



## V. Goals, Objectives & Development Strategies

The goals, objectives and strategies listed in section five (5) have evolved out of information obtained from the information scan of the area, “public” input through the CEDS planning process, information gathering and the Kentucky 2001 Strategic Area Development Plan, which was developed in 1993 and updates completed annually from June of 1994 to the present. In addition, the BSADD obtained and reviewed other existing District/ Regional plans by area agencies, organizations and service providers that work to address or offer services related to the key areas of focus: Transportation, Natural Resources/Environment, Human Services, Area Organizations and Governance, Public Protection, Economic Development/Economy, Infrastructure & Services, Housing and Health Services.

### Area Organizations & Governance

***Goal: Promote and facilitate the idea of government as a “servant of the citizenry” by means of government’s role in implementing cost effective strategies, services, programs and organizational structure to achieve public purposes.***

#### Objective 1:

Delineate anticipated results or impacts of programs and projects of the District, monitor activities and subsequently report same, citing specific outcome measures of each as they relate to the ARC goals, namely education, infrastructure, leadership/local capacity building, business development and/or health and specific ARC projects.

#### Objective 2:

Provide assistance to local governments and their agencies, community organizations, businesses, state and federal agency personnel and Congressional staff working throughout the region regarding factors, which affect project and program planning and implementation.

***Goal: Community organizations and governmental services within the Region, be effective, responsive, professional and cost effective.***

#### Objective 1:

Promote and support area civic, service, and professional organizations with initiatives and goal attainment, providing information, organizational and technical assistance.

**Objective 2:**

In cooperation with agencies of both State and Federal Government, acquire and maintain staff to provide quality planning, grant/loan application development and project administration services to member jurisdictions, development authorities, and community – based organizations in the Region, targeted to program planning, development, implementation and facility construction and renovation.

**Objective 3:**

Challenge and assist local governments and their respective agencies to assess and re-configure their service relationship with their citizens to be comparable to the relationship of a successful business enterprise with its “customer”.

**Objective 4:**

Promote and encourage disaster and emergency preparedness planning and coordination, with specific regard for “Homeland Defense”, flood & fire protection, prevention and response planning.

**Objective 5:**

In cooperation with the Department for Local Government, provide and maintain a Public Administration Assistance Program to assist local governments and their agencies with provision of efficient and accurate governance.

**Objective 6:**

Support, promote and assist with “Homeland Defense” initiatives within the region.

**Objective 7:**

Support and assist local units of government in financial administration, personnel administration and general administration.

***Goal: Realization of true “regional” approach by area counties, cities and community organizations.***

**Objective 1:**

Promote and encourage more regionalization of local government entities to maximize resource utilization and development for public services, education, economic development, law enforcement, corrections and infrastructure.

**Objective 2:**

Continue pursuit of support from the Federal and State agencies toward “regional” approaches.

**Objective 3:**

Identify funding sources and provide assistance to local governments in obtaining dollars for regional projects.

**Objective 4:**

Focus on strengthening cooperation/coordination of services among community organizations.

**Strategies:**

- Continue facilitation of and participation in planning and advisory committees.
- Continue to be “pro-active” in networking with area civic, service and professional organizations with emphasis on providing current information on resource availability.
- Apply for funding opportunities from both public and private foundations, to allow the hiring of sufficient staff targeted to work with agencies and organizations focused on targeted planning and development.
- Contact County Judge Executives, Mayors and Special District personnel and offer staff training focused on improving constituent services.
- Identify funding sources for the coordination of “Homeland Defense” planning.
- Assemble a plan that will allow instant visual connectivity of area counties, cities, and emergency agencies in the event of a disaster.
- Identify funding sources for technology infrastructure in all counties, cities and emergency agencies that will provide instant visual communication between federal, state, and local disaster agencies and local government officials.
- Assist in the activation of any emergency response plan.
- Continue to support and assist regional governmental entities with development and implementation of initiatives.
- Facilitate communication, resource sharing and cooperation between local governmental entities as a means to maximize capacity and service delivery.
- When appropriate develop and implement inter-local agreements.
- Analyze data pertinent to governmental organizations and agencies and in response build on the understanding of the data to devise programs and services.
- Continue to work and assist collaborative groups and citizens to create structured, recognized entities. This service includes but is not limited to

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assistance with articles of incorporation, by-laws, development of non-profit status.

- Continue to develop new and maintain existing comprehensive boards and councils as a means to promote cooperation among other collective groups, organizations, agencies and boards within the District to avoid duplication and develop more seamless service delivery systems.
- Maintain & update a library of relevant information for local governmental entities, which includes but is not limited to: ordinances, sample by-laws & articles of incorporation, public notices and procurement information.
- Maintain and update all mapped information in regards to disaster and emergency planning, flood & fire protection, and emergency response.
- Continue to notify local government of training opportunities and regulation changes as they occur that are relative to their governmental role.
- Act as the broker, facilitator, and liaison between state, federal and local governments.
- Begin the process of identifying and developing a resource list of all local community organizations.
- Research and advise, as requested by all area counties and cities, and their respective agencies, area chambers of commerce and individual businesses, non-profit community service organizations and others regarding statutory compliance (Uniform Relocation and Real property Acquisition Act, Kentucky Uniform procurement Code; OMB A-102, et al, EEOA; ADA; Fair Housing Opportunity Act; DOL, Wage & hour regulations) and agency regulations and policy compliance (ARC, Corps of Engineers, EDA, HUD specifically C.D.B.G. program, RD, SBA, LGEDF 'administered by KY ED Cabinet').
- Continue to perform all necessary and appropriate administrative activities for the following entities, programs and projects, which include but are not limited to: Regional Recycling, Salyersville/Magoffin County Waste Water Treatment Plant & Collection, Paintsville Water Treatment Plant, Wayland Sewer Project, Partners for Development, Hatfield-McCoy Trail system, Adult Day Care Center –City of Prestonsburg (SEE Attached project lists).
- Continue in the marketing and promotion of Honey Branch Regional Industrial/Business Park.
- Continue to provide technical assistance to local governments with revenue sharing programs: Municipal Aid Fund, County Road Aid, and Local Government Economic Assistance Fund.
- Continue to perform functions of a regional clearinghouse, including coordination of federally assisted projects and programs with local and area plans; soliciting input from area wide and local agencies authorized to develop and enforce environmental standards; provide agencies charged with enforcing civil rights law with the opportunity to participate in the review process; encourage expeditious process of intergovernmental coordination and review of proposed projects.
- Maintain an inventory of all cities and city officials within their respective districts and update GOLD as required.

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- Assist city and county governments in establishing sound purchasing procedures and disseminate all appropriate information as needed.
- Provide technical assistance in financial administration and uniform financial reporting to counties, cities and special districts.
- Assist counties and cities in budget preparation, adoptions and administration; audits, accounting systems, reports, tax rate calculations and provide training when appropriate and as needed.
- Continue solicitation of officials' participation in planning and development activities for the area.
- Continue to include representatives of counties, cities and special districts in all meetings, especially preliminary and/or "idea sharing", in regards to potential regional projects.
- Make a concerted effort to gather ideas and opinions from area officials regarding present and future planning & development efforts.
- Include representatives from State and Federal agencies in pre-planning and planning meetings for the region.
- Assign a grant researcher to specifically focus on identifying funding resources for regional projects.
- Conduct orientations and trainings for elected officials and community organizations to assist them in efforts of understanding roles and services and to assist in the facilitation of each working together.
- Assist county and city staff to become more effective through use of technology & trainings.
- Promote the idea that government will make optimum use of available human, economic and natural resources.

## Transportation

***Goal: To achieve the greatest possible accessibility to transportation throughout the region.***

### **Objective 1:**

Identify and update the most critical transportation issues in each of the five (5) Big Sandy counties within the District and continue to update and implement items listed in the long-range transportation plan to resolve these issues.

### **Objective 2:**

Promote and assist the redevelopment and reconstruction of major area highways. Specifically, assist in the completion of US 119 between Pikeville and South Williamson, KY 40 from Inez to Warfield and US 460 between Pikeville and Elkhorn City.

**Objective 3:**

Promote and assist efforts to reconstruct the Mountain Parkway, US 460 and KY 114 to four-lane from Campton to Prestonsburg.

**Objective 4:**

Serve as regional coordinator for the purpose of promoting and supporting the Transportation Efficiency Act for the 21<sup>st</sup> Century.

**Objective 5:**

Encourage and support a public transportation service system; integrate transportation services provided by various agencies; target transportation services to those unable either physically or economically, to travel on a regular basis to areas of employment, or for essential goods and services.

**Objective 6:**

Promote and assist in the planning and design for the Southern Kentucky Corridor (I-66).

**Objective 7:**

Actively participate in planning, technical assistance, technology transfer programs, and project implementation with the Kentucky Transportation Cabinet, the Kentucky Transportation Center and Local Governments.

***Goal: To work with Local Officials and the Kentucky Department of Highways, Division of Planning to establish a planning process that will ensure the most usable and efficient future transportation system possible for all residents of the District.***

**Objective 1:**

Develop a “Long-Range Action Plan” to address the transportation issues relative to the regions progress through a regional task force (Big Sandy Regional Transportation Committee).

**Objective 2:**

Establish recommendations for the continuance of the “action plan” process through a Statewide Transportation Planning process.

**Objective 3:**

Research, identify and review all modes of transportation, including air, rail, water, bikeways, pedestrian trails and public transportation.

**Objective 4:**

Coordinate and maintain the Big Sandy Regional Transportation Committee and facilitate its role as an instrumental force in the development and selection of projects, as well as identifying corridor locations of major highway projects within the region.

***Goal: To promote efficient and effective movement of goods and people into and through the region.***

**Objective 1:**

Assist, support and market services offered by Sandy Valley Transportation.

**Objective 2:**

Facilitate, support and promote improvements and/or the completion of the major access corridors of connectivity to the region.

**Objective 3:**

Promote and assist planning and design of improvements to existing US 23.

**Objective 4:**

Promote and assist with planning and design in the completion of US 119 from Pikeville to Williamson, W.Va.

**Objective 5:**

Promote and assist with planning and design in the completion of US 460 from Pikeville to Elkhorn City.

**Objective 6:**

Develop, implement and promote the initiatives of the Big Sandy A.D.D. Regional Highway Safety Committee as part of the State Highway Safety Initiative; Promote "Share the Roads" designed to educate and promote highway safety on US 23 between "coal haul" traffic and the "public".

**Strategies:**

- Develop a BSADD Regional Transportation/Concept Plan, designed to address issues consistent with: industrial development, traffic congestion, traffic safety, connectivity, economic development, land use planning, modes of transportation, interchanges & intersections, environment and recreation.
- Maintain and work aggressively with the Big Sandy Regional Transportation Committee.
- Maintain membership in A.C.T. (Appalachian Corridor Team) and act as the region's liaison to the "team" to provide local recommendations, input and information specific to the region in regards to planning design and construction.
- Continue to promote and assist in the re-construction and planning activities for the region.
- Continue to assist local governments and provide technical assistance.
- Continue to promote and assist with beautification of major highway elements within the region specific to guardrails, bridges, lighting and green spaces.
- Continue to advocate and assist local historian preservationists and local citizenry with transportation projects that contain historical significance. This assistance helps to maintain the integrity of the area/site and to promote attributes that lend to the enhancements of the uniqueness of the historical area/site.
- Continue to develop, maintain and update the region's projects for the Statewide Unscheduled Needs List (UNL).
- Aggressively promote the need for reconstruction of highways serving Eastern Kentucky to four lane highways; KY 114 (10 miles) in Floyd and Magoffin counties, KY 9009 (Mountain Parkway- approximately 45 miles) in Wolfe, Powell, Morgan and Magoffin counties.
- Continue to provide technical assistance to local governments through the "Small Bridge Replacement Program", which assists in the replacement of short-span bridges (less than 50 feet) that exist within the District.
- Continue to assist in compiling contract bid packages for local governments which include but are not limited to: general notes, request letters, site sketches, and examples of State standards.
- Continue to coordinate with and support the Kentucky Transportation Cabinet, local consulting engineers, development authorities, KY Department of Transportation, Highway District 12 Office, and local utilities in regards to transportation related projects, initiatives, planning/development and construction.
- Continue to assist and provide local government with technical assistance in regard to road and bridge repair schemes throughout the District.
- Continue to research new and innovative solutions to transportation issues and look at cost feasibility.
- Continue to promote and highlight the design and use of fiber reinforced composite (plastic) bridges.

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- Coordinate and provide technical assistance with the Kentucky Department of Highways.
- Continue to make recommendations and advocate for design and re-design projects within the District.
- Serve as Kentucky's representative with NADO to assist in and provide recommendations for the enhancement curriculum design for a rural transportation planning workshop, developed by the Federal Highway Administration for the purpose of training future transportation planners across the U.S.
- Continue to provide staff assistance to the Big Sandy Regional Airport Board, Inc.
- Assist in the expansion of existing airports and the development of new regional airports & commercial flights.
- Continue to make supportive transportation payments for the economically disadvantaged cash assistance recipients within the region.
- Continue to research, develop, identify funding sources and implement new alternative transportation programs to public transportation within the region.

***Goal: To provide guidance and technical support to local governments, schools and the community to strive to reduce fatal crashes on our Eastern Kentucky highways by 20% over the next four years.***

### **Objective 1:**

To utilize the existing "Highway Safety Program" in the Big Sandy A.D.D. area to enhance public awareness on various aspects of Highway Safety through several School/Community Partnership Projects.

### **Strategies**

- Highway Districts 10 & 12 Engineering, Enforcement and Education Safety Events
- Participate in local High School Educational Safety Events
- Participate in local Pre-School Educational Events
- Conduct Highway Safety Fairs for communities
- Distribute Highway Safety Literature
- Participate in area child safety seat checks

## **Natural Resources and Environment**

***Goal: To provide sustainable economic and natural resource development while protecting the regions land, minerals, and water resources.***

***Goal: Achieve sustainable development of the region's land and water resources.***

**Objective 1:**

Encourage local governments to establish and enforce land resource policies, which achieve sustainable development.

**Objective 2:**

Implement P.L. 92-500, the Clean Water Act, to encourage and promote its legislative intent through cooperative ventures with local governments. These packages include but are not limited to the State Division of Water, US Army Corps of Engineers, and private organizations and individuals, especially through the implementation of the Water Management Plan, and relevant Regional Facilities Plans.

**Objective 3:**

Assist cities, counties, special districts and regional organizations in the development of systems for the collection, recycling and proper disposal of solid waste materials, pursuant to local solid waste plans.

**Objective 4:**

Assist counties within the District in becoming Kentucky "Certified Clean Counties".

**Objective 5:**

Assist local governments, US Army Corps of Engineers, related agencies and all counties within the District in the development of programs and projects of flood control and flood damage abatement.

**Objective 6:**

Coordinate the planning and development of proposed and reclaimed surface mining sites with landowners, mineral owners, coal operators, regulatory agencies and local development organizations/authorities.

**Objective 7:**

Promote a holistic approach to management and selection of timber for harvesting to capitalize on area resources while maintaining the region's integrity and providing for the development of secondary wood industries.

**Objective 8:**

Promote and support initiatives set forth by P.R.I.D.E.

**Objective 9:**

Decrease the number of existing illegal dumps, straight pipes and failing septic systems within the District.

**Objective 10:**

Focus attention on the pollution problems within the District, and through collaborative efforts work to find solutions to stop/prevent pollution of our rivers, creeks, lakes and countryside.

**Objective 11:**

Develop environmental alternatives for resource use.

**Objective 12:**

Assist the Governor's Office for Local Development staff in the development of the Recreation Trails Fund Program, Blue Grass State Games, Land and Water Conservation Fund Grant Program and the Kentucky Rails to Trails program.

**Strategies:**

- Market the utilization of and assist with the development of applications for the P.R.I.D.E. Septic System Grant program.
- Support, encourage, organize county clean ups.
- Participate in and promote P.R.I.D.E. meetings and membership in “P.R.I.D.E. Teams”.
- Continue to develop new wastewater treatment plants within the District.
- Study problem areas and develop plans/approaches to solve problems related to solid waste, wastewater and other pollution sources.
- Assist county/local governments with planning and development for use of post mining affected land.
- Support, educate and encourage local recycling initiatives within the District.
- Continue to partner with regional recycling groups.
- Assist in the implementation of the Big Sandy Water Management Plan.
- Maintain direct partnership with the Kentucky Division of Forestry.
- Continue to disseminate information and develop applications for land and water conservation funding and national park service funding.
- Continue to partner with Big Sandy Rural Conservation & Development to assist with the implementation of the agency’s plan of action.
- Maintain and update natural resources and environmental information for the District via the BSADD web site.
- Serve as coordinators to the Big Sandy Water Management Council.
- Maintain membership in State & Inter-state Water Shed Initiative groups.
- Continue to support groups and organizations who focus on issues related to natural resource use and development within the District.
- Advocate for sustainable land and resource use.
- Assure coordination of land and resource use in all planning and development activities.
- Continue to assist Stone Heritage, Inc. in its efforts to restore three historically relevant buildings in Pike County.
- Notify potential applicants that Recreational Trails Program Grants and Land and Water Conservation Fund Grants are available.
- Assist local governments in the preparation of Community Rivers and Streams Grant applications.
- Assist GOLD in monitoring open projects.
- Assist local governments in the preparation of progress and final reports.
- Assist GOLD and Bluegrass State Games office with the promotion and facilitation of the Bluegrass State Games.
- Assist GOLD in the development of the Kentucky Rails to Trails Program.
- Assist GOLD in data gathering for an assessment of flooding problems of their communities.
- Assist local governments in fulfilling their responsibilities as sponsor for Corps of Engineers flood control projects.

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- Procure funding from agencies for flood damage reduction projects.
- Attend community meetings to help explain the role of local government in flood damage reduction project.
- Facilitate the implementation of Federal Emergency Management Agency (FEMA) and Natural Resources Conservation Service (NRCS) projects.
- Designate an ADD employee to serve as the primary contact with the Division of Emergency Management and to continue to assist the Area Managers as needed.
- Assist Middle Creek National Battlefield Foundation to preserve and establish interpretive development of a civil war battlefield.

# Human Resources

## General:

***Goal: Promote the creation, expansion and continuation of programs, services and resources that support and generate thriving local communities and empower residents to achieve their greatest potential.***

## Objective 1:

Improve and promote the utilization of the comprehensive database of all human service needs and services available to area citizens; through networking, and development of multiple access points for information.

## Objective 2:

Identify and promote the needs of low-income families and individuals; through collaboration, marshal resources to build family stability and reduce the number of families within the District living in poverty.

## Objective 3:

Assist and promote State, non-profit organizations and faith-based organizations in the continuation and expansion of supplemental food service programs and related services.

**Objective 4:**

Actively critique and challenge existing human service delivery systems for effectiveness, accessibility and economy; serve as advocate for older citizens and youth of the region.

**Objective 5:**

Encourage, promote and assist in the development, expansion and continuation of high quality, affordable, accessible preventative health care and health care programs, services and facilities within the region.

**Objective 6:**

Organize and Coordinate volunteer services in support of human services/programs within the region.

**Objective 7:**

Encourage, support and assist in the development of summer youth activities / programs.

**Objective 8:**

Identify and promote the development of human service programs designed to “bridge the gaps” in services necessary to address the needs of the District’s under served populations.

**Strategies:**

- Maintain and update the comprehensive human services database known as “Kentucky Cares”.
- Provide public education regarding available benefits and service providers.
- Actively support the use and expansion of Adult Day Care facilities by assisting with the procurement of funds.
- Maintain and coordinate the Human Service Coordinating Council for the District.
- Continue to assist local officials, agencies, service providers and non-profits with identification of funding sources, research information and fund procurement to all human service activities.
- Develop new programs utilizing volunteers; and maintain and recruit for existing programs.
- Continue to develop programs designed to provide services to address the needs of the communities within the District.

## **Aging Services:**

***Goal: Promote existing and assist in the development of new aging programs, services and opportunities for the senior citizens within the District.***

### **Objective 1:**

Implement and administer the Kentucky Homecare Program and provide support to enhance independent living.

### **Objective 2:**

Support and encourage the development and expansion of assisted living programs/services within the District.

### **Objectives 3:**

Increase the awareness of the needs of the elderly population and the services needed or available to meet the needs.

### **Objective 4:**

Promote the use and expansion of Adult Day Care facilities within the District to assist in the prevention of premature out of home placement care.

### **Objective 5:**

Implement the Big Sandy Area Aging Plan, containing programs pursuant to the 2000 Re-authorization of the Older Americans Act; serve as the Area Agency on Aging; Assist & Support the Cabinet for Health Services, Office of Aging Services.

### **Strategies:**

- Continue to actively pursue State funding for aging services and act as the fiscal agent for sub-contracting purposes for Title III funding for the District Senior Citizen Centers.
- Continue to procure sub-contracts for legal assistance/services with the Appalachian Research and Defense Fund.
- Continue to contract with and monitor Pike County Social Services, Inc. and Christian Appalachian Project for benefits counseling services.
- Maintain and enhance required training curriculum for aging service providers and agencies.
- Provide training or procure training services for service providers as well as residents in the District relative to aging services.

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- Continue to administer the “National Family Care Giver Support Program” and offer training relative to the program to the community.
- Provide on-going monitoring and technical support services to the District’s 17 senior citizen centers.
- Maintain the Big Sandy Aging Advisory Council.
- Serve as a communication link between the community and the Advisory Council members.
- Establish and maintain needs assessment procedures and priorities with regard to the critical areas of need.
- Research and identify new opportunities and progressive services in the aging services field.
- Investigate, identify and determine feasibility of progressive new services identified for the Districts aging population.
- Re-development of the AmeriCorps Appalachian Self-sufficiency Program and its expansion to offer mentoring, supportive and referral services to the Districts aging population.
- Continue the operation and services of the Ombudsmen
- Continue services of the regions Title V Program, which targets and offers training and workforce opportunities to low income 55+ individuals.
- Continue the planning initiatives and activities of the Human Service Coordinating Council. A collaborative effort to aggressively address human service related issues and “at risk” populations within the district.

### **Workforce Development:**

***Goal: Facilitate/encourage the expansion and continuation of workforce development activities throughout the District, designed to build an educated, highly skilled, sustainable workforce competitive in local, state, national and global economies.***

***Goal: Development of our human capital in such a manner to increase the regions economic competitiveness through the utilization of a human resource based economy.***

***Goal: Act as a liaison to local business/industry, local school districts, post secondary institutions and education/training providers within the region for the purpose of creating career awareness, new workforce development strategies and to assure the utilization of existing education and workforce training programs.***

**Objective 1:**

Develop a universal marketing tool of all workforce development programs & incentives available in the District, to be used as a resource to promote existing business expansion and the recruitment of new industry into the Region.

**Objective 2:**

Increase public awareness in regards to existing training programs and possible funding sources available within the District.

**Objective 3:**

Utilize state, federal and local incentive programs as tools for workforce development, training, re-training to assist residents of the District in developing skill-sets competitive for employment within the region's workforce.

**Objective 4:**

Promote the importance of education, training and work ethics and facilitate the development of programs to offer these skills.

**Objective 5:**

Encourage, promote and assist in the coordination of workforce development activities between the Big Sandy Community and Technical College System, MSU- Big Sandy, Pikeville College, Pikeville College School of Osteopathic Medicine, Sullivan College Big Sandy Satellite, Department for Employment Services, WIN Program, Kentucky Works Program and Private Industry Counsel's programs through the Workforce Investment Act.

**Objective 6:**

Secure all possible funding sources for training, education and workforce development to enhance growth of local service providers and expand opportunities for residents of the District to gain skills needed to enhance competitiveness in the workforce.

**Objective 7:**

Promote and assist the personal development & workforce development programs of Pikeville College, Morehead State University, Sullivan University, and the Big Sandy Kentucky Community and Technical College System within the District, especially in support of special needs students & non-traditional students; support remedial, continuing education and life-long learning programs.

**Objective 8:**

Promote the notion “equal access” of fair, equitable and affordable training and education opportunities for all residents of the District.

***Goal: Act as a liaison to local business/industry and education/training providers within the region for the purpose of creating new workforce development strategies and the utilization of existing education and training programs.***

**Objective 1:**

Identify local business/industry needs within the region and coordinate with local service providers the training and education necessary to support existing job markets as well as those needed for newly recruited industry.

**Objective 2:**

Promote & market the education and training services offered by local Colleges, Universities and the Big Sandy Kentucky Community & Technical College System to the residents of the District and local business and industry.

**Strategies:**

- Coordinate the development & design of a brochure- a “District Guide to Workforce Development Training/ Educational Opportunities & Incentives” in partnership with all local training/education providers, designed to target business/industry as a means to educate & market workforce development activities as a key area of focus within the region and as an enhancement piece for economic development activities.
- Maintain a comprehensive listing of all service providers, brief scopes of services they offer and any funding and/or incentives on the District’s web site and provide links to each service provider’s specific site.
- Work with the local Big Sandy Kentucky Community & Technical College System to develop a single web site in partnership with the economic development organizations within the District, for the purposes of marketing the region and its assets for economic and community development. Assure that the site maintains demographics, workforce information, workforce training & education opportunities, incentive programs, points of interest, sites for development and available infrastructure.
- Increase public awareness of available training & educational opportunities as well as potential funding sources by providing a centralized location for such information.
- Offer research activities, funding searches & grant writing services to assist local service providers, industry and educational institutions with obtaining funding for

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the development and/or enhancement of workforce training/development activities and/or programs.

- Promote the coordination of funds and services by providers to maximize/extend use of funds and eliminate duplication.
- Provide and promote local citizenry representation and leadership opportunities on local, regional, and state boards, councils and groups related to workforce development, training and education.
- Market local opportunities through the boards, councils and while working within the communities of the District.
- Assure comprehensive information on training, education and incentives is distributed by the BSADD Regional KY Works Program to the 4000 business/industries throughout the 54 counties it serves.
- Through the development of the CEDS plan, create a list of all District assets in regards to incentives and programs related to workforce development, training and re-training and make such lists available to local business/industry and the community to promote the usage of local assets.
- Coordinate all workforce development activities of the Area Development District with other local service providers, Community and Technical College System, Universities, Pikeville College School of Osteopathic Medicine, Economic Development entities as well as with State Cabinet Incentive Programs.
- Support the Workforce Development Cabinet, Economic Development Cabinet, Bluegrass State Skills Corporation, Department of Labor, Cabinet for Families and Children and Education in new program development and implementation.
- Provide a minimum of 100 economically disadvantage residents specific job skills training and employment preparation through the BSADD Regional KY Works Program.
- Secure all possible funding sources for training to support the development of programs or the enhancement opportunities for District residents.
- Through various boards, councils, programs and other public forums communicate the needs/demands of the “new workforce” in regards to training, education and work ethic to local residents & service providers. With special focus on preparing communities for new industry locating within the district.
- Participate in local job fairs held to educate the residents of the District on the requirements of new industry/ jobs locating into the region.
- Utilize the development of the CEDS Task Force as the catalyst to bring all of the “players” to the table, establish lines of communication between them and focus on coordinating efforts for the “greater good” of the region while still maintaining focus on their individual missions and goals.
- Act as a liaison between each provider for the purpose of information sharing, service coordination, and participation and facilitate partnership efforts between the various providers.
- Act as the lead agency in the development of partnerships and market the benefits of “collaborative efforts” as the key to the region’s growth, both in terms of expanded services and capitalizing on financial resources.

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- Assist local providers with information in regards to regional plans and /or planning efforts to assure coordination and to reduce/prevent duplication, conflicting information, services or identification of needs.
- Develop collaborative efforts between all workforce development service providers, Community and Technical College System, universities, economic development entities as well as with state cabinet and other incentive programs to maximize funding and leverage for new funding sources.
- Develop and maintain strong working relationships with staff of the Workforce Development Cabinet, Economic Development Cabinet, Bluegrass State Skills Corporation, Department of Labor, Cabinet for Families and Children and Education (Post Secondary Institutions & Department for Education).
- Improve the overall delivery of existing services by examining use, accessibility and needs, provide such findings to the service providers and the “public” and support the expansion of services where the need is determined.
- Promote the development of programs/materials and marketing efforts that will increase public awareness.
- Facilitate service providers in evaluating existing programs to ensure that services are comparable and transferable for the local labor needs and at the training “level” of the community in need.
- Work to increase business/industries and local citizen participation in educational/training activities.
- Educate local service providers on the “at risk” populations who have barriers to participation in education/training activities that are not addressed by local services.
- Educate local service providers on populations that may be “falling through the cracks” or who have financial needs that cannot/ are not being addressed by existing resources.

## Public Protection & Justice

***Goal: Provide effective, universal access to public protection service providers and the judicial system to all citizens of the District.***

### **Objective 1:**

Continue implementation of E-911 and promote and assist in the development of wireless E-911.

**Objective 2:**

Plan, train and effectively respond to disaster and emergencies within the region; educate local citizenry and appropriately communicate plans and plan responses prior to and during disaster/emergency events.

**Objectives 3:**

Coordinate activities of FEMA, local governments and lending institutions relative to education of and compliance with the Flood Plain Management Ordinance.

***Goal: To assure the Region has effective and efficient law enforcement, judicial, correctional, and victims services programs and facilities.***

**Objective 1:**

Assist the Justice Cabinet in the collection of data, development of training and support programs for sheriffs' departments, city police departments and public information programs regarding the justice system.

**Objective 2:**

Support and assist in the development of local and regional facilities necessary to the justice system.

**Objective 3:**

Assist in the recruitment & development of the "new" United States Penitentiary (USP)- Big Sandy.

**Objective 4:**

Support and provide technical assistance to the Federal Bureau of Prisons.

**Objective 5:**

Assist, support and coordinate "Homeland Security" Initiatives with Kentucky Department of Emergency Management, local medical providers/facilities, police, fire, rescue, HAZMAT responder, E-911, American Red Cross, and local governments within the District.

**Objective 6:**

Promote the need for additional resources, court representation and support for victims of abuse and/or neglect.

**Objective 7:**

Assist in the identification and grant writing services for monies to support continuation and expansion of services, support and facilities for victims of abuse.

***Goal: Eliminate illegal activities associated with drug trafficking, production and drug usage within the region.***

**Objective 1:**

Assist with and promote a systematic and cooperative effort against the distribution, sale, possession and use of illegal narcotics and illegal use of prescription narcotics.

**Objective 2:**

Develop collaborative effort among law- makers, local officials, local law enforcement and citizenry to focus on drug activities within the area in order to stifle the economic activities and benefits related to the selling, production, purchasing and use of drugs. This can be achieved by increasing penalties, creating barriers to detour such activities and make it more difficult to maintain and perform such activities within the region.

**Objective 3:**

Assist and support the expansion of existing and the creation of new substance abuse services within the region to adequately address the volume and increasing severity of substance abuse problems within the region.

**Strategies:**

- Continue to research, identify and provide grant-writing services for local agencies involved in public protection and support programs/organizations in regards to the judicial system.
- Assist in the development of PROJECT U.N.I.T.E. within our region and work closely with the Big Sandy division of the program.
- Continue to provide or procure safety & protection related trainings/seminars for the elderly within the District.
- Promote drug awareness and continue to support existing area drug programs like DARE.

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- Continue to ensure that adequate resources are available to the law and protection enforcement agencies within the District.
- Continue to provide staff assistance to Mountain Emergency Services Association.
- Encourage the completion of a FEMA Community Response Assessment to reduce flood insurance costs within areas of the District.
- Make available via Internet flood plain maps for the area to assist local lending institutions and insurance agencies; notify respective agencies and institutions that they are available and how to access them.
- Offer technical assistance, marketing and partnership commitment to local law enforcement, National Guard Armory, local offices, emergency service providers, health care providers and other public protection service providers in regards to public safety, protection and homeland security initiatives.
- Review priorities for security and homeland security (when applicable) and identify the area's strengths and weaknesses and assist in plan development to implement initiatives.
- Assist the region in the development of a regional drug treatment facility to be located within one of the Big Sandy counties.
- Assist Departments of Local Governments, DES, EMS and other "front line defenders" with Homeland Security initiatives.

## Economic Development

***Goal: Promote the development of a diversified economy that is competitive in the global market.***

### **Objective 1:**

Increase sustainable employment opportunities in the Big Sandy Region through the recruitment of new business/industry and the expansion of existing business/industry.

### **Objective 2:**

Work to build community capacity and improve the overall "quality of life" within the region for the residents and as a tool to market the area as a good place to live and work to future residents.

### **Objective 3:**

Act as a catalyst for the development of the region, its infrastructure and smart land use for purposes of economic development.

**Objective 4:**

Work with local development authorities, state and local government, local service providers, chambers of commerce, post-secondary institutions, and other related groups to assist in local business retention within the District.

**Objective 6:**

Encourage, assist and promote local “Big Sandy Kentucky Community and Technical College System”, universities, “Private Industry Council”, chambers of commerce and other organizations and programs engaged in building the “human capital” of our region needed to be competitive in the “New Economy”.

**Objective 7:**

Encourage and promote the need to develop an educated, highly skilled workforce that is flexible and can adapt to workplace demands.

**Objective 8:**

Facilitate and promote the development and implementation of a district/regional economic development plan (CEDS) in coordination with local development authorities, corporations, organizations, non-profits, and local agencies as well as assist and communicate information relative to the development of individual agencies respective plans.

**Objective 9:**

Develop and maintain a comprehensive data base as a central source of current information on all aspects of economic development activity in the region, including a web site that highlights the region, its demographics, sites / industrial parks and other information specific for the recruitment of new business/industry. This site will utilize computer assisted technology including, but not limited to a geographic information system.

**Objective 10:**

Continue to assist local & regional authorities, commissions, foundations, corporations and private developers in the process of acquisition, improvement, promotion and utilization of commercial/industrial sites.

**Objective 11:**

Identify and assist in the development of smart land use for commercial/industrial development via industrial parks or individual site development.

**Objective 12:**

Continue the development of projects designed to provide adequate infrastructure for growth and development of business/industry and the communities of the Big Sandy Region.

**Objective 13:**

Support and promote the Big Sandy Kentucky Community and Technical College System, Universities, Pikeville College Community Technical Center, Private Industry Council, Regional KY Works Program and others engaged in workforce development. These centers are specifically targeted to improving the capacity of the region's workforce with regard to technology related industry and technology applications.

**Objective 14:**

Maintain and promote utilization of the Pikeville College Community Technology Center and a network of telecommunication facilities across the region.

**Objective 15:**

Maintain the Big Sandy Revolving Loan Fund and establish a Micro-loan Program to assist area entrepreneurs, business expansion projects, new business ventures and tourism in the region.

**Objective 16:**

Promote the area and recruit new industry offering above-average wages and benefits to establish operations within the region, which will allow the residents of the Big Sandy area to achieve and maintain a quality standard of living for our families.

**Objective 17:**

Research and support value-added timber opportunities within the region.

**Objective 18:**

Coordinate community-based, local and regional strategic planning activities involving appropriate community organizing, needs assessments, resource identification, and related activities in preparation to implement programs and/or projects which better assure sustainable community and economic development.

**Objective 19:**

Assist the Governor's Office for Local Development (GOLD) in implementing the Kentucky Community Development Block Grant (CDGB) Program through lending technical assistance to participating communities.

**Objective 20:**

To provide a structure for cooperative effort between the Economic Development Cabinet and the Area Development Districts to improve the effectiveness of economic development activities.

***Goal: Develop a thriving environment for entrepreneurial business development and the retention and growth of existing businesses within the region as an integral part of diversifying the region's economy and building local capacity.***

**Objective 1:**

Identify existing and potential entrepreneurial and small business opportunities and provide and/or link to support systems to encourage growth, diversity and capitalize on local strengths; assist and support the Small Business Development Center.

***Goal: Capitalize on the beauty and talent of the region through the development and utilization of tourism activities & attractions while still preserving the respect for the natural environment and the indigenous population of the region.***

**Objective 1:**

Develop, promote and assist efforts to create, expand and improve tourism opportunities in and for the region; assist local governments, developers, and others with construction of tourism related facilities and attractions pursuant to the goals of the Southeast Kentucky Tourism Development Association.

**Objective 2:**

Promote and support the development of hospitality training and education programs for existing businesses and growth of new locally developed hospitality businesses such as lodging, eating and recreational. These businesses will be tied to/developed around the tourism attractions within the region.

**Objective 3:**

Support and participate in the Country Music Highway (U.S. 23 Corridor) and the Mountain Parkway Corridor to increase tourism development throughout the region.

**Strategies:**

- Through the development of the CEDS task force, create a collective “think tank” for the economic and community development of the region. While utilizing the CEDS plan as a “living” document to foster the development of a common vision for economic and community development and ownership in the roles of obtaining the goals for the region.
- Continue to assist business/industry with federal and state procurement programs.
- Partner with and support development authorities/organizations, groups and financial institutions with similar goals.
- Explore alternative methods of increasing business development and promotion including private sources of capital.
- Assist with the development of business plans for individuals within the District.
- Coordinate small business and entrepreneurial development & planning efforts with local Small Business Development Center.
- Support initiatives for existing industries and small businesses through the use of the revolving loan funds; state incentive programs, federal loan and loan guarantee programs.
- Continue to market existing industrial sites located within the district.
- Maintain a regional economic development and community planning position within the BSADD, with a focus on marketing the five (5) Big Sandy counties and the region to new industry.
- Continue to develop new industrial park sites throughout the district/region.
- Continue to market existing speculative buildings and development of new speculative buildings.
- Continue the development of projects designed to improve or provide adequate infrastructure in the district/ region for growth and development of communities and business/industry.
- Support and assist in the development of the Southern Kentucky Corridor (I-66) as a means to improve accessibility to the region and promote new economic opportunities in the region.
- Continue to work with local service providers (utilities) to supply water and sewer to all areas of the Big Sandy District.
- Continue to support and promote the “PRIDE” program as a means to assist in improving the image of the region.
- Develop and maintain strong working relationships with all local development authorities, Cabinet for Economic Development, and the Kentucky Appalachian Regional Commission and coordinate all BSADD economic development activities with such entities.
- Develop a revolving loan fund program for the tourism industry.
- Develop a micro-loan program for small business and support local entrepreneurs.

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- Assist and encourage communities to participate in the Renaissance KY Program.
- Develop under utilized facilities within the District.
- Improve the promotion and visibility of tourism attractions within the region by promoting improvement of signage and marketing materials throughout the region and state.
- Support and facilitate the retention and expansion of local existing businesses through partnership, information sharing and providing technical assistance.
- Develop a standard, accepted “fee for service” system for the BSADD to assure adequate support for and expansion of the services offered by the ADD and promote the need for such fees in the community.
- Promote and encourage the retention, and the return, of the regions skilled and educated workforce.
- Pursue the location, development and expansion of industries that utilize workforce skills that are similar to those in the coal mining industry.
- Encourage the state to increase funding for tourism, including promotion and marketing.
- Implement and provide assistance in creating planning & zoning.
- Work with and promote the establishment of a business park/industrial site through the Appalachian Industrial Authority in Pike County and provide all necessary and appropriate project administration activities/services.
- Continue to perform all project administration activities as needed for the Hatfield-McCoy Trail System.
- Assist Big Sandy Regional Industrial Development Authority with site planning and marketing.
- Assist Big Sandy ADD Revolving Loan Fund in developing network relationships with other participating finance agencies (CDBG, Economic Development Cabinet programs, Small Business Administration, Rural Development Business and Industry Loan Guarantee program and conventional financial institutions).
- Assess housing needs of the region vis-à-vis new construction, rehab of single family housing, or conversion of existing facilities; proceed with development of low income, elderly rental housing working through the Mountain Housing Corporation; and, continue to address housing needs necessary for recruitment of new industry.
- Continue to assist cities and counties with tourism plan per their request.
- Encourage, promote and assist with the development of a regional tourism plan and assure the integration of all county, city, venues, and tourism organizations plans into the regional planning document.
- Meet with communities desiring to participate in the CDBG program to outline program requirements; assist local units of government in the preparation of CDBG pre-submission documents and applications after having determined eligibility of one proposed activity, including the design of a competitive project, and all planning required to meet the goals and objectives of the program. Advise local units of government of the satisfactory completion of

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program requirements regarding citizen participation, and environmental release, project cost estimates and other applicable requirements.

- Continue to advise the Economic Development Cabinet of economic development planning efforts for local government (and/or private sector) directly affecting any phase of new job creation or new industrial investment.
- Continue to advise the Economic Development Cabinet in early stages of industrial related projects that may qualify for, apply for and/or require K DFA, CDBG, or Commonwealth Small Business Development Corporation funding. Provide information on industrial projects involving possible bond issues to be provided to the Cabinet in the early stage of the project.
- Continue to assign ADD staff to industrial site location projects to maintain communication with the Branch Manager of the Site Evaluation Branch of the Department of Business Development regarding any local developments of industrial site planning, proposals, acquisition and/or development.
- Continue to provide the Economic Development Representative with timely information on plant closures or prospective plant closings, as well as, the number of employees affected by such actions.
- Continue to provide ADD industrial site inventories to the Site Evaluation Branch of the Department of Business Development and update such inventories upon receiving information on site changes.
- Continue to assist local governments and other eligible applicants with proposal and application development for Economic Development Administration (EDA) programs.
- Assist the City of Prestonsburg to identify potential funding sources for recreational development at the Prestonsburg Recreational and Industrial Park project.
- Assist the City of Paintsville in efforts for the development of the 40,000 sq. ft. regional incubator program/ facility. Market the “leasable” space to potential incubator clients and other prospects.
- Assist City of Prestonsburg in the development of riding stables and trails on the Recreational and Industrial Park Project.
- Assist the City of Paintsville with development activities and project administration services for the new HWY 23 Country Music Museum/ Theater.
- Actively promote the development of projects related to tourism development within the area. Assist as needed in areas such as procurement of funding project administration and project completion of: Stone Heritage, Middle Creek National Battlefield, Paintsville Lake Development, East Kentucky Exposition/Convention Center, tourism development projects at Elk Horn City, the talent development initiative a.k.a. “Star’s Shine Bright Program “ and Development of Fishtrap Lake as a State Park.
- Develop an additional industrial site in Prestonsburg in partnership with Prestonsburg Industrial Development Corporation.

## Infrastructure and Services

***Goal: To ensure that the Region has available all necessary infrastructure needed for the development of the region and a higher quality of life for our residents through assuring that all residents have access to affordable well managed services creating an equal playing field in which to live and work comparable or better than other parts of the state and the nation.***

***Goal: To provide a higher quality of life for the citizenry by providing access to affordable infrastructure.***

### **Objective 1:**

Assist in the development of new and improvement of existing public recreational facilities and civic affairs.

### **Objective 2:**

Assure that public utilities are reliable and capable of meeting area development demands.

### **Objective 3:**

Promote and encourage more regionalization between counties and cities in regards to development and utilization of all elements/components of infrastructure (land, roads, water, sewage and utilities) within the region.

### **Objective 4:**

Encourage and assist local governments, public property corporations, and related agencies in the development/renovation of public service facilities, including but not limited to courthouses, city halls, county administrative centers, community centers, senior citizen centers, adult day care centers, day care centers, youth centers, arts and educational facilities and “other” public structures.

### **Objective 5:**

Encourage and assist the Commonwealth and local governments, individually and jointly, to acquire sites, construct facilities and develop programming for parks and recreational facilities.

### **Objective 6:**

Encourage and assist in the improvement of community multi-use recreational facilities at the Breaks Interstate Park, Jenny Wiley, Fishtrap Lake, Mountain Homeplace, and Paintsville Lake State Park

**Objective 7:**

Provide comprehensive project administration to area units of government, covering all phases of project implementation, management and closeout.

**Objective 8:**

Encourage and assist all utilities in sound management practices, exploring progressive, feasible alternatives to achieve consistent high quality service at the lowest reasonable consumer rate.

**Objective 9:**

Information services-Maintain a comprehensive information system of databases for the region, so information can be readily accessible on computer and via the internet to staff, members of units of government, area agencies, and the public. Pro-actively provide standardized reporting of extracted information from the databases. Assist in the development of specific applications of the micro-computer to designated projects or programs within the region. Implement and maintain applications of digitized information and automated mapping programs (GIS) for the region.

**Objective 10:**

Encourage and assist in the designation and development of FishTrap Lake into a State Park Resort and specifically the development of an access road.

**Objective 11:**

Encourage and assist with the development of Paintsville Lake Resort, required infrastructure and facilities.

***Goal: To ensure that all residents of the region have access to clean, affordable water and provide for clean, safe, efficient and economical wastewater treatment.***

***Goal: To provide efficient wastewater treatment throughout the region.***

**Objective 1:**

Implement the goals and objectives of the regional Water Management Council.

**Objective 2:**

Promote and assist with the expansion and improvement of water and wastewater systems, encouraging the construction of permanent inter-connections between systems and development of alternative raw water sources, pursuant to the Regional Water Supply Plan.

**Objective 3:**

Promote and support programs and projects that provide every resident of the District a safe, clean water supply.

**Objective 4:**

Promote and assist in the elimination and replacement of existing straight pipes within the District.

**Objective 5:**

Ensure that all residents of the District have access to safe, clean, affordable wastewater treatment and water systems.

***Goal: Promote the effective and efficient handling and disposal of solid waste within the District.***

**Objective 1:**

Implement effective recycling services throughout the region; providing services that are accessible to all citizens within the region.

**Objective 2:**

Support programs that will enhance the efficient and economical collection and disposal of solid waste.

**Objective 3:**

Implement counties' solid waste plans throughout the District.

**Objective 4:**

Through education and information foster/develop citizenry buy-in and active participation in solid waste management.

**Objective 5:**

Support anti-litter initiatives and activities within the region.

**Strategies:**

- Develop new projects and seek funding sources to extend water lines to all un-served areas within the district particularly the most rural/remote areas.
- Develop projects and seek funding for projects to upgrade and improve the existing water and wastewater facilities within the District.
- Establishment of a business park/industrial site in Pike County.
- Provide assistance to the Big Sandy Water Management Council in regional Planning and water and wastewater treatment prioritization of projects.
- Assist and coordinate area entities in planning and implementation of information services including GIS and web page design.
- Assist with the program planning and implementation of the Prestonsburg Recreational and Industrial Park Complex.
- Assist Paintsville Utilities in planning efforts towards the construction of a new water treatment plant near Paintsville Lake with the goal of expanding its role as a regional water provider.
- Assist in the development of a health services facility to serve Martin County to include primary and after hour clinic care and mental health services.
- Continue to provide staff assistance to the Big Sandy Regional Airport Board, Inc.
- Continue to assist Salyersville/ Magoffin County in the development of a new WWTP and expansion of collection lines and continue to offer project administration services.
- Continue to make program information available to all eligible beneficiary agencies.
- Continue to select and recommend ADF projects to the Governor's Office for Local Development (GOLD), investigate ADD-approved projects to assure there is no conflicts with other federal and state programs and/or legal requirements; assure that project proposals submitted contain information and supporting documentation as required; upon completion file all necessary reports on each project.
- Continue to assist entities in all phases of public facilities development planning, providing impact analysis to as warranted, promote inter-local cooperation and regional approaches.
- Assist and coordinate planning efforts for sewage collection services for the communities of Warfield, KY and Kermit, WV and surrounding areas.
- Continue to provide all aspects of public facility project planning services.
- Assist counties in updating solid waste plans.
- Explore new technologies and determine viability and usefulness; Assist with identification of resources and the implementation of such technologies within the region.

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- Support and assist county efforts in landfills and the cleaning and prevention of illegal dumps.
- Assist in the planning, development and provide project administration for the new water treatment plant project in Paintsville.
- Development of a new wastewater treatment plant (WWTP) at Prater's Creek and Daniel Creek.
- Assist in the development of the "Mountain Harmony Scenic Railroad" & depot.
- Assist in the development and marketing of a speculative building at Honey Branch Industrial/Business Park.
- Continue to assist in the development & administration of US 460 Water Distribution Project will extend public water service along 17.6 miles of Johnson County. These extensions will serve 166 customers. This project will be funded by KIA Fund B and Rural Development
- Continue the development and administration of the proposed project, which includes the extension of water lines along 4 miles of US 23 North to serve a potential of 25 new customers. This project will be funded by coal severance funds.
- Continue the development & administration of the 321 project which will extend sewage collections service along Route 321. This project has been awarded a PRIDE Wastewater Construction Grant.

## Housing

***Goal: Provide decent, affordable, safe and sanitary housing for the residents of the Big Sandy District.***

### **Objective 1:**

Encourage use of previously reclaimed mine lands for the development of affordable housing and neighborhood development to meet the increasing demands for housing within the District.

### **Objectives 2:**

Develop and manage affordable rental housing for the elderly, frail and low-income individuals within the region.

### **Objective 3:**

Encourage and assist in the development of non-traditional housing programs for persons with mental and physical disabilities.

### **Objective 4:**

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Encourage and assist in the development of single-family owner occupied housing for the “very low” and “low” income families to increase home ownership within the region.

**Objective 5:**

Promote and support the services offered by Mountain Housing Corporation.

**Objective 6:**

Assist in the expansion of Mountain Housing Corporation and provide identification /procurement services in regards to funding sources.

**Objective 7:**

Encourage and support all housing development groups within the District and provide information and technical support.

**Objective 8:**

Encourage and promote the development of adequate housing stock to best serve the needs of all area residents and potential residents with an emphasis on the needs of middle and low-income families/individuals.

**Objective 9:**

Encourage the development of a variety of housing alternatives relating to price, location and structural type to meet the varying needs of the communities throughout the region. Provide special assistance to elderly, low-income, homeless, victims of abuse and special needs populations.

**Objective 10:**

Initiate and encourage communication among all entities involved in developing housing opportunities for the region.

**Objective 11:**

Encourage the development of new residential sites in conjunction with highway construction projects, new industry development in the region.

**Objective 12:**

Encourage and assist the work of the Public Housing Authorities, Mountain Housing Corporation, and other public and non-profit housing agencies in the region.

**Objective 13:**

Actively assist the US Department of Housing and Urban Development, the Kentucky Housing Corporation, and the Kentucky Department for Local Government in the development and implementation of housing programs, especially for the “homeless” and first time buyers in the region.

**Strategies:**

- Work actively with area PHAs, local developers, bankers, public officials, real estate brokers and non-profit groups directly involved in housing development initiatives throughout the region.
- Collect and disseminate information related to the current public and private housing stock as well as available housing development funds.
- Develop and maintain a close working relationship with both State and Federal Housing agencies.
- Coordinate and work with the Kentucky Housing Corporation and Rural Development for propose of originating and processing of below market interest rate permanent financing loans for the “very low” and “low” income families of the District.
- Pursue incentives, grants and new land availability to support and assist in the development of public and private affordable residential neighborhoods/housing units.
- Continue to provide administrative, management and fiscal services through contractual relationship with Mountain Housing Corporation.
- Development of eleven town homes in the Abbott Creek area of Floyd County for low-income families.
- Development of single-family housing units in the Abbott creek area of Floyd County for low-income families.
- Development of the Bush Garden Subdivision in the Sitka Area of Johnson County.
- Development of eleven town homes within the City of Salyersville-Magoffin County.
- Development of scattered site single-family housing in Magoffin County for low-income families.
- Assist in the renovation of existing single family housing units occupied by low-income families within Martin County.
- Development of 24 one-bedroom units in the Blackberry area of Pike County for low-income families.

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- Development of twenty-four units in the Phelps area of Pike County for elderly and frail individuals.
- Development of scattered site single-family housing for low-income families in Pike County.
- Assist developers and local officials with specific projects by gathering and analyzing information and providing hands on assistance in writing proposals and administration of projects. (Specifically Laurel Run Management Group, Mountain Housing Corporation, Martin County Fiscal Court, Floyd County Fiscal Court and the Christian Appalachian Project, Inc.)
- Work with area HUD certified housing counseling programs to encourage new home buyers and present home owners to seek housing counseling to promote informed purchase of homes and presentation of family homes and consumer protective issues such as predatory lending practices.
- Assist or serve on the continuum of Care Board.
- Assist the City of Pikeville with Emergency Shelter grant preparation and grant administration.
- Assist the City of Pikeville with the Pikeville Redevelopment Project by identifying potential funding and administration for Phase VI and Phