 3.36% for the EKCEP workforce region with sales, office, and food prep having the greatest number of annual openings projected.

Diversification strategies include but are not limited to exploring alternatives in aerospace, IT, advanced manufacturing, tourism, and small business development. Multiple stakeholders are focused on a variety of pilot projects, recruitment efforts, planning activities, and key partnerships that are anticipated to result in positive outcomes for the region in job creation. In addition, the designation of Opportunity Zones in the District is anticipated to spur economic activity through private investments resulting in job creation. A map of the region's Opportunity Zones is included in the Appendix.

Tourism

Tourism-related developments continued in 2017-18 that will result in positive and sustainable impact in the region's tourism traffic. Tourism expenditures in the region increased by 1.24% between 2017 and 2018. The addition of Alltech's Dueling Barrels Brewery and Distillery that opened in 2018 is expected to make significant impacts in coming years with its addition to the Kentucky Bourbon Trail. Total expenditures in the region were \$194,210,000 in 2018. Activity continues to be seen on the Big Sandy

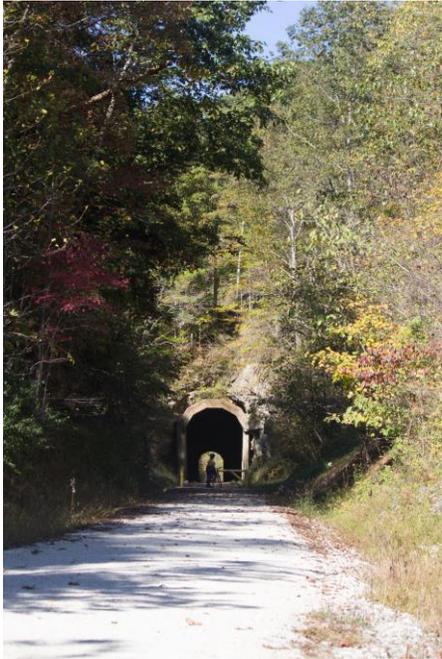


Water Trail. The Commonwealth's tourism initiatives such as the Dawkins Rails-To-Trails project are showing positive impacts in the region. Eighteen miles of the Dawkins Rail-Trail project was completed in 2013 and sees regular use by local residents and tourists. Construction of phase II has stalled with a major hurdle in clearing and stabilization of a tunnel along the trail. The award of funding to complete a camping development in the Royalton community of Magoffin County will provide much-needed lodging spaces for trail users. Additional trail development took place in

Prestonsburg with the opening of multi-use Sugarcamp Mountain trails. Further,

funding for the development of the David rail corridor was awarded to Prestonsburg in 2017 and has the potential for connecting to the Dawkins Line. Also, the Breaks Interstate Park opened a zipline in the fall of 2017 and initiated rock climbing in 2018. These assets serve to enhance the region making it a destination for tourists, particularly those interested in adventure and nature.

Mountain Homeplace



On a broader regional basis, tourism development is actively being planned with multiple pursuits from a variety of entities and local governments engaged in the process. ATV trail development along the lines of the West Virginia Hatfield & McCoy Trail System is actively being pursued in collaboration with Virginia and West Virginia. Creation and initiation of the Kentucky Mountain Regional Recreation Authority, a multi-county authority that will facilitate trail development including land access. Engagement with developers of ATV trails in Virginia and West Virginia has included joint visits to communities throughout the multi-state area by community leaders.

This level of cooperation

will result in trails that have long-term economic impacts for tourism.

Industrial Parks

Floyd County seeks prospects for occupancy of its Industrial Site located on US 23 just north of downtown Prestonsburg. The lack of available, developable land in Floyd County makes this site a prime location for commercial/industrial activity though site size will limit its use.

The Eastern Kentucky Business Park (formerly known as Honey Branch Regional Business Park) is a regional park located in Martin County near the Big Sandy Regional Airport. The park is governed by the multi-county Big Sandy Regional Industrial Development Authority with members from each of the five BSADD counties. The Authority has purchased a building vacated

Regional Opportunities:

- healthcare industry
- job availability in targeted areas, trades, etc.
- tourism and branding, collaboration
- joint marketing
- lodging, tourism infrastructure
- ATV trails
- US 23 Corridor
- East KY motorcycle tours
- entrepreneurial ventures
- growing university, higher education
- culture, arts, craftsmen, music are assets
- recreational opportunities, quality of life
- promotion of ourselves to locals and to visitors
- apprenticeship programs
- reclaimed mine sites, re-development
- energy industry, value added/transformational including by-products

by an expanding business in the region and is marketing the property to prospective tenants. Since the inventory of publicly owned buildings is limited, this acquisition is strategic for growth and diversification of the employer base.

The Martin County Economic Development Authority (MCEDA) manages industrial and economic development in Martin County. Fit-out of their speculative building was completed in 2012 with the opening of David Brown Gear Systems in the facility at Eastern Kentucky Business Park; the building is, however, currently unoccupied. The building is being actively marketed and is considered one of the most desirable industrial buildings available in the region. In addition, the MCEDA has remaining space that continues to be marketed in the Inez Business Center.



Pike County is exploring options and planning for industrial property development. Sites with the most promise for development include: Scott Fork, and multiple sites associated with the construction of US 460. The Scott Fork property includes one tenant, EQT that houses their regional offices. John Moore Branch is a site being created from the construction of US 460 in the County and will not be available for

development until completion of highway construction. Planning for providing water and wastewater infrastructure to the site is underway. Pikeville has been successful in developing and securing future tenants for the Kentucky Enterprise Industrial Park at Marion Branch, a formerly mined site that will provide industrial sites for occupancy. The first tenants include Silver Liner, a tanker truck manufacturing company. Access to the site has been improved with bridge construction across the Levisa Fork of the Big Sandy River; an additional access roadway is being planned that will better accommodate truck traffic.

Magoffin County Fiscal Court has acquired and is making ready land for a 20-acre industrial park, the only one in that county. Roadway access has been provided through investment by the Commonwealth and done in conjunction with the Bert T. Combs Mountain Parkway widening project. Construction to provide the necessary wastewater infrastructure improvements to serve this property was completed in March, 2019. Funding for water infrastructure improvements for the site was secured in 2018 and projects are currently in the design phase.

Teays Branch in Paintsville (Johnson County) holds promise for economic development. Under private ownership, the property is planned to support industrial development activity and will require additional roadway access directly to US 23 in order to maximize its development for this purpose. Teays Branch is the location of a new CNC workforce training facility that is expected to attract employers to the region based upon the high

Regional Threats:

- energy market fluctuations
- entitlement issues
- economic growth
- brain drain
- affordable education (4 year)
- political influences
- population shifts
- apathy, educational systems
- low educational system expectations placed on students
- addiction
- increased business costs due to drug-related criminal activity

demand for this skillset. Recent infrastructure improvements serving the site will increase capacity for possible economic development activity.

Education

The University of Pikeville – Kentucky College of Osteopathic Medicine opened its new expanded facility in 2012 increasing the number of physicians in Appalachia. The institution has continued expansion of healthcare programs with the construction of the Kentucky College of Optometry facility that opened in 2017; the first students entered the program in the Fall of 2016. Currently under construction is a regional

telecommunications training facility for fiber optic cable construction and maintenance at the Big Sandy Community & Technical College campus in Pikeville. Educational attainment improvements continue throughout the District. Rises in high school graduation rates and degree attainment continue while those without a high school diploma or GED decline. Challenges with higher educational attainment include the affordability and lack of a 4-year public institution being located in the region.

Workforce Development

Workforce development continues to be a focus of several organizations throughout the District including Big Sandy Community & Technical College, Eastern Kentucky Concentrated Employment Program (EKCEP), Big Sandy Community Action Program, Regional Kentucky Works Program, local chambers of commerce and Big Sandy ADD. The Workforce Innovation & Opportunity Act continues to guide the work going forward and is enhanced by the existence of the Big Sandy Business Services Team (BST). The BST consists of traditional workforce development staff as well as economic development professionals and results in a more collaborative approach to addressing employer issues. One of the major efforts is centered on the Commonwealth's Work Ready Communities initiative. In the Big Sandy District, Floyd, Johnson, Magoffin and Martin Counties have achieved "Work Ready Community In Progress" certification; Pike County has re-established its team with plans to move forward with an application for certification. Plans for achieving revised/updated thresholds in 2019 are being discussed among the county teams which include educational attainment, soft skills development, community commitment, high school graduation rates, Internet availability, and certifications/licensures. Additional workforce development initiatives include EKCEP's Hiring Our Miners Everyday Program (H.O.M.E.), a result of a DOL grant award that is focused on re-training those laid off from coal mining jobs and their spouses in order to allow them opportunities to re-enter the workforce. A second grant

award to this program has allowed continuation and expansion of the training/assistance program.

Additional workforce development training opportunities are emerging through a telecommunications certification program at Big Sandy Community & Technical College that result in fiber optics installation and maintenance training. Alignment with the construction of the statewide Kentucky Wired project will provide employment opportunities for graduates. Two-year degreed programming is also being discussed.

A weakness identified during the SOAR Initiative included the fact that we did not have a detailed assessment of our region's workforce; a workforce analysis was completed in 2016 that is being utilized to market to prospective employers the workforce skillsets and attributes that will help a business achieve success by locating in the region. This effort was a public/private partnership with EKCEP, One East Kentucky, BSCTC, MSU and private industry that will benefit the region's economic development efforts in attracting a diversified employer base requiring skillsets of the existing, available workforce.

The national TechHire initiative is impacting the region through an award of funding to EKCEP. Work continues in this effort to train workers in IT fields while connecting them directly to employers needing the skillsets used by the industry. The ability to connect to high-capacity broadband will drive the success of this effort. Additional technology training efforts are being undertaken by BSCTC.

The initiation of a CNC machinist training program by the East Kentucky Advanced Manufacturing Institute (eKAMI) in Paintsville in 2017 has provided a unique opportunity for unemployed individuals to receive advanced manufacturing training at home. This high-demand field will provide skillsets that result in employment in high-wage jobs in diversified industries. This program is well aligned with the expanding aerospace sector in Kentucky and specifically with the developing corridor in the region.

The current initiative promoting the utilization of apprenticeship programs has begun in the region. Led by EKCEP and partner agencies, promotion of apprenticeships has led to local employers engaging in the process and providing opportunities for training and employment.

Transportation

Roads – Interstate quality highways serve the District in both north-south and east-west major corridors with US 119, US 23, and Rt. 80. Continued improvements to the highway system serving the region are being addressed. The expansion of the Bert T. Combs Mountain Parkway is among the most significant and impactful improvements to be completed with significant work having occurred in the past year. With this long-term, planned investment, the region expects greater economic opportunities as a result of the expansion project. Prioritization of road projects by the Regional Transportation

Committee is reflected in the Big Sandy District CEDS. Projects are identified in the Appendix.

Airports - The three airports in the area (Big Sandy, Pike County, and Combs) are not currently available for commercial use. These general aviation airports will play an important role in economic development strategies that include building an aerospace corridor in the region. While the lack of commercial service has been identified as a significant weakness to continued development of the region, the existence of the Pike County and the Big Sandy airports will be attractive to corporate executives considering expansion projects in the region. Runway improvements to the Pike County Airport have been planned with funding being pursued that will open a crosswind runway thereby improving access and capacity. Likewise, runway improvements in the planning stage at the Big Sandy Airport will result in extending the length and increasing capacity there.

Public Transportation – Public transportation is extremely limited in the area. Repeatedly identified as a need by multiple parties, options remain scarce. This weakness continues to undermine low-wage workers who are challenged by affordable transportation options and therefore inhibited in finding and maintaining employment.

Rail – Rail corridors serving the Big Sandy region have primarily been utilized for coal transport. The coal industry’s decline has resulted in a reduction in CSX employment in the coal fields of eastern Kentucky. Meanwhile, the need for rail access to industrial sites throughout the region is crucial to maximize the industrial development opportunities that are anticipated from relocations and the potential for expanding employers.

Infrastructure

Provision of public water service has historically been the focus of local leaders. Now that much of the District has water service available, leaders are currently focusing their efforts in providing wastewater coverage.



Eastern Kentucky Business Park Spec Building

State funding is often utilized to leverage federal funds for infrastructure projects. Limited grant funding over the past few years for infrastructure projects throughout the

Commonwealth have resulted in fewer projects being constructed in the Big Sandy District. However, the first phases of the Harold Sewer Project located along the US 23 corridor in Floyd County have been completed and results in ability to access a public wastewater system in this high traffic/high growth area. Each of these projects will impact hundreds of customers that have never had access to public wastewater systems resulting in a cleaner environment and the potential for further economic development. Infrastructure improvements are planned for Magoffin County that will provide service to a new industrial site allowing for economic development in a high-unemployment county.

Utility providers throughout the District continue to identify and plan for additional projects through the Big Sandy Water Management Council. Project prioritization for these infrastructure projects may be found in the Appendix.



Rehab of aging infrastructure is increasingly necessary to continue providing service to the region's population. Further, increased excess capacity is vital for economic development activity to occur at the region's development sites. Pikeville, Prestonsburg, Paintsville, Elkhorn City, and Martin County are working toward plant upgrades or new systems that will serve that purpose.

Magoffin County Industrial Park

Technology

EKCEP is currently promoting and recruiting participating companies for the Teleworks USA Program. The program seeks to match qualified job applicants to telecommuting opportunities in companies located throughout the world. A total of over 1,400 individuals throughout the EKCEP service region have secured positions working from home in technology/internet-based positions of various types since 2015. The Pike County Teleworks Hub, the only one within the District, that opened in 2016 resulted in 90 individuals securing employment within the first year.

In response to the demands of the existing telecommunications sector and the anticipated needs of the industry within the region when dark fiber infrastructure is put in place, the Big Sandy Community & Technical College is implementing a technical

training facility for telecommunications jobs. The project is under development with construction scheduled to be complete in late 2018. The project will address diversification of the economy, of workforce skills, and meet the needs expressed by current employers who are challenged to find trained employees. The project aligns with the Kentucky Wired project currently under development by providing skill sets needed for the project's construction and maintenance.



Private sector partners are also engaged in technology training through BitSource. Utilizing former mining industry employees, BitSource has trained

unemployed mining industry individuals how to code. The Tech Hire Initiative is poised to address preparing the workforce for technology-related employment opportunities.

Assessment of the region's broadband use and local government e-services continues. Broadband service is widely available; however, certain geographic areas do not have adequate, affordable, high capacity access. Public accessibility to the internet for those impacted geographic areas is primarily obtained through public libraries and educational institutions. Communities actively engaged in capitalizing on the Kentucky Wired project include the cities of Pikeville and Prestonsburg who are completing feasibility studies to determine the best pathway to provide access to high speed broadband services. Completion of the Kentucky Wired backbone is currently slated for 2020 for counties in the Big Sandy District.



Environment

Protection of the region's natural resources is of increasing interest to the general population. With the rise in interest for local food production, tourism, and water quality concerns, a balanced approach between industry leaders is needed. Extraction industries will continue to remain important to the region though they will have less of an economic impact going forward due to lower employment levels.

The natural beauty of the region drives much of the tourism industry in eastern Kentucky. Lakes, streams, mountainous terrain, and wildlife are the natural attractors for a strong tourism industry. Leaders recognize the need to better address solid waste and, as an example, community members lead efforts along the Dawkins Rail Trail to maintain its cleanliness. As a result, significant improvement has been achieved in environmental quality related to solid waste disposal. Recycling efforts continue with increasing participation by local governments.

Providing public wastewater service continues to be a focus area. However, the cost to construct collection lines in mountainous terrain and limited grant sources create challenges for local governments who already have strained budgets.



Breaks Interstate Park

Other Plans & Strategies

The Shaping Our Appalachian Region (SOAR) Initiative has resulted in a more focused approach to regional and collaborative economic development activities. Looking at the original ten areas of concern including agriculture, broadband, business recruitment, business incubation, education and retraining, health, infrastructure, leadership development/youth engagement, regional collaboration/identity, and tourism, opportunities to partner among like-minded agencies and individuals have resulted in greater alignment in strategic projects. Specific, identified goals of SOAR have been defined and they include broadband availability, workforce development, small business creation and expansion, improvement of health status, industrial employment, local foods movement, and establishing the region as a tourism destination. The SOAR *Regional Blueprint For Economic Growth* can be found at <http://www.soar-ky.org/blueprint>.

The District will continue to work with the SOAR leadership and staff to assist in facilitating activities, providing information, and pursuing projects that are in alignment with the District's and the region's goals and objectives. District goals and objectives

that align with SOAR include strategies related to job creation, industry recruitment, small business development, sector strategies, and workforce development.



While the SOAR Initiative continues to shape the work going forward, in addition, the District will consider other planning activities at the local, regional, state and federal levels that will guide growth strategies. The Big Sandy Area Development District continues to offer its expertise and assistance in planning efforts that improve the quality of life in communities within the District. Long-term planning continues to be a focus of local leaders. BSADD has been involved and will continue to assist communities in planning efforts related to community and economic development.

Collaborative efforts continue with various entities aligning goals, strategies, and action items toward implementing projects. Examples of these partners and collaborations follow:

- ADDs – Statewide & ARC ADDs
- EKCEP
- EKyTAP
- MSU SBDC
- One East Kentucky
- Kentucky Secretary of State
- SOAR
- West Virginia’s Region I Planning & Development Council
- Work Ready Communities In Progress Teams
 - Floyd County
 - Johnson County
 - Martin County
 - Magoffin County
 - Pike County
- Chambers of Commerce
 - Floyd County Chamber of Commerce
 - Johnson County Chamber of Commerce
 - Southeast Kentucky Chamber of Commerce

Floyd County, Paintsville-Johnson County and Southeast Kentucky Chambers of Commerce – BSADD supports economic development activities of the Chambers.

EKCEP – BSADD staff are engaged with EKCEP in their Business Services Team efforts for the 23-county EKCEP service region.

EKyTAP – BSADD staff are engaged with the East Kentucky Technical Assistance Providers, a network of small business service providers whose goal is to provide the highest quality assistance to small businesses in the region.

MSU SBDC – BSADD staff assist the Morehead State University Small Business Development Center in planning their annual Women’s Business Symposium.

One East Kentucky – BSADD ED staff assist OEK in economic development initiatives, projects and activities throughout the region.

SOAR – BSADD staff assisted in the 2019 annual Summit held in the District.

West Virginia – Region I Planning & Development Council – A cluster mapping project has been funded thru ARC and EDA for a multi-state region of the Central Appalachian coal fields. ARC funding will be utilized for the ADD’s in east Kentucky to participate in the GIS project.

Work Ready Communities In Progress County Partners – BSADD staff are assisting Work Ready Community county teams in Floyd, Johnson, Martin, Magoffin and Pike to achieve Work Ready status and prepare applications to the Kentucky Workforce Innovation Board seeking certification.

The Big Sandy Area Development District continues to align the region’s planning efforts with state and federal initiatives related to economic development, tourism, small businesses, and workforce development. Relevant plans that impact the region include:

- *ARC – Appalachian Development Plan*
- *2011 Kentucky’s Unbridled Future – Strategic Economic Development Plan*
- *2011 Workforce Innovation Board – Sector Strategies*
- *Kentucky WIB – Work Ready Communities*
- *SOAR Regional Blueprint For Economic Growth*

Integration of State’s Economic Priorities

The integration of the state’s economic priorities as related to Kentucky’s Unbridled Future – Strategic Economic Development Plan (2012) includes priorities to continue to

create a More Competitive Business Climate, Attract, Develop and Retain Business, Create and Market a Powerful Kentucky Brand, Work Toward Sustainability, Foster Innovation and Technology Support, Create an Entrepreneurial Culture. The five targeted categories include: advanced manufacturing, sustainable manufacturing, technology, transportation, and healthcare. Additional state initiatives surrounding Kentucky becoming the lead nationwide in manufacturing, and employing the population's most challenged individuals such as disabled, formerly incarcerated, and veteran populations are supported by the District.

The Big Sandy Area Development District CEDS corresponds with the Commonwealth of Kentucky's priorities for economic development through a number of goals, objectives and strategies found in the Action Plan (Section 5) under the following areas:

- Job Creation
- Workforce Development
- Quality of Life Improvements

Further, the District supports statewide focus areas that include apprenticeships, Work Ready Communities, red-tape reduction efforts, tourism, and promotion of agriculture. Sector strategies within the District include continuing to focus on healthcare as a growth area. The opening of the Kentucky College of Optometry at the University of Pikeville advances the healthcare sector in the region. Advanced manufacturing will be supported by the East Kentucky Advanced Manufacturing Institute's CNC training program. Furthermore, aerospace certification of sites in the region, including the Eastern Kentucky Business Park, will benefit the area and the development of an aerospace corridor in eastern Kentucky. In addition, broadband deployment and technology training programs at the secondary and postsecondary levels along with the TechHire initiative, Teleworks, and BitSource are the beginning of what is hoped will become a technology focused region.

These efforts in targeted sectors are expected to attract new employers to locate in the region, offer job opportunities, and create a more diversified economy that can withstand market shifts and industry fluctuations.

Disaster Mitigation & Resiliency

Due to its topography, the region suffers from frequent flooding disasters and particularly flash flooding. Considered a threat to the region, the frequency of these events places local governments in the position oftentimes of not fully recovering from damages before another event occurs. As a result, significant resources are expended to make repairs to infrastructure and reliance on federal agencies for eligible reimbursements results in strains on cash flow. The result is that local governments find it difficult to focus on long-term economic development projects. Additional attention has been given to shelters, generators, communications equipment, and maintaining local long-term recovery groups to manage the multiple issues and agencies that affected residents encounter throughout the recovery process.

The Big Sandy Area Development District Multi-Jurisdictional Hazard Mitigation Plan, originally adopted in 2006, and updated in 2011 and 2016, provides risk assessment data and mitigation strategy information to provide a basis for dealing with risks to life and property from various hazards; severe storm events and flooding are occurring with the greatest frequency in the District.

In addition to updates to the information in the Big Sandy District's Multi-Jurisdictional Hazard Mitigation Plan, pre-disaster planning and disaster response will become a greater focus area for the region. Recovery resources, business continuity planning, shelter identification, communication plans, and recovery activities that are immediate, short-term, and long term will be a focus for addressing resiliency from disasters. Addressing the special needs and the most vulnerable populations will also need to be included. Identifying first responder needs continues to be a focus of the District so that lack of preparedness is not a hindrance when events occur. BSADD staff regularly assist first responder agencies with funding applications as opportunities become available to seek equipment in support of their operations.

In addition to assistance provided to first responders, District staff, in 2018, introduced and assisted in planning efforts for the Community Rating System. A floodplain management plan for the city of Paintsville resulted from these efforts that, once reviewed and approved, will hopefully result in reduced National Flood Insurance Program rates for residents of the community. Furthermore, in 2018 flood protection projects were announced by the U. S. Army Corps of Engineers that will impact the town of Martin in Floyd County and the city of Paintsville. District staff also continue to assist in pursuing FEMA funding to address repetitive loss structures through applications to the Hazard Mitigation Grant Program and Pre-Disaster Mitigation Program.

The economic status of the region has also resulted in increased focus on economic resiliency with discussion in economic development strategy sessions that introduce these concepts for small businesses. In addition to preparedness for natural disasters, economic resiliency discussions include conservation and efficiency measures, insurance protections, floodplain management, and market expansion/diversification. An increased effort to support small businesses in the region has been undertaken with the support of EDA funding and has resulted in increased contact with the business community through trainings, events, partnerships, and referrals to the loan fund.

Diversification strategies are being undertaken by multiple entities to better prepare the region's economy to withstand economic changes. SOAR, One East Kentucky, Eastern Kentucky Concentrated Employment Program, East Kentucky Advanced Manufacturing Institute, Big Sandy Community and Technical College, and UPIKE are among the entities that are actively pursuing projects and strategies in industry sectors including healthcare, technology, aerospace, and advanced manufacturing as well as broadband infrastructure. These efforts will broaden the economic base for the region and,

therefore, assist in deflecting the negative impacts of downturns in any one of those influences upon the economy.

List of Past and Present Economic Development Projects

Please refer to the Appendix for a list of current and proposed projects in various stages of planning and development within the District that are priorities for each of the respective communities. In addition, private investments in the region have included construction of new educational facilities, commercial activity and healthcare services. Facility investments by public bodies include those made in the industrial parks, the Recycling Authority members, tourism developments and public infrastructure.

Continued focus on basic infrastructure has resulted in significant investments that have been made by each of the five counties comprising the Big Sandy Area Development District. In addition, several public and nonprofit investments in facilities have and continue to impact the region in a positive manner. Significant prior projects have included the following:

- Honey Branch Regional Business Park Infrastructure
- Martin County Economic Development Authority Speculative Building
- Warfield Sewer Project
- Marion Branch Industrial Site
- Harold Sewer Project
- Magoffin County Health Department
- Magoffin County Industrial Development Site
- Mountain Arts Center
- University of Pikeville – Kentucky College of Osteopathic Medicine
- Pikeville Medical Center Expansion projects
- Highlands Health Systems Expansion
- Paintsville Water Treatment Plant
- Various Utility Providers – Water/Wastewater Line Extensions
- East Kentucky Science Center
- Regional Recycling
- Martin Redevelopment Project
- Martin Sewer Rehab Project
- Stone Crest Industrial Site Infrastructure

Planning and technical assistance projects that have occurred or that have continued over the past year include the SOAR, Work Ready Communities Initiatives, Trail Town certification planning, East Kentucky Advanced Manufacturing Institute, industrial site developments, broadband infrastructure, and continued trail developments.

See the Appendix for available updates to specific demographic data from the District.



Dewey Lake



Alltech



2019 CEDS

IV. Action Plan

Action plan Goals, Objectives, and Strategies from the 2017 document remain in place for the 2019 Big Sandy Comprehensive Economic Development Strategy for Job Creation and Retention, Workforce Development, and Quality of Life Improvements. Some exceptions and additions to the strategies are outlined below.

Goal: Job Creation and Retention

Objective 1: Industry Recruitment and Retention

Support and promote the region's designated Opportunity Zones for potential investment and development.

Objective3: Small Business Development and Growth:

Due to discontinuation of funding, the role of regional Economic Development Coordinator will end. The continuing support of small business support, promotion, and technical assistance will be handled by the District's Community and Economic Development staff.

The District has determined the best course of action due to changes in the EDA-funded Revolving Loan Program is to terminate the program for convenience.

Support pursuit of a manufacturing incubator space.

Goal: Quality of Life Improvements

Objective 3: Housing stock that meets the demands of the population

Support efforts to address the needs of homeless populations.

Objective 5: Capitalize on the region's environment and natural resources

Encourage a refocus on beautification education and participation, litter abatement, and protection of the natural environment to support continued tourism development.

Educational Attainment

High school graduation rates are above the goals set for the Work Ready Community certification program in each of the five counties in the District and range from 95% in Floyd and Pike counties, 96% in Magoffin County, 97% in Johnson County, to 98% in Martin County.

The percentage of individuals aged 25-64 with an Associate Degree or higher continues to climb throughout the District; however, falls short of the state and national averages. Degree attainment ranges between 16% in Martin County, 17% in Magoffin County, 19% in Floyd County , 20% in Pike County, to 24% in Johnson County.

The percentage of the population with less than a high school diploma or GED continues to show improvement with declines in each of the counties in the District. The percentage ranges from 23% in Magoffin County to 16% in Johnson County.

Bank Deposits

Bank deposits totaled \$2,310,755 in 2018 which represents an increase of \$104,521 since 2017.

(Source: FDIC)

Broadband Availability

Construction of the Kentucky Wired project in eastern Kentucky has been initiated with completion expected in 2020 in the District. Approaches to addressing last mile service are being planned by at least four communities within the District. Capitalizing on the availability of high-speed, high-capacity broadband via fiber optic cable is important to advance technology as a growth sector in the region.

Performance Report

The Big Sandy Area Development District staff have participated in various planning activities related to community and economic development within the region. Job creation and business investment will be directly affected by the following local projects that continue in planning and development over an extended timeframe:

County	Project	Description
Floyd	Industrial Development Site	Floyd County is marketing a site for industrial/commercial use purchased by the County and located on US 23 at Prestonsburg.
Magoffin	Industrial Development Site	Magoffin County is planning for the development of a future industrial site. Coal severance tax revenue has been allocated toward the project. Infrastructure

Big Sandy Area Development District

		planning and construction continues.
Pike	Marion Branch	The City of Pikeville is in the process of developing a formerly mined tract now designated for industrial use. Infrastructure is being constructed. The first prospects have committed to locating at the site. A newly funded 50K SF speculative building is now complete and occupied.
Pike	Scott Fork Site	Pike County has plans in place for the development of a 50-acre site centered on its energy-focused initiatives. Infrastructure planning to serve the site continues.
Pike	US460 Sites	Pike County is undertaking planning of projects for the future development of a multiple sites near US460 upon completion of the road construction project.
Floyd	Wayland	Local leaders are planning for a Sports Hall of Fame that will impact this community's economic development; structural rehab of the existing gym is being completed in phases. Staff assisted with funding applications.
Pike	University of Pikeville College of Optometry	The University began construction of a new professional program of optometry to be located on the Pikeville campus. Staff assisted with funding applications. <i>The construction project and equipment outfitting is complete and the facility is operational.</i>
Pike	Big Sandy Community & Technical College	District staff are assisting in funding applications for a training facility for the telecommunications industry to be located at the BSCTC and in cooperation with the University of Pikeville. <i>Construction was completed in 2018 and classes have begun.</i>
Regional	Work Ready Communities	District staff assist counties communities that are actively working toward Work Ready certification by the Kentucky Workforce Investment Board---Floyd, Johnson, Martin. <i>Floyd County submitted an application to KWIB for extension of its Work Ready In Progress designation.</i>
Regional	One East Kentucky	Staff continue to work with recently created economic development entity charged with marketing and prospect development for a nine-county area including all of the Big Sandy District.
Regional	Dawkins Trail	Staff continue to assist local leaders and work with state officials for enhancements associated with the region's first rail-trail project that opened for use in 2013.
Regional	Trail Towns	Staff continued work with local communities interested in becoming certified as Trail Towns, a state designation.
Regional	eKAMI	Staff are working with local nonprofit to plan and

		<p>develop CNC workforce training program/facilities to be located in the region. <i>The first four classes have now completed their instruction and have been employed in the advanced manufacturing industry with a nearly 100% placement rate. The project is expanding into prison re-entry.</i></p>
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In addition, Big Sandy Area Development District staff continued to provide assistance to the Big Sandy Regional Industrial Development Authority (BSRIDA) with its monthly meetings and in the project management of the Eastern Kentucky Business Park (formerly known as Honey Branch Regional Business Park). Staff also participate in Appalachian Industrial Authority, Pike County Industrial Development and Economic Authority (IDEA) Board, and One East Kentucky meetings.

Additional planning efforts for community/economic development have continued and include:

- Floyd County Chamber of Commerce
- Paintsville-Johnson County Economic Development Authority
- East Kentucky Leadership Foundation – East Kentucky Initiative
- Big Sandy Economic Development Council – community/economic development
- Big Sandy Adventure Tourism – regional tourism planning
- Big Sandy Water Management Council – infrastructure planning
- One East Kentucky
- Regional Transportation Committee
- Big Sandy Regional Recycling Program – recycling efforts
- Eastern Kentucky Concentrated Employment Program – Business Services Team
- SOAR Initiative

Progress in achieving goals, objectives and strategies over the past year is listed below in a sample of some of the activities carried out:

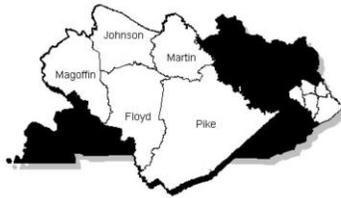
- Continued administration of the Big Sandy Regional Industrial Development Authority and assistance with funding applications.
- Participation in Appalachian Industrial Authority meetings.
- Participation in Pike County IDEA Board meetings and assistance with funding applications.
- Continued planning efforts through the Big Sandy Regional Transportation Committee and the Big Sandy Water Management Council.
- Participation in East Kentucky Leadership Foundation.
- Support for the Foundation for Appalachian Kentucky activities in the District.
- Healthcare investments by UPIKE in equipping the Optometry College building.
- Healthcare investments by Pikeville Medical Center in facilities and equipment.
- Tourism initiatives in the District including collaborative branding/marketing efforts.

Big Sandy Area Development District

- Regional recycling continuation.
- Work Ready Community certification efforts continue.
- Promotion of small business opportunities, trainings, activities, and events to support the growth of small businesses in the region.
- CMH 23, Inc., a regional tourism promotional effort, in development and planning.
- Planning for additional industrial park development in Pike County including infrastructure planning.
- The Big Sandy Business Services Team continues to develop a stronger network of partners. Member agencies are participating in informing and providing assistance to small businesses throughout the region.
- Entrepreneurial and sector development networking continued thru the established ED Coordinator position filled in 2016.
- Participation in East Kentucky Technical Assistance Providers (EKyTAP), a regional small business service providers network.
- Promotion of small business-oriented events through the Big Sandy Economic Development Council and social media (SBDC, MACED, SKED, Chambers).
- Assisted in planning and funding pursuits for the East Kentucky Advanced Manufacturing Institute.
- Assisting in trail town developments in the region.
- Marketing and participation in SOAR initiatives.
- Assisting One East Kentucky in their scope of work.
- Planning of airport improvement projects in the District.
- Supporting efforts for a manufacturing business incubator.
- Supporting homeless shelter planning.
- Direct assistance for Community Rating System initiative in the District.
- Small business and tourism events including night markets, arts festivals, sister cities, etc.
- Arts Council planning for Prestonsburg.
- Establishment of a Floyd County Community Foundation affiliated with the Foundation for Appalachian Kentucky.
- Completion of the Prestonsburg Strategic Plan in 2018.
- Establishment and assistance provided for the Floyd County Tourism organization.
- Purchase of two local hospitals by Appalachian Regional Healthcare.

Impacts that will leave a gap include (1) closure of the Kentucky Innovation Network office in Pikeville and (2) discontinuation of the Big Sandy RLF Program.

Comprehensive Economic Development Strategy Update 2019



Big Sandy Area Development District
110 Resource Court
Prestonsburg, KY 41653
606-886-2374
www.bigsandy.org

Appendix

"Planning For Our Future One Community At A Time!"



Big Sandy Area Development District

Demographic Data

Population History

	1980	1990	2000	2010	2018
Big Sandy	181,759	165,021	160,532	154,093	140,318
Floyd	48,764	43,586	42,441	39,451	35,845
Johnson	24,432	23,248	23,445	23,356	22,386
Magoffin	13,515	13,077	13,332	13,333	12,362
Martin	13,925	12,526	12,578	12,929	11,323
Pike	81,123	72,584	68,736	65,024	58,402

Source: US Census Bureau; Intercensal Population Estimates

Population Change 2000 - 2010, Current Estimates

County	2000	2010	Number	% Change	2018 Population Estimates
Big Sandy ADD	160,532	154,093	-6,439	-4%	140,318
Floyd	42,441	39,451	-2,990	-7%	35,845
Johnson	23,445	23,356	-89	-0.4%	22,386
Magoffin	13,332	13,333	1	0%	12,362
Martin	12,578	12,929	351	3%	11,323
Pike	68,736	65,024	-3,712	-5.4%	58,402

Source: US Census Bureau

Poverty Rate & Median Household Income

Area	% Poverty 2017	Median Household Income, 2017
U.S.	20.3	57,652
Kentucky	18.3	46,535
Floyd	30.7	31,196
Johnson	24.1	35,629
Magoffin	28.6	29,578
Martin	29.8	29,239
Pike	26.4	32,972

Source: U.S. Census Bureau, American Fact Finder

StatsAmerica

Distress Criteria Statistical Report

Reference Date: **07 / 2019 (All data elements refer to this date or earlier.)**
 Region Consists of: Floyd Co. KY, Johnson Co. KY, Magoffin Co. KY, Martin Co. KY, Pike Co. KY
 Report Date: 9/24/2019 1:17:03 PM

Economic Distress Criteria—Primary Elements

	Region	U.S.	Threshold Calculations
24-month Average Unemployment Rate (BLS) period ending July 2019	6.84	3.92	2.92
2017 Per Capita Money Income (5-year ACS)	\$19,155	\$31,177	61.44%
2017 Per Capita Personal Income (BEA)	\$33,562	\$51,640	64.99%

Economic Distress Criteria—Geographic Components

	24 Month Unemp	Threshold Calculation	BEA PCPI	Threshold Calculation	Census PCMI (2000)	Threshold Calculation	ACS 5-Year PCMI	Threshold Calculation
Floyd County, KY	6.69	2.77	\$35,137	68	\$12,442	57.6	\$18,366	58.9
Johnson County, KY	7.01	3.09	\$32,255	62.5	\$14,051	65.1	\$19,925	63.9
Magoffin County, KY	12.93	9.01	\$29,243	56.6	\$10,685	49.5	\$17,279	55.4
Martin County, KY	6.68	2.76	\$28,740	55.7	\$10,650	49.3	\$14,914	47.8
Pike County, KY	6.03	2.11	\$34,951	67.7	\$14,005	64.9	\$20,576	66

Sources: U.S. Bureaus of Census, Labor Statistics, and Economic Analysis; Calculations generated by StatsAmerica.

Big Sandy Area Development District

2019 - Major Employers, 50+ Employees

Floyd County	City	# of Employees
Mountain Comprehensive Care Center*	Prestonsburg	1443
Floyd County Board of Education	Prestonsburg	939
Highlands ARH Regional Medical Center *	Auxier	580
Big Sandy Community & Technical College*	Prestonsburg	383
Big Sandy Health Care	Prestonsburg	265
ARH Our Lady of the Way Hospital	Martin	185
Appalachian Wireless*	Prestonsburg	178
McDowell ARH	McDowell	173
Gearheart Communications Inc	Harold	165
Food City Inc	Prestonsburg	142
Wal-Mart Associates Inc	Prestonsburg	140
Riverview Health Care	Prestonsburg	140
McDonalds	Prestonsburg	130
City of Prestonsburg	Prestonsburg	119
First Commonwealth Bank*	Prestonsburg	106
Kentucky Oil & Refining Company	Betsy Layne	100
Carl D. Perkins Job Corps Center	Prestonsburg	100
Floyd County Fiscal Court	Prestonsburg	92
R/S Godwin	Prestonsburg	80
Bush and Burchett	Prestonsburg	77
Big Sandy Area Development District	Prestonsburg	77
Jenny Wiley State Park	Prestonsburg	64
HT Hackney	Prestonsburg	63
Prestonsburg City Utilities	Prestonsburg	54
Johnson County		
Johnson County Board of Education	Paintsville	523
Wal-Mart Associates Inc	Paintsville	320
Paintsville Hospital Co Inc	Paintsville	237
Mountain Manor	Paintsville	150
Paintsville Independent Schools	Paintsville	136
Lowes	Paintsville	130
Citizens Bank Of Kentucky*	Paintsville	128
Food City	Paintsville	105
Carl D. Perkins Vocational Training Center	Thelma	100
City of Paintsville	Paintsville	88
McDonalds	Paintsville	83
Big Sandy Area Community Action Program	Paintsville	71
Johnson County Fiscal Court	Paintsville	68
Foothills Rural Telephone Cooperative	Staffordsville	68
Christian Appalachian Project	Hager Hill	57
Magoffin County		
Magoffin County Board of Education	Salyersville	330
Salyersville Health Care Center	Salyersville	150
Logan Corporation	Salyersville	85
McDonalds	Salyersville	58
Magoffin County Fiscal Court	Salyersville	50

Big Sandy Area Development District

2019 Major Employers, 50+ Employees

Martin County	City	# of Employees
USP - Big Sandy	Debord	372
Martin County Board of Education	Inez	312
Booth Energy Group	Lovely	325
Martin Manor	Inez	86
Chesapeake Energy	Debord	72
Martin County Fiscal Court	Inez	50
Pike County		
Pikeville Medical Center	Pikeville	3005
Pike County Board of Education	Pikeville	1395
Community Trust Bank*	Pikeville	1020
Williamson ARH	S. Williamson	484
University of Pikeville	Pikeville	454
Walmart	Pikeville	370
Central Appalachian Mining	Pikeville	361
Kellogg	Kimper	350
Double Quick*	Pikeville	250
Walters Group*	Pikeville	238
McDonalds	Pikeville	216
Pike County Government	Pikeville	214
Diversified Gas and Oil	Pikeville	200
Pikeville Independent Board of Education	Pikeville	160
Wright Companies	Pikeville	150
Elliott Contracting Inc	Pikeville	123
Good Shepherd Community Nursing	Phelps	115
Parkview Manor	Pikeville	104
Mountain View Health Care Center	Elkhorn City	103
Whayne Supply Co Inc	Pikeville	85
City of Pikeville	Pikeville	88
Coca Cola	Coal Run	70
UMG	Pikeville	79
Deskens Motors	Pikeville	55

- Recreational/Trail Development

City of Wayland

- Mountain Sports Hall of Fame / Wellness Center Development
- Storm Water Management
- City Park / Recreational Area
- Police Vehicle Purchase
- Scenic Turnout
- High Speed Broadband Infrastructure
- Community Wellness Concept
- Emergency Generator
- Waterfalls/Creek Access Ramp
- Housing Development / Rehab Current Housing
- Flood Wall
- 28 Hollow Development
- Glo Hollow Development

City of Wheelwright

- Economic Development – former prison facility
- Community Park Development
- Historic Preservation

Johnson County

- Industrial/Commercial Development
- Paintsville-Johnson County Schools—Recreation/Health/Wellness Facilities
- Teays Economic Development Project
- Recreational Parks

City of Paintsville

- Industrial Site Access Road – US 23 to Teays Branch
- Recreational Center / Recreational Site Development
- Public Safety Building
- Recreation Upgrades – Splash Pad/Pool

Magoffin County

- ED Site Development and Expansion Plan
- Dawkins Rail Trail Business Development/Marketing Plan
- ATV Trail Development
- E911 System Upgrades

City of Salyersville

- Tourism Center
- Commercial Redevelopment
- Downtown Revitalization
- Market Feasibility Study - Lodging

Martin County

- Infrastructure – Wastewater
- Big Sandy Regional Airport Improvements – Runway Extension
- Multi-use ED site

City of Inez

- Downtown Revitalization
- Rockcastle Creek Walking Trail
- Tourism Development

City of Warfield

- Infrastructure Enhancements

Pike County

- Trail Development
- 460 Corridor Developments
- Wolfpit Industrial Park
- John Moore Branch Industrial Park

City of Coal Run Village

- Community Park Enhancements
- City Infrastructure Development – Kinnikinnick Sewer
- Paddle Craft Access Point

City of Elkhorn City

- Infrastructure Rehab
- Pedestrian Bridge Rehab
- Downtown Revitalization
- Trail Development
- City Park Enhancements

City of Pikeville

- Industrial Recruitment
- Commercial Recruitment
- Industrial Development Site(s)
- Broadband Infrastructure
- Tourism Development
- Housing Developments

Projects having regional impact have been identified as follows:

Regional Projects

- Industrial Site/General Business Development
- Adventure Tourism (ATV trails, water trail)
- Federal Laboratory/Research Facility
- Veterans Hospital/Nursing Care Facility
- Recycling Facilities
- Manufacturing Cluster Mapping
- Regional Tourism Branding – Kentucky's Appalachia
- Sector Strategy Development



**BSADD 2020 SHIFT REGIONAL
HIGHWAY PROJECT LIST**

Project Description	Eval County	Route
SPOT IMPROVEMENTS FROM BRANHAM'S CREEK TO JOHN M. STUMBO SCHOOL.(12CCR)(16CCR)	Floyd	036-KY-0979 -000
Improve roadway geometrics and capacity on KY-40 from KY-321 to Garbage Hollow.	Johnson	058-KY-0040 -000
INEZ TO WARFIELD (SECTION 2-1): FROM LITTLE BLACKLOG TO BOOTH FORK. [STA. 190+00 TO STA. 298+00 (ENGLISH)] (2002BOP)(12CCR)(AR/W)(16CCR)	Martin	080-KY-0040 -000
IMPROVE CONNECTIVITY BETWEEN THOMPSON ROAD AND US-23 AT STONECOAL.(12CCN)(14CCR)(16CCR)	Pike	098-PF-9999 -
Improve roadway geometrics and capacity from Garbage Hollow to East of Mill Street.	Johnson	058-KY-0040 -000
Reduce congestion, improve condition and increase motorist safety on this segment of KY 3495, from the temination of the US 23/KY 3495 exit ramp north 0.3 miles on KY 3495 to just past Pikeville High School.	Pike	098-KY-3495 -000
Improve site distance/lane width/shoulder width issues. Improve entrances onto roadway.	Floyd	036-KY-1427 -000
Modernize roadway to include better drainage and proper bike/ped facilities.	Magoffin	077-KY-0040 -000
INEZ TO WARFIELD (SECTION 2-2): FROM BOOTH FORK TO KY-2031 [STA. 298+00 TO STA. 382+00 (ENGLISH)] (2002BOP)(16CCR)	Martin	080-KY-0040 -000
IMPROVE US-460 IN MAGOFFIN COUNTY AT IVY POINT HILL WEST OF SALYERSVILLE. (16CCN)	Magoffin	077-US-0460 -000

WRIS Fiscal Year 2019 Project Rankings for BSADD

Planning Unit	County Name	PNUM	Applicant	Project Title	Ranking			Households		Amount	Project Description
					Regional Planning Unit	Total Points	Unreserved	Underserved			
Johnson	Johnson	WX21115015	Paintsville Utilities Commission	Miscellaneous Water Line Extensions - Phase 3	1	1	70	75	0	\$118,322	The project will provide public water service to approximately 75 new customers. The new customers will be served through a 3-inch and 4-inch waterlines. Paintsville Utility Commission (PUC) will purchase all required materials and install all piping and appurtenances with PUC work force. The areas of Johnson County to be served include Honey Lane at Stambaugh, Old School House Hollow at Concord, Buffalo Creek Road at Boonescamp, Stapleton Lane at Elna, Dixon Branch at Flat Gap, Jackson Fork Road at Riceville, Patoker Hollow Road at Elna, Burskirk Drive and Atkinson Lane at Thelma, KY 1107 at Davis Branch, Kimbler Lane at US 23 and Hackney Hollow at US 23. The project will provide approximately 23,000 liner feet of waterline.
Martin	Martin	WX21159009	Martin County Water District	Water System Controls and Raw Water Modifications	2	1	60	0	3335	\$3,429,000 \$3,429,000 \$3,429,000	This project will include raw water intake modifications. A secondary intake will be added in the Tug Fork River providing redundancy. Piping, pumps, and controls will be upgraded to provide for the second intake. In addition to the second raw water intake, the raw water transmission main will be extended from the Crum Reservoir to the water treatment plant and a new reservoir intake structure will be constructed. The transmission main will be 3,500 linear feet of 16 inch ductile iron pipe. This project also includes installation of system wide telemetry SCADA system.
Pike	Pike	WX21195028	Mountain Water District	Water Loss Prevention Program Phase I – Contract #2	3	1	55		16066	\$1,500,000 \$1,500,000 \$1,500,000	Project consists of the rehabilitation and upgrades to the Harless Creek Water Treatment Plant to improve the efficiency of operation. The project will include the removal of lagoon siltation, high pressure washing of sediment accumulation in clear well, rehabilitation of the high service pit and dry gallery to reestablish maximum capacity, and ensure compliance with EPA and DOW regulations. The project will also include the replacement of aging and failing service lines and mainlines as identified in Contract #1 of the Water Loss Prevention Program.
Magoffin	Magoffin	WX21153029	Magoffin County Water District	Magoffin - KY 542/Sandbottom Water Line Extension	4	1	50	26	0	\$1,097,811 \$1,097,811	Install approximately 31,000 feet of 4" water line and its appurtenances to serve approximately 26 households; also install a pump station and 50,000 gallon water storage tank to provide adequate pressure. This project will also extend approximately 3,000 FT of 3 in PVC pipe to the sand bottom area of Magoffin County.
Floyd	Floyd	WX21071731	Southern Water & Sewer District	Southern Water & Sewer District – Water Meter Change Out Program	5	1	35		2850	\$664,700 \$664,700 \$1,329,400 \$1,329,400 \$1,329,400	The District is proposing to change out its existing meters to radio read meters. This will be a system wide change out. The system will purchase approximately 2850 meters. The system currently has no radio read meters. Radio read meters offer greater efficiency and accuracy. System personnel can be utilized by other operation and maintenance work as meter reading time is greatly reduced with radio read meters.
Martin	Martin	WX21159006	Martin County Water District	ARC Water System Improvements	6	2	70		1000	\$2,760,960 \$3,599,900 \$1,200,000 \$289,050 \$1,200,000	This project involves the replacement of 1,000 water service lines and meters in the Martin County Water District's distribution system. The replacement of customer service lines (from the water main to customer connection at the meter) will primarily be in the Beauty and Warfield area. The District has experienced water loss exceeding 60 percent and recent water loss studies have shown significant water loss in the Beauty & Warfield area is attributed to service line leakage and inaccurate meters. Meters in the area are over 20 years old resulting in under-registering the amount of water passing through the meters. By replacing the service lines and meters, water loss will be reduced and the District will receive the following benefits: lower operating expenses for producing and delivering water; lower operating expenses from leak repairs; increase revenue by accurately billing for all the water passing through the meters

WRIS Fiscal Year 2019 Project Rankings for BSADD

Johnson	Johnson	WX21115028	Paintsville Utilities Commission	Miscellaneous Water System Improvements	7	2	50	3	496	<p>\$2,010,000</p> <p>The proposed Miscellaneous Water System Improvements will affect several areas of our county which are currently experiencing concerns with inadequate or potentially inadequate pressures. The areas/components of this project are:</p> <p>1. Ridgeway Drive Pump Station and Tank which will improve service to approximately 500 homes and allow for the decommissioning of an older pump station and tank and we will be using SCADA telemetry for the tank and pump station.</p> <p>2. Tie to 24" transmission main at Route 40 West which will improve pressure and supply to approximately 50 homes. It is expected to improve supply to a large area of Johnson and Lawrence Counties and improve service reliability to over 1000 homes. This will also give us better supply to the emergency interconnect with Morgan County which is currently not feasible to use. Additionally, this will remove demand from the U S 460 West main and tank, which will improve available supply to the Magoffin County emergency interconnect.</p> <p>3. Tie in to high pressure line and installation of PRV's at Short and Fitch Branches to eliminate pressure concerns for approximately 10 homes.</p> <p>4. Blaine Hill Constant Pressure Booster Pump to provide continuous adequate pressure to two homes.</p> <p>5. Installation of two PRV's at Oakley Ward Road and Baker Branch to allow redirection of flow and provide continuous adequate pressure to approximately 40 homes. This would also allow for better availability of water at the emergency interconnect with the Big Sandy Water District.</p> <p>6. Replacement of an aged, undersized line serving 6 homes on Pack Hill Drive.</p> <p>7. Replacement multiple service lines on Patoker Branch with a three inch main to serve five under-served or unserved residences.</p> <p>We consider all of the elements to be extremely important to the customers in our service area.</p>
Pike	Pike	WX21195037	City of Pikeville	Pikeville Water Plant Filter Subsurface Wash System Improvements	8	2	45			<p>\$253,800</p> <p>Engage an engineer to evaluate the currently inoperable subsurface wash system, repair system if recommended or replace system if inadequate. This is a study</p> <p>-</p> <p>\$253,800</p> <p>\$253,800</p> <p>Not Funded</p>
Magoffin	Magoffin	WX21153012	Salyersville Water Works	Salyersville Water Aging Water Main Phase III	9	2	35		862	<p>\$1,105,000</p> <p>This is a project to replace various aging water mains throughout the city's water distribution system, replace aging hydrants, and reconnect residential water meter services. This is a small diameter replacement project. The replacements vary in size from 2" to 8". Most of the existing lines are old cast iron with excessive interior tuberculation and poor joints. Existing hydrants on the lines targeted for replacement will be replaced. Line replacements are not intended to reduce water loss. Line replacements are proposed to: (1) minimize break repairs, (2) reduce water quality complaints (flow upsets dislodge interior tuberculation), (3) improve pressure in marginal locations, and (4) increase emergency flow capacity. The project will abandon existing water lines. This mandates that customer services connections be moved from old pipes to new pipes. A new tap, stop, and the service line between the new main and meter box must be installed to return service to the existing meter set. A new 30 GPM booster pump station will be constructed on College Street near Connelley Drive. There will be no new customers. There will be no new line extensions. This is a project to upgrade aging facilities. Existing water lines on the following streets will be impacted: Prater, Patrick, Elam, College, Connelly, Bailey, Broadway and Howard.</p> <p>\$1,105,000</p> <p>Not Funded</p>
Floyd	Floyd	WX21071009	Southern Water & Sewer District	Water System Improvements - Mink Branch to Ligdon	10	2	35	0	350	<p>\$500,000</p> <p>This project would replace approximately 12 miles of water main that is a source of repeated repair calls and water loss. The project will replace side road water mains as well as the water main along KY 979 (Mud Creek). 8 inch, 6 inch and 3 inch. footages for each pipe are approximately 8 inch = 20,665 LF, 6 inch = 25,616 LF & 3 inch= 14,182 LF</p> <p>\$900,000</p> <p>\$3,450,000</p> <p>-</p> <p>\$3,450,000</p> <p>\$3,450,000</p> <p>Not Funded</p>

WRIS Fiscal Year 2019 Project Rankings for BSADD

Floyd	Floyd	WX21071006	Southern Water & Sewer District	Southern Water and Sewer District Various Line Extensions	11	3	40	75	0	<p>\$500,000 This project will extend water service to un-served customers various areas in the county. The areas include: Patton Branch, Plummer Branch, Potter Clinic/Millard Allen Road, Martin Branch, Sizemore Mountain Road, Gearheart Branch, Wolpen, Tackett Fork, Morg Branch, Clark Branch, and Skull Fork. The project will consist of installing approximately 29,000 linear feet of 4 inch PVC pipe.</p> <p>\$500,000</p> <p>\$223,050</p> <p>-</p> <p>\$1,223,050</p> <p>\$1,223,050</p> <p>Not Funded</p>
Magoffin	Magoffin	WX21153028	Magoffin County Water District	Magoffin - Emergency Tie-In Bloomington to Grape Creek Along US 460	12	3	40			<p>\$217,500 Connect two separate parts of Magoffin County's system with 6,000 feet of new water line. From Bloomington to Grape Creek along US 460. This project will cost \$217,500.00.</p> <p>-</p> <p>\$217,500</p> <p>\$217,500</p> <p>Not Funded</p>
Martin	Martin	WX21159008	Martin County Water District	Water System Improvements in Support of the USP Big Sandy, Eastern Kentucky Business Park & Big Sandy Regional Airport	13	3	35	3	0	<p>\$1,859,225 The proposed project, is a Category "A" eligible project under the AML Nexus guidelines. The project is intended to include economic development related activities which will result in positive economic and community development outcomes for the region. The project will include the construction of a new 400 gallon per minute (GPM) booster pump station, the construction of a 250,000 gallon storage tank equipped with a mixing system, the upgrade of an existing 400 GPM booster pump station at Davella, the installation of two (2) master meters, the installation of two (2) booster chlorinator station, the installation of approximately 1,000 linear feet of 6-inch ductile iron water line and appurtenances, and the installation of telemetry controls at the proposed facilities.</p> <p>\$2,059,225</p> <p>\$2,059,225</p> <p>Not Funded</p> <p>The project will be located in the western portion of Martin County along Kentucky Highway 3. A project map has been attached. The project is intended to enhance potable water supply to the United States Petitionary (USP) Big Sandy, the Eastern Kentucky Business Park and the Big Sandy Regional Airport by improving the existing infrastructure that supplies these facilities. In addition, the project will provide improved water service to approximately 100 households in the region.</p> <p>The project is located in the planning area of the Martin County Water District. According to the Appalachian Regional Commission (ARC), Martin County is one of thirty-eight (38) distressed counties in Kentucky. According to the U.S. Census Bureau Martin County has a population of approximately 12,900 persons with a household per capita of approximately 2.55. As of July 2017, the median household income was approximately \$29,052. The USP Big Sandy is comprised of both a maximum and minimum security facility and employs over 400 people and houses over 1,200 prisoners. The Eastern Kentucky Business Park is a 180 acre development located adjacent to the USP Big Sandy. The park is supported by sanitary sewer, potable water, natural gas and fiber optic communication. T</p>
Pike	Pike	WX21195007	City of Elkhorn City	City of Elkhorn City John Moore's Branch Water Line Extension	14	3	35	4	0	<p>\$2,750,000 Project consists of the installation of a 8" water main to provide potable water service to the John Moore Branch Industrial Park. The project will install approximately 16,000 LF of 8 inch ductile iron waterline. The project will also include a 300,000 gallon water storage tank, master meter, and booster pump station. The installation of utilities is the first step in the development of the John Moore Branch Industrial Park. The project will attract potential developers and businesses to the industrial park due to its ability to provide potable water service to each lot.</p> <p>\$2,750,000</p> <p>\$2,750,000</p> <p>Not Funded</p>
Floyd	Floyd	WX21071001	Southern Water & Sewer District	City of Martin Emergency Water Interconnect	15	4	55	1	330	<p>\$101,749 This project would connect the City of Martin's water system to Southern Water & Sewer District to provide an emergency backup supply in the event the existing connection to Prestonsburg's City Utilities is not in service.</p> <p>\$101,749</p> <p>\$101,749</p> <p>-</p> <p>\$101,749</p> <p>\$101,749</p> <p>Not Funded</p>

WRIS Fiscal Year 2019 Project Rankings for BSADD

Martin	Martin	WX21159007	Martin County Water District	Water Treatment Plant Clarifier Rehab	16	4	50	3335	\$1,011,600	This project will rehab the existing clarifier unit (No. 1) at the water treatment plant. The clarifier unit was constructed in the late 1960; renovated in the late 1980 and is in need of rehabilitation again.	
									\$2,058,353		
Pike	Pike	WX21195740	Mountain Water District	MWD-Various Waterline Extensions	17	4	50	88	0	\$675,000	Project consists of the installation of new ductile iron water line to provide safe drinking water to residents of Pike County currently not served by the District. The project will serve the Sycamore of Johns Creek, Three Mile area of Dorton and Tunnel Road of Shelby. The project will also include the installation of a booster pumping station and telemetry to enable the District to remote monitor the operation of the station. The proposed project is anticipated to serve 88 new customers.
										\$2,100,000	
Martin	Martin	WX21159016	Martin County Water District	Water Treatment Plant Clarifier and Disinfection byproduct reduction	18	5	45	3500	\$359,500	This project will include clear well aeration and diffusion pipe repair along with a Clarifier cover and an intake screen at the reservoir intake. This project will improve the water quality by installing clearwell aeration, clarifier cover intake screen at reservoir intake and repair clearwell diffusion pipe.	
									\$359,500		
Pike	Pike	WX21195035	City of Pikeville	Myra Barnes Avenue Waterline Rehabilitation	19	5	35	0	72	\$781,220	Install approx. 2500' of 6" ductile iron water line along Myra Barnes Ave. in Pikeville, reconnect (75) existing customers, tie-in intersecting existing water lines (2" and 6") and install new main line valves. the streets that will be included in this project are Central Ave, Mae Ave, Yost St, Riverview Dr (part), Steele Street, St. Clair Street
										\$781,220	
Pike	Pike	WX21195036	City of Pikeville	Scott Avenue Water Line Rehabilitation	20	6	35	0	67	\$996,420	Install approx. 3,300' of 6" ductile iron water line along Scott Ave. and Main Street in Pikeville, reconnect (105) existing customers, tie-in intersecting existing water lines (2", 4" and 6") and install new main line valves. Project includes approximately 300 feet on 6th street from scott avenue to the tie in point near the intersection of 6th street and Hambley Boulevard.
										\$996,420	
Pike	Pike	WX21195039	City of Pikeville	Pike County Airport Water Line Extension	21	7	35			\$3,202,293	Tie in to existing 12" water line, bore US 23, install approx. 18,000' - 8" ductile iron water line, (1) Booster Pump Station and (1) 200,000 gallon elevated water storage tank.
										\$3,202,293	
										Not Funded	

WRIS Fiscal Year 2019 Project Rankings for BSADD

Pike	Pike	WX21195030	City of Elkhorn City	Interconnect with MWD	22	8	35	20	516	<p>\$315,000</p> <p>\$315,000</p> <p>Not Funded</p>	<p>Project consists of the installation of a 6" water main along KY 197 to interconnect the City of Elkhorn City with the Mountain Water District System. The proposed project will begin near the intersection of KY 197 and Pond Branch Road and end near the intersection of KY 197 and Blue Head Road. The project includes approximately 2000 L.F of 6" ductile iron water line and a master meter. This project will provide an additional connection point with the Mountain Water District, which will enable the City of Elkhorn City to provide potable water to its customers in the event of an emergency. The existing distribution system is currently supplied safe, potable drinking water by the Mountain Water District at the intersection of US 460 and KY 80. The US 460 / KY 80 interconnect is currently the only source for the City of Elkhorn City to receive potable water from the Mountain Water District.</p>
Pike	Pike	WX21195033	City of Elkhorn City	Stonecoal Water Supply Project	23	9	40	16	0	<p>\$775,000</p> <p>\$775,000</p> <p>Not Funded</p>	<p>Project consists of the installation of an 8" water main to provide potable water service to the Stonecoal Development. The project will install approximately 6,700 LF of 8 inch ductile iron waterline. The project will also include a master meter and new customer service connections. The installation of utilities is the first step in the development of the Stonecoal site. The project will attract potential developers and businesses to the site due to its ability to provide potable water service to each lot.</p>

WRIS Fiscal Year 2019 Project Rankings for BSADD

Planning Unit	County Name	PNUM	Applicant	Project Title	Ranking			Households		Amount	Project Description
					Regional Planning Unit	Total Points	Unserved	Underserved			
Martin	Martin	SX21159006	Martin County Sanitation District	Martin County Sanitation District - KY 645 Development Area Sewer Extensions	1	1	50	10	0	\$404,905 \$404,905 \$404,905 \$404,905 Not Funded	The project will consist of the construction of approximately 5,400 linear feet of 6 inch PVC force main as well as a duplex grinder pump station to serve a new school and other development along KY 645. It brings wastewater capabilities to the project area for the new Martin County High School and would open an area for future potential development around the new high school. The proposed location of the new school is not currently served by water/sewer. The current Martin County High School is located at a temporary location due to damages incurred to their former school building that necessitated closing the facility. The county is also seeking funding for water extensions. The water system extension will consist of the construction of a 150,000 gallon ground storage tank, 5,500 linear feet of 8" water main as well as a water booster pumping station. The total project cost for water and sewer is estimated at \$1,342,850.00 . Previous engineering estimates had the project cost at \$1,871,800. However, the project was re-evaluated and altered to eliminate \$528,950 to bring the project in at its current estimate. A large portion of that was due to the change from 8" gravity sewer pipe to 6" PVC force main and the reduction of the water storage tank from 300,000 gallons to 150,000 gallons.
Johnson	Johnson	SX21115009	Paintsville Utilities Commission	KY Hwy 23 Sewer Extension	2	1	50	128	0	\$500,000 \$2,526,500 \$3,026,500 \$3,026,500 Not Funded	All the flow being generated by customers on the west end of the City of Paintsville can be pumped to the Honey Branch WWTP for processing. This includes shopping centers, Johnson Central High School, Regional Jail, Paintsville Lake Area and Cross Creek Development. Based on water usage records and other factors, this could reduce the average daily flow to the Paintsville WWTP by approximately 200,000 GPD. It is reducing flow from Paintsville WWTP and redirecting it to Honey Branch WWTP through a new liftstation, large duplex grinder, 57 residential grinders and 6" force main, and eliminating a PTP."
Pike	Pike	SX21195102	City of Pikeville	Pikeville Yorkwood Forest Subdivision Sewerline Extension South Along US 23	3	1	50	11	0	\$20,000 \$371,800 \$391,800 - \$391,800 \$391,800 Not Funded	The project will consist of extending sewer line service to South Mayo trail along US 23, Yorkwood Forest Subdivision. The total project will provide service to 65 households and several businesses. The project will begin to open the land in the area for residential growth.
Floyd	Floyd	SX21071015	City of Martin	Wastewater Treatment Plant Agreed Order Project	4	1	40			\$787,719 - \$787,719 \$787,719 Not Funded	In July 2018 the Division of Water placed the City of Martin under a revised corrective action plan for agreed order 13-CI-00339. The city is to make plant improvements including screening at the headworks, and repair of the flow equalizer basin.
Magoffin	Magoffin	SX21153004	Salyersville Water Works	Magoffin County Garage Lift Station and Line Replacement Project	5	1	35	0	40	\$735,000 \$735,000 \$735,000 \$735,000 Not Funded	Complete replacement of the existing Magoffin County Garage wastewater lift station and influent gravity sewer line from lift station to the intersection of Route 40 and Fox Run Road. Includes +/-3500 LF of 8 inch pvc gravity sewer replacement for 8 inch clay tile sewer and reconnection of +/- 40 sewer laterals. This system is experiencing I/I issues in this area due to old clay tile running through swampy bottoms
Johnson	Johnson	SX21115015	Paintsville Utilities Commission	Paintsville Utility Commission - Southside	6	2	70	35		\$730,900 \$730,900 Not Funded	The southside sewer line extension project will serve approximately 35 homes in a area of Johnson County just outside the Paintsville city limits. This area is presently without public sewage collection and treatment services and homes in the area are using straight pipes or failing septic systems. Residents of the area often complain of sewage problems, noting the odor in the warm months and viewable sewage on the ground and being straight piped into the mill branch stream, which is a tributary of Paint Creek that runs through the City of Paintsville behind several businesses including the county's public library. There are several abandoned parcels in the southside area due to the lack of sewage treatment options. Septic systems are not viable due to the size of the lots and the terrain.

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Floyd	Floyd	SX21071902	Wheelwright Utilities Commission	Wheelwright - Replacement of Sewer System	7	2	50	0	93	\$587,000 \$587,000 -	This project is to replace 75 year old gravity sewer which are in deplorable condition. Due to the age of the sewers, they are not sealed which present problems with infiltration.
Martin	Martin	SX21159009	Martin County Water District	Martin County Sewerline Extension Davellia to New Route 3	8	2	50	60	0	\$942,103 -	This project will provide sewer service to approximately 60 residents along Davelia Road towards Kentucky Route 3. The project will include 4" Force Main 19,000 LF, 2" Force Main 3,000 LF and residential grinder pumps.
Pike	Pike	SX21195032	City of Elkhorn City	Elkhorn City - Wastewater Collection Improvements Project	9	2	35	0	133	\$500,000 -	Project will be to repair locations of known I&I throughout the sewer system discovered during the completion of Sanitary Sewer Evaluation Survey (SSES). Work to be completed includes the rehabilitation of all eight pump stations, approximately 120 spot repairs for cracked sewer pipes and the replacement of approximately 15 manholes. Pump station rehabilitation includes the replacement of wet well and valve vault pipes, pump and rail replacements, and concrete repair. Spot repairs will occur where points of infiltration were discovered during the SSES survey. Manholes discovered during the SSES survey in a condition beyond repair will be replaced with new manholes.
Magoffin	Magoffin	SX21153005	City of Salyersville	Allen Drive Lift Station	10	2	35			\$1,539,500 -	"Allen Drive Station" pumps to existing 12" interceptor. This project will extend the force main to "Old Plant Station".
Pike	Pike	SX21195696	Mountain Water District	MWD - Forest Hills Phase III	11	3	50	41	0	\$168,285 -	Mountain Water District seeks funding to extend its existing sewer collection system that currently serves Forest Hills. The new construction will be the final phase to complete the Forest Hills wastewater project. The new extension will allow the District to continue the reduction of environmental health issues related to the excess numbers of straight pipes or failing septic systems within the project area.
Martin	Martin	SX21159008	Martin County Water District	Martin County Sewerline Extension Deboard to Davellia	12	3	50	37	0	\$1,050,000 -	This project would install 17,200 LF of 6" force main and 1,280 LF of 2" force main, 7,400 feet of 1 1/4" residential service line along with the installation of a sewage pumping station and 37 residential grinder pumps. This is phase 1 of a two phase project. The area is currently without any residential sanitary sewer and this would allow for future connections in the area and provide environmental improvements to the local water supply and surrounding areas.
Magoffin	Magoffin	SX21153509	City of Salyersville	Phase IV Burning Fork Birch to Bradley	13	3	50	162	0	\$1,010,730 -	Extend collector sewer on Burning Fork from birch branch to Bradley project will serve 162 customers. Project will also pick up Rt 30 (Connelly Farm).

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Floyd	Floyd	SX21071014	Prestonsburg City's Utilities Commission	Prestonsburg City's Utilities Commission (PCUC) Allen and Dwale	14	3	50	500	332	<p>\$496,956 PCUC began construction of the Allen and Dwale sanitary sewer collection system in 1998. There are approximately 500 residences in Allen and Dwale located southeast of Prestonsburg, KY just off US 23. The collection system consists of both gravity/manhole and force main sewers with 8 PS's. A new PS is proposed on the southeast side of New Allen near the intersection of US 23 and Court St. This PS will reverse the flow from New and Old Allen east of the CSX RR Tracks and pump the sanitary sewer to the Big Sandy WWTP (formerly Harold WWTP) for processing. PCUC recently performed flow testing of the Allen system and the I&I was more than significant during heavy precipitation events. There were periods of rainfall that recorded greater than 1000 up to 1500 GPM inside the collection system which cannot be handled by the WWTP. The majority of the I&I is caused by storm water infiltrating the system thru rooftops, yard and street drainage connections. The project will include a complete Sanitary Sewer Evaluation Study (SSES) including smoke/dye testing, CCTV video of pipes and manholes, manhole inspections, mapping and flow monitoring to determine the I&I impacts. Upon a thorough evaluation of the collected data, an action plan will be designed, budgeted, bid and constructed.</p> <p>\$103,080</p> <p>\$496,956</p> <p>Partially Funded</p>
Martin	Martin	SX21159007	Martin County Sanitation District	Martin County Sanitation District - Belt Press and Sludge Handling	15	4	60		500	<p>\$2,000,000 The WWTP's violations are related to the management of the waste activated sludge (WAS) and sludge handling and it's ability not meeting the permit limits. The ability of a WWTP to efficiently treat the wastewater is in part related to manage the MLSS and sludge age.</p> <p>\$1,021,600</p> <p>\$2,000,000</p> <p>Managing the MLSS to the proper value requires wasting the sludge on a regular basis. Proper handling of the sludge (RAS and WAS) effects the aeration ditch's ability to effectively treat the incoming waste water. The Inez WWTP is not able to effectively waste the WAS on a regular basis due to the original design of a "Gray Water System" and not having the amount of sludge production in the original design that they are generating now. The WWTP is holding the sludge in the clarifier and aeration ditch too long and causing ineffective treatment.</p> <p>\$2,000,000</p> <p>\$2,000,000</p> <p>Not Funded</p> <p>Mixed liquor is a mixture of raw or settled wastewater and activated sludge contained in an aeration basin in the activated sludge process. Mixed liquor suspended solids (MLSS) is the concentration of suspended solids in the mixed liquor. Within the aeration basin, dissolved oxygen (DO), pH, active biological mass, mixing, rate of oxygen utilization, temperature, MLSS concentration, and retention time are critical factors that must be closely monitored.</p> <p>Wastewater influent and return activated sludge (RAS) from a secondary clarifier are mixed together and pumped to the aeration basin. In the basin, aerobic microbes decompose organic matter in the mixed liquor. This RAS is used to maintain the desired MLSS value. Measuring the solids concentration of RAS allows the return volume to be adjusted to keep the MLSS level in the aeration basin within the control parameters for effective treatment. Excess sludge which eventually accumulates in the secondary clarifier beyond that returned is defined as Waste Activated Sludge (WAS) and is removed from the treatment process to keep the ratio of biomass to food supplied (sewage or wastewater) in balance.</p> <p>If MLSS content is too high the process is prone to bulking and the treatment system becomes overloaded, this can cause the dissolved oxygen content to drop with the effect that organic matters are not fully degraded and biological 'die off'. Conversely, if the MLSS content is too low the process is not working efficiently removing organic matter likely wasting energy whilst not treating the effluent effectively and the sludge age may be too low to enable nitrification.</p> <p>This project will result in the construction of an influent screen, aerobic sludge digester and thickner, WAS pump station, and sludge roll off containers. The existing drying beds will be modified to hold the roll-off containers.</p>
Floyd	Floyd	SX21071234	Prestonsburg City's Utilities Commission	PCUC - Lakeview Village Sewer System	16	4	55	11	0	<p>\$212,000 This project involves the construction of a pressure sewer system to serve the residents of Lakeview village. Because of the terrain and close proximity of the proposed water line a portion of the lines will require dual encasement thus the project will require 5,200 linear feet of PE and a like amount of 4-in, 3-in, 2-in an 1 1/2-in PE pipe as well as 25 individual grinder pumps stations with all appurtenances. The sewers will be tied to an existing lift station to transport the sewage to Prestonsburg WWTP.</p> <p>\$212,000</p> <p>\$212,000</p> <p>Not Funded</p>
Magoffin	Magoffin	SX21153510	Salyersville Water Works	Phase V - Burning Fork Bradley to Ivyington	17	4	50	226	0	<p>Sewer to serve head of Burning Fork Bradley to Dotson to Ivyington serving 199 customers.</p> <p>-</p> <p>\$1,100,000</p> <p>\$1,100,000</p> <p>Not Funded</p>

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Magoffin	Magoffin	SX21153523	Salyersville Water Works	Mash Fork Sewer Extension	18	5	50	77	0	\$2,045,000 -\$2,045,000 \$2,045,000 Not Funded	The City of Salyersville plans to extend pressure sewer service to the Mash Fork area, east of the city along route 2020. The project will provide service to 110 currently unsewered customers.
Pike	Pike	SX21195105	City of Pikeville	Pikeville Cedar Creek Sewer Extension	19	5	50	14	0	\$550,000 -\$550,000 \$550,000 Not Funded	Project consists of the extending sanitary sewer service to an area of Cedar Creek Subdivision currently without service. The project will serve the homes along Kati Street, Summer Street, Jay Lane, and Evan Street. The project would serve approximately 21 new customers who are currently relying on on-site septic systems. The proposed project is anticipated to be comprised of 2" and 3" force main sanitary sewer lines with residential grinders placed at each residence served.
Floyd	Floyd	SX21071001	Wheelwright Utilities Commission	Extend Service to Golf Hollow and Branham Hollow (Stoker Branch)	20	5	45	60	0	\$150,000 -\$150,000 \$150,000 Not Funded	This project will extend sewer service to approximate 60 homes in Golf hollow and Branham hollow.
Pike	Pike	SX21195139	City of Pikeville	Buckleys Creek Sewer	21	6	50	50	0	\$355,000 -\$355,000 \$355,000 Not Funded	This project will extend sewer service in the Buckley's Creek and Town Mountain area. The area will be served via pressure sewer.
Floyd	Floyd	SX21071006	City of Martin	City of Martin New Sewerline Extension to Eliminate Package Treatment Plants	22	6	45	42	3	\$2,435,000 -\$2,435,000 \$1,882,000 -\$1,882,000 Not Funded	This project will eliminate two package treatment plants in the City of Martin, eliminates problem areas contributing to I and I. adds 42 previously unserved homes and businesses. Contract 1- existing system renovation- reconstruct Chestnut street collector sewer, reconstruct Post office collector sewer, hospital storm drain disconnect, and existing plant rehabilitation. contract 3- May Valley Elementary Package Treatment Plant elimination contract 4- Warco Package Treatment Plant elimination
Pike	Pike	SX21195131	City of Pikeville	Hurricane Creek	23	7	50	500	0	\$6,108,250 -\$6,108,250 \$6,108,250 Not Funded	Collections, to provide sewer to all of Hurricane creek road.
Pike	Pike	SX21195120	City of Pikeville	Pikeville Sewer Telemetry Project	24	8	35			\$35,188 -\$375,000 \$35,188 -\$375,000 \$339,812 Partially Funded	Project consists of the acquisition and installation of a base station and server for tracking and logging multiple fields of data from remote 7 monitoring points (Lift Stations). The 7 sanitary sewer lift stations to be equipped with Telemetry RTU's are: the Marion Branch Lift Station, the Bruce Walters Ford Lift Station, the Poor Farm Lift Station, the Walters Chevrolet Lift Station, the Thompson Road Lift Station, the Chevron Lift Station and the Mayhorn's Lift Station
Pike	Pike	SX21195027	City of Elkhorn City	John Moore's Branch Industrial Park Sewerline Extension	25	9	35	5	0	\$2,050,000 -\$2,050,000 Not Funded	Project consists of the installation of a new sanitary sewer main to provide sewer service to the John Moore Branch Industrial Park. The project will install approximately 16,000 LF of 10 inch PVC sanitary sewer line, 40 manholes and a new lift station to transport the waste to the Elkhorn City WWTP. The installation of utilities is the first step in the development of the John Moore Branch Industrial Park.

WRIS Fiscal Year 2019 Project Rankings for BSADD

Pike	Pike	SX21195029	City of Elkhorn City	Stonecoal Sanitary Sewer Project	26	10	55	65	0	\$1,050,348 Project consists of the installation of a new sanitary sewer main to provide sewer service to the Stonecoal Development. The project will install approximately 3,700 LF of 8 inch PVC sanitary sewer line, 16 manholes and a new lift station to transport the waste to the Elkhorn City WWTP. The installation of utilities is the first step in the development of the Stonecoal site. The project will attract potential developers and businesses to the site due to its ability to provide sanitary sewer service to each lot. - \$1,050,348 Not Funded
Pike	Pike	SX21195030	City of Pikeville	Pike County Airport Sewer Line Extension	27	11	45	27	0	\$2,460,150 Tie in to existing 8" gravity sewer, bore US 23, install approx. 18,000' - 8" gravity sewer line with related manholes and appurtenances and install (1) Lift Station. - \$2,460,150 Not Funded

Big Sandy Area Development District 2019 Board of Directors

Floyd County			Position			Appointment	Term
Name	County	Office	on Board	Race	Sex	to Board	Expires
Hon. Robbie Williams, Treasurer County Judge/Executive 149 South Central Ave. Prestonsburg, KY 41653	Floyd	(606)886-9193	County Judge/Executive	Cauc.	M	1/22/2019	12/31/2023
Hon. Les Stapleton Mayor of Prestonsburg 200 North Lake Dr. Prestonsburg, KY 41653	Floyd	(606)886-2335	Mayor of Prestonsburg	Cauc.	M	1/27/2015	12/31/2023
Hon. Sam Howell Mayor of Martin P.O. Box 749 Martin, KY 41649	Floyd	(606)285-9335	Other Cities Repr. Mayor	Cauc.	M	1/18/2014	12/31/2023
Mr. Rick Roberts 261 Old Harold Road Harold, KY 41635 Wayland, KY 41666	Floyd	(606)478-8589	Judge Exec. Appointee/Repr.	Cauc.	M	1/22/2019	12/31/2023
Mr. Burl Spurlock First Commonwealth Bank 311 N. Arnold Avenue Prestonsburg, KY 41653	Floyd	(606)886-2321	Citizen Repr. Banker	Cauc.	M	1/16/2006	12/31/2022

Johnson County				Position			Appointment	Term
Name	County	Office		on Board	Race	Sex	to Board	Expires
Hon. Mark McKenzie, V. Chair County Judge/Executive P.O. Box 868 Paintsville, KY 41240	Johnson	(606)789-2550		County Judge/Executive	Cauc.	M	1/22/2019	12/31/2023
Hon. Bill Mike Runyon Mayor of Paintsville P.O. Box 71 Paintsville, KY 41240	Johnson	(606)789-2600		Mayor of Paintsville	Cauc.	M	11/22/2016	12/31/2023
Mr. Chase Caudill 73 Dixon St. Paintsville, KY 41240	Johnson	(606)793-4042		Judge Exec. Appointee/Repr. Deputy Judge-Executive	Cauc.	F	1/22/2019	12/31/2023
Ms. Rhonda Blanton Dept. of Social Services P.O. Box 1151 Paintsville, KY 41240	Johnson	(606)789-6251		Regional Low-Income Repr.	Cauc.	F	8/27/2019	1/24/2020
Mr. Lyndon Butcher P. O. Box 298 Thelma, KY 41260	Johnson	(606)793-4142		Citizen Repr. Entrepreneurial	Cauc	M	1/22/2019	12/31/2022
Magoffin County								
Hon. Matthew Wireman, 2nd V. C County Judge/Executive P. O. Box 430 Salyersville, KY 41465	Magoffin	(606)349-2313		County Judge/Executive	Cauc.	M	1/22/2019	12/31/2023
Hon. James "Pete" Shepherd Mayor of Salyersville P.O. Box 640 Salyersville, KY 41465	Magoffin	(606)349-2409		Mayor of Salyersville	Cauc.	M	1/20/2011	12/31/2023
Mr. Jimmy Salyer 5675 Royalton Rd. Salyersville, KY 41465	Magoffin	(606)359-3618		Citizen Repr	Cauc.	M	1/22/2019	12/31/2023
Mr. Don Cecil 9991 S. E. Licking River Rd. Salyersville, KY 41465	Magoffin	(606)349-2233		Judge Exec. Appointee Retired	Cauc.	M	1/16/2006	12/31/2023

Martin County			Position	Race	Sex	Appointment	Term
Name	County	Office	on Board			to Board	Expires
Hon. William "Bo" Davis County Judge/Executive P.O. Box 309 Inez, KY 41224	Martin	(606)298-2800	County Judge/Executive	Cauc.	M	1/22/2019	12/31/2023
Hon. Ed Daniels Mayor of Inez P.O. Box 56 Inez, KY 41224	Martin	(606)298-4602	Mayor of Inez	Cauc.	M	4/10/2017	12/31/2023
Mr. Steve Goble 2482 Blacklog Rd. Ste 200 Inez, KY 41224	Martin	(606)298-2084	Judge Exec. Appointee/Repr.	Cauc.	M	1/22/2019	12/31/2023
Ms. Nita Collier, Secretary P. O. Box 1418 Inez, KY 41224	Martin	(606)298-4073	Citizen Repr.	Cauc.	F	9/27/2016	12/31/2022
Pike County							
Hon. Ray Jones County Judge/Executive 146 Main Street Pikeville, KY 41501	Pike	(606)432-6247	County Judge/Executive	Cauc.	M	1/22/2019	12/31/2023
Hon. Jimmy Carter Mayor of Pikeville 118 College Street Pikeville, KY 41501	Pike	(606)437-5100	Mayor of Pikeville	Cauc.	M	1/27/2015	12/31/2023
Hon. Andrew H. Scott, Chair Mayor of Coal Run 105 Church Street Coal Run, KY 41501	Pike	(606)437-6032	Represents Other Cities In The District	Cauc	M	2/23/2016	12/31/2023
Hon. Mike Taylor Mayor of Elkhorn City Elkhorn City, Elkhorn City Hall Elkhorn City, KY 41522	Pike	(606)754-8702	Other Cities Repr.	Cauc.	M	1/20/2011	12/31/2023
Mr. Reggie Hickman 146 Main Street Pikeville, KY 41501	Pike	(606)432-6247	Judge Exec. Appointee/Repr.	Cauc.	M	1/22/2019	12/31/2023
Mr. Mark Gooch Community Trust Bank 346 N. Mayo Trail Pikeville, KY 41501	Pike	(606) 437-3229	Citizen Repr.	Cauc.	M	1/22/2019	12/31/2023

Big Sandy Economic Development Council CEDS Committee

- o Robbie Williams, Floyd County Judge Executive
- o Mark McKenzie, Johnson County Judge Executive
- o Matthew Wireman, Magoffin County Judge Executive
- o William Davis, Martin County Judge Executive
- o Ray Jones, Pike County Judge Executive
- o Bill Mike Runyon, Mayor – Paintsville
- o Eddie Daniels, Mayor – Inez
- o James Shepherd, Mayor – Salyersville
- o Jimmy Carter, Mayor – Pikeville
- o Mike Taylor, Mayor – Elkhorn City
- o Sam Howell, Mayor – Martin
- o Sharon Woods, Mayor – Allen
- o Les Stapleton, Mayor – Prestonsburg
- o Don Hall, Mayor – Wheelwright
- o Jerry Fultz, Mayor – Wayland
- o Ronald Workman, Mayor - Warfield
- o Andrew H. Scott, Mayor – Coal Run Village
- o Robert M. Duncan, Inez Deposit Bank & Big Sandy Regional Industrial Development Authority
- o David Ellis, Big Sandy Regional Industrial Development Authority
- o Jim Booth, Booth Energy & Big Sandy Regional Industrial Development Authority
- o A.B. Conley, Big Sandy Regional Industrial Development Authority – Magoffin County
- o Kathy Walker, EKAMI & Big Sandy Regional Industrial Development Authority
- o Paul Patton, Big Sandy Regional Industrial Development Authority & UPIKE
- o Ted Nairn, Prestonsburg Industrial Authority
- o Kathy Allen, Foundation for Appalachian Kentucky
- o Jared Arnett, SOAR
- o Bob Shurtleff, Kentucky Power
- o Kathy Daniels, Johnson County Chamber of Commerce
- o Regina Becknell, Mountain Association of Community Economic Development
- o Brett Traver, Southeast Kentucky Economic Development Corporation
- o Christi Brown, Martin County Economic Development Authority
- o Samantha West, Prestonsburg Visitors & Convention Bureau
- o Jason Neal, Kentucky Cabinet for Economic Development
- o Kelli Chaney, Big Sandy Community & Technical College
- o Terry Spears, Community Trust Bank
- o Stephanie Richards, UK – Cooperative Extension Service, Fine Arts
- o Lisa Estep, Pikeville Medical Center
- o Tony Tackett, Pikeville-Pike County Tourism
- o Melissa Williams, Eastern Ky. Concentrated Employment Program
- o Jerry McBrayer, Ky. Office of Employment & Training
- o Joyce Wilcox, EKCEP
- o Michelle Spriggs, MSU Small Business Development Center
- o Trina Allen, Office of Employment & Training
- o Philip Elswick, City of Pikeville
- o Grace Nelson, Anthem
- o Darlene Howell, Appalachian Wireless
- o Chuck Sexton, One East Kentucky

Big Sandy Area Development District

Resources

ARC – Appalachian Development Plan

<https://kydlgweb.ky.gov/Documents/ARC/KY%20App%20Dev%20Plan%20TW%201-27.pdf>

Kentucky Infrastructure Authority – WRIS – Project Rankings

<http://wris.ky.gov/portal/Reports.aspx>

Kentucky Center for Education and Workforce Statistics

<https://kcews.ky.gov/KYLM/Index/>

Kentucky Tourism

<https://www.kentuckytourism.com/industry/httpswwwkentuckytourismcomindustryresearch/>

Kentucky Transportation Cabinet SHIFT 2020

<https://transportation.ky.gov/SHIFT/Pages/default.aspx>

Kentucky's Unbridled Future – Strategic Economic Development Plan

https://kwib.ky.gov/About/Documents/StrategicPlan_021518.pdf

SBA – Business Emergency Preparedness

<https://www.sba.gov/business-guide/manage-your-business/prepare-emergencies#section-header-0>

SOAR Blueprint

<http://www.soar-ky.org/blueprint>

Stats America

<http://www.statsamerica.org/>

U.S. Census Bureau

<http://www.census.gov>

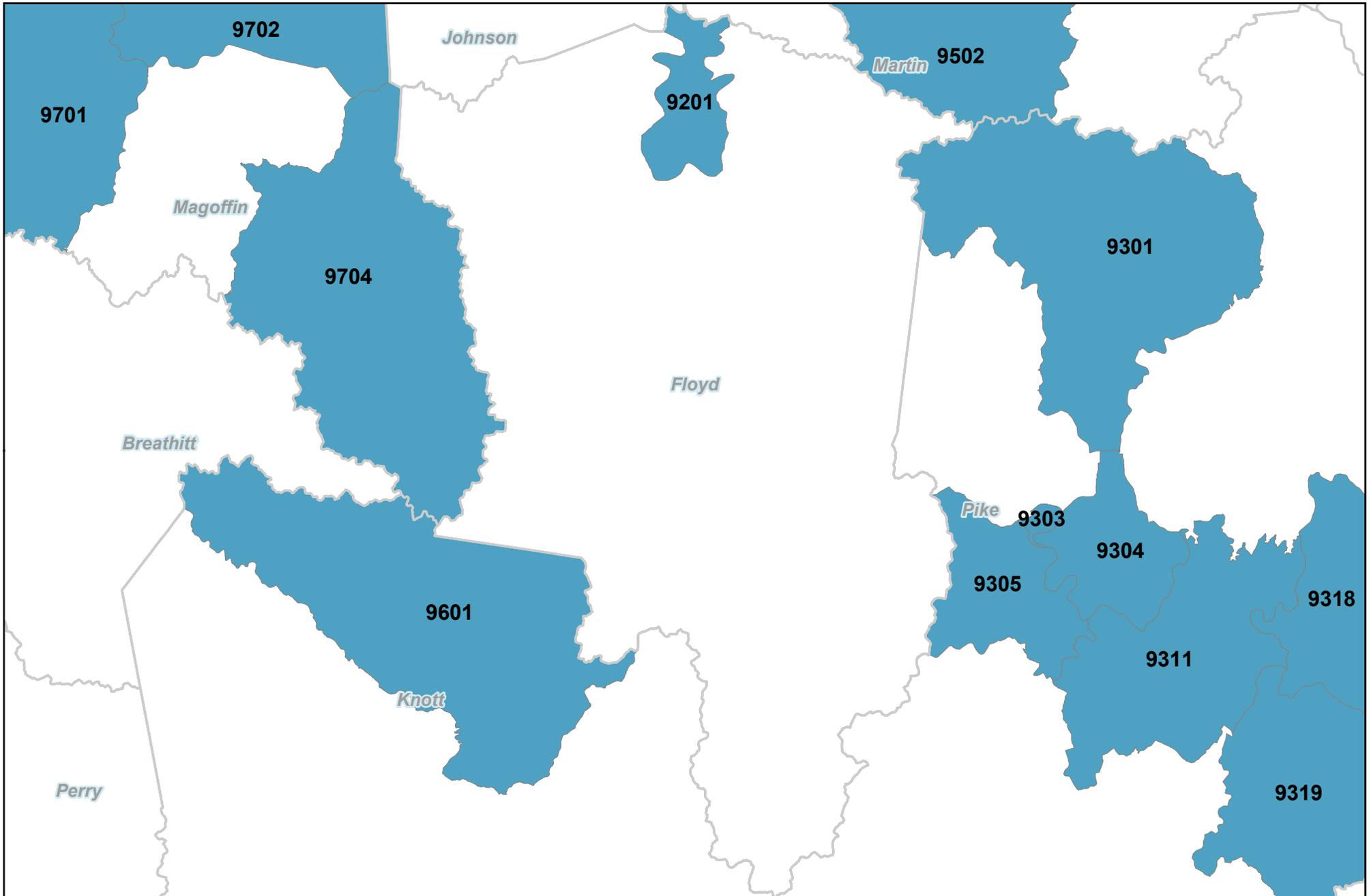
The State of Working Kentucky 2018

<https://kypolicy.org/the-state-of-working-kentucky-2018/>

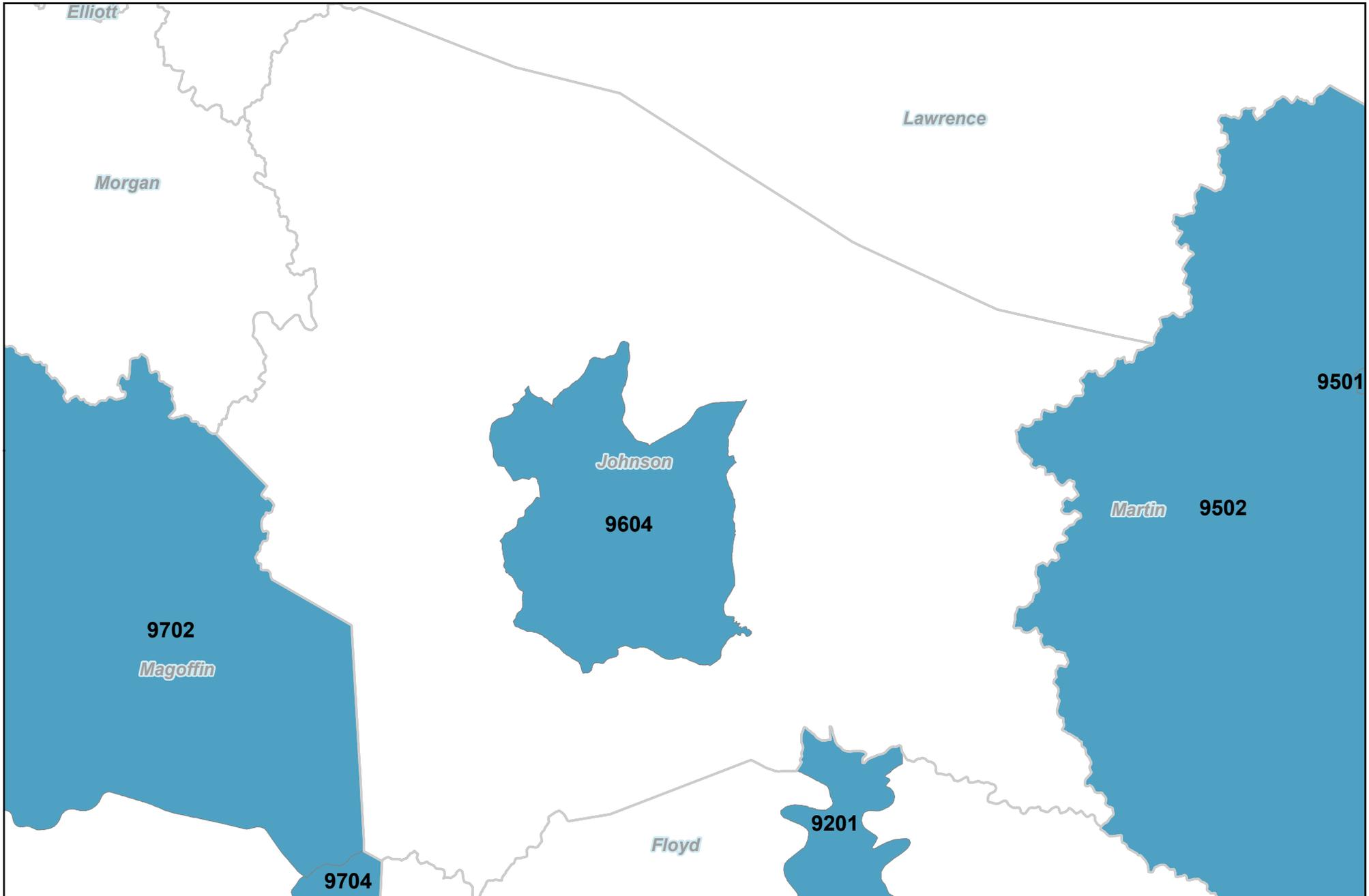
Water/wastewater projects (KIA)

<http://wris.ky.gov/portal/PrjData.aspx>

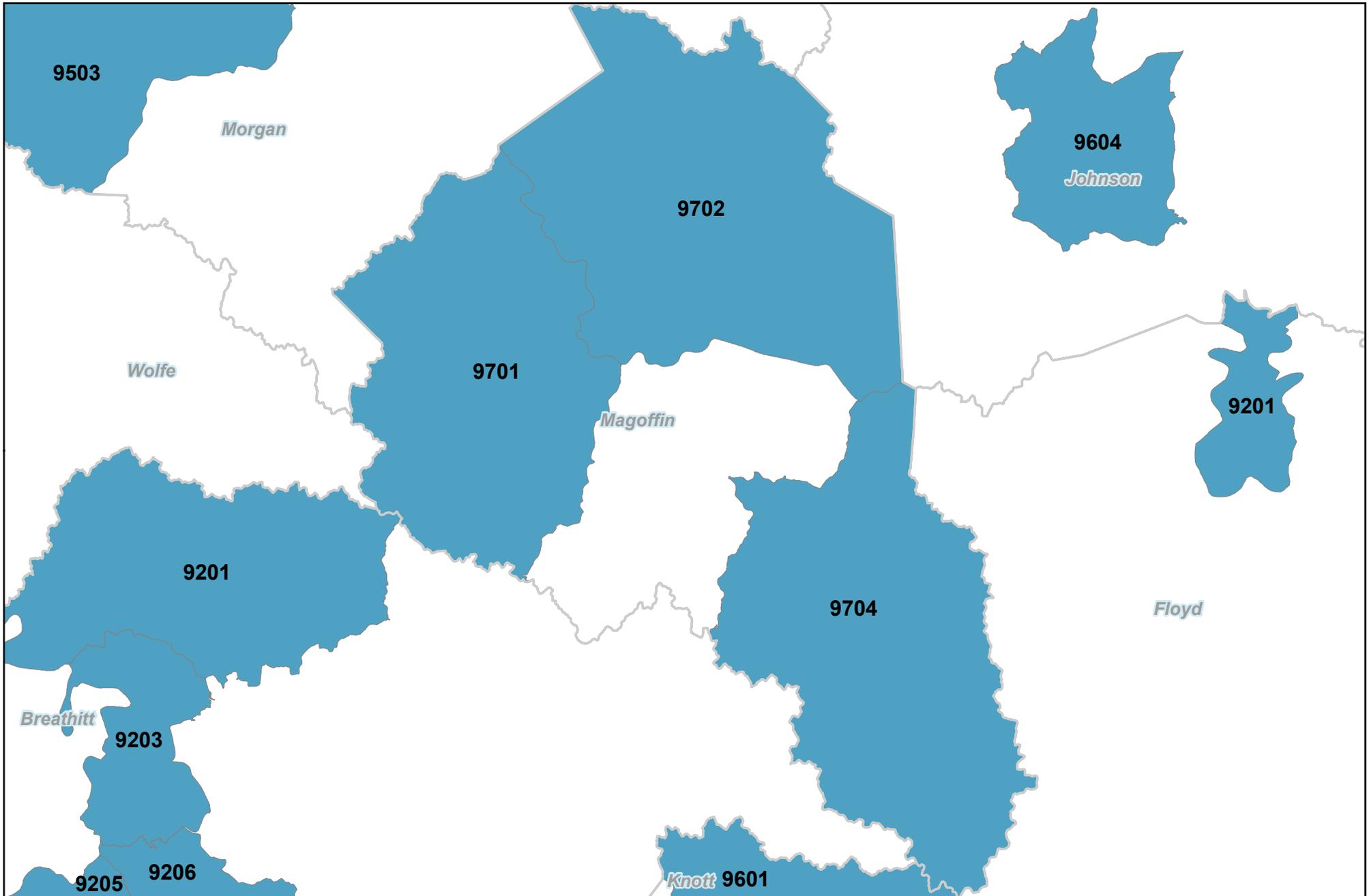
Kentucky's Opportunity Zones - Floyd County



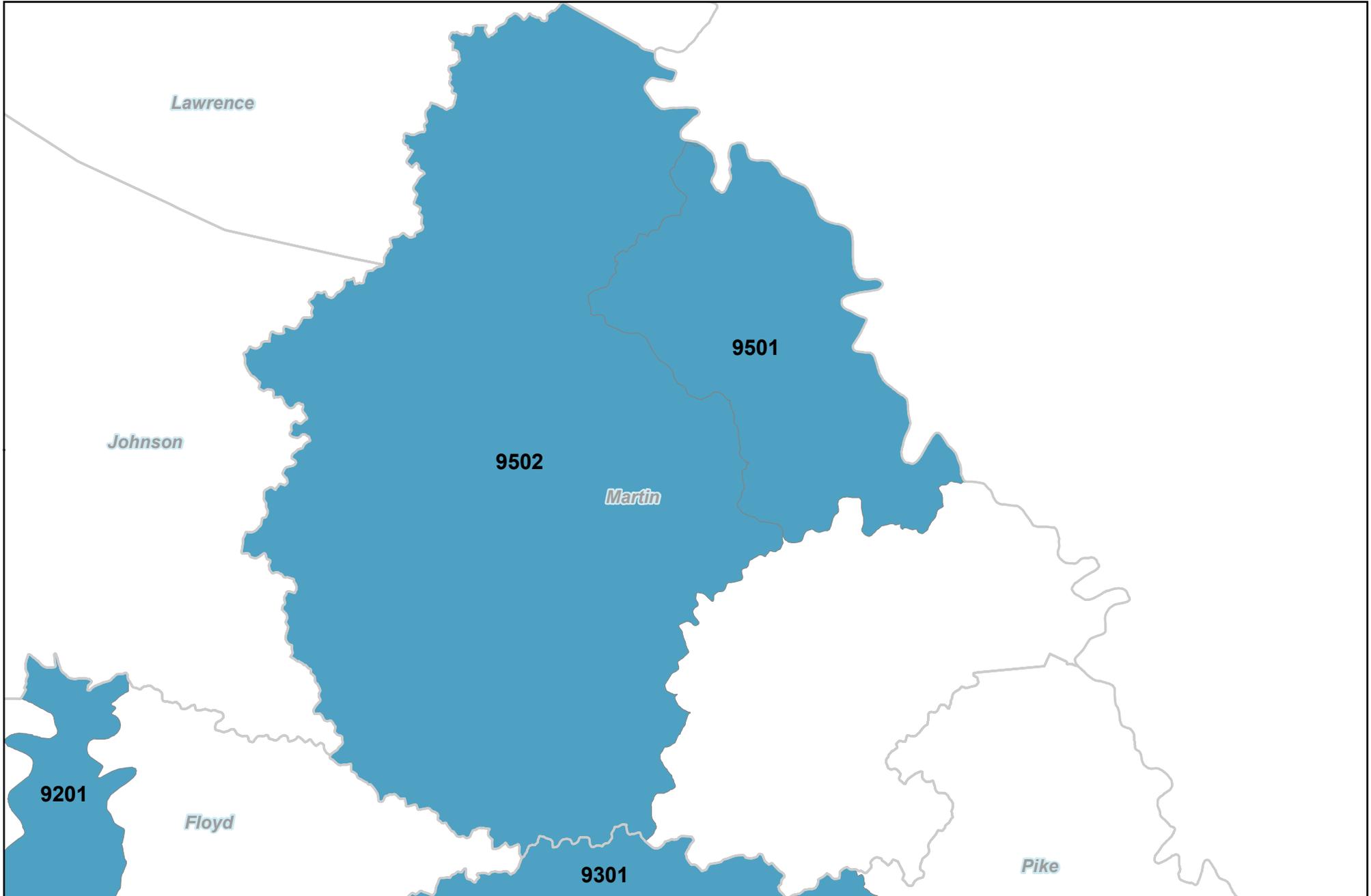
Kentucky's Opportunity Zones - Johnson County



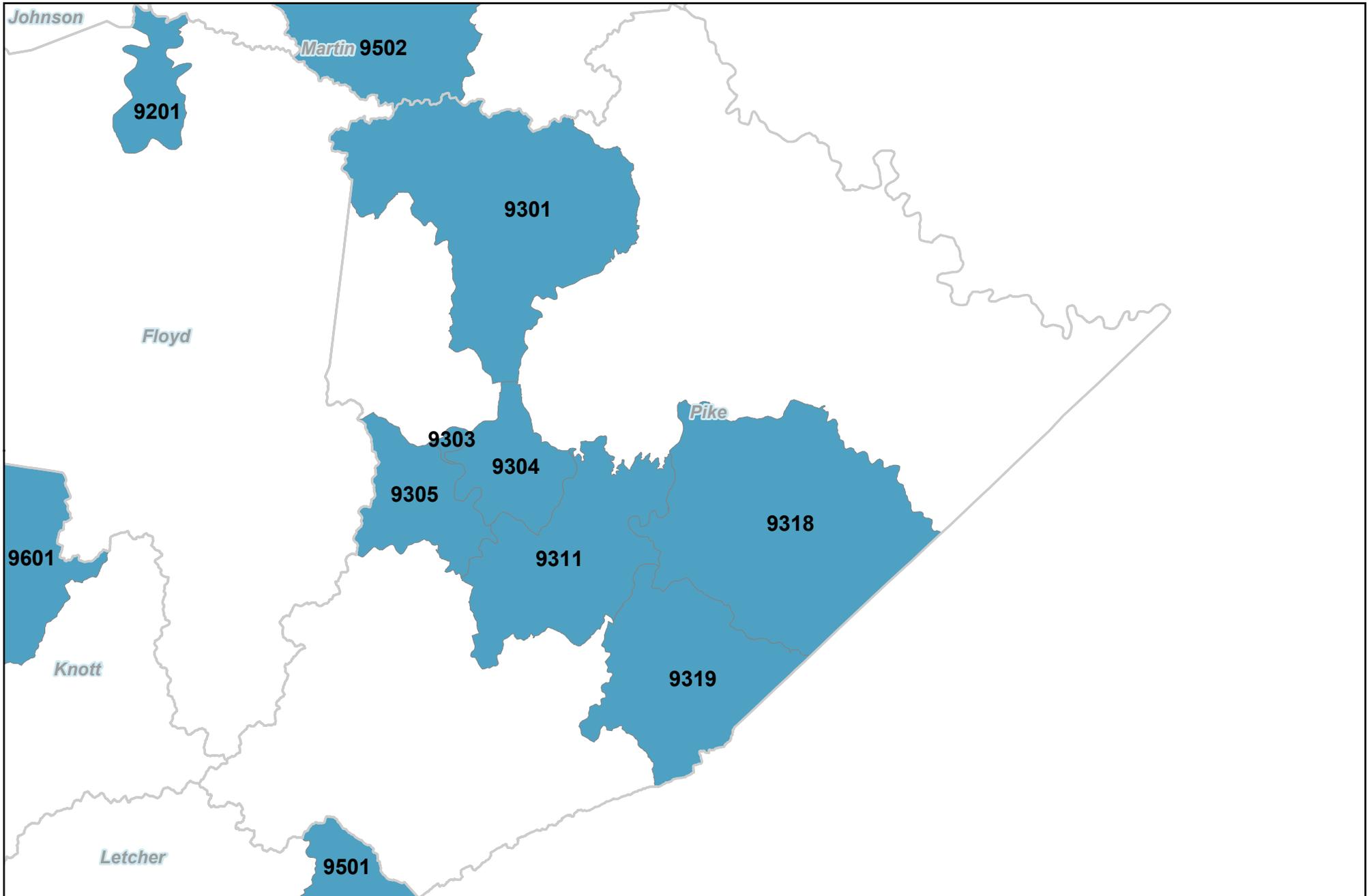
Kentucky's Opportunity Zones - Magoffin County

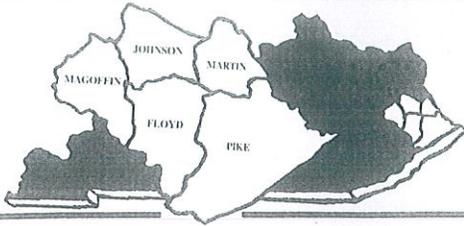


Kentucky's Opportunity Zones - Martin County



Kentucky's Opportunity Zones - Pike County





BIG SANDY
AREA DEVELOPMENT DISTRICT, INC.
110 RESOURCE COURT
PRESTONSBURG, KY 41653

**RESOLUTION OF THE BIG SANDY AREA DEVELOPMENT DISTRICT
2019 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY UPDATE**

WHEREAS, the Kentucky Area Development Districts, in coordination with the Department for Local Government (DLG), Appalachian Regional Commission (ARC), and the Economic Development Administration (EDA), are engaged in a Commonwealth-wide community-based, strategic planning process; and

WHEREAS, the Big Sandy Area Development District Board of Directors, CEDS Committee completed a Comprehensive Economic Development Strategy (CEDS) update to assure compliance with eligibility for funding through EDA; and

WHEREAS, the Board of Directors recognizes the CEDS Plan and the 2019 report as the Big Sandy Area Development District's consensus strategy and template for future economic growth and revitalization in the region.

NOW, THEREFORE, BE IT RESOLVED, that the Big Sandy Area Development District Board of Directors approves and adopts the Big Sandy Comprehensive Economic Development Strategy Update 2019 for submission to the Economic Development Administration, Appalachian Regional Commission and Department for Local Government.

Adopted this 26 day of November 2019.


Chair


Executive Director

SERVING FLOYD, JOHNSON, MAGOFFIN, MARTIN AND PIKE COUNTIES
AN EQUAL OPPORTUNITY EMPLOYER

Comprehensive Planning

Tourism Development

Environmental Assessments

Public Administration

Comprehensive Economic Development Strategy (CEDS) Reports

Draft 2019 CEDS Update (pdf)

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CEDS - 2017 (pdf)

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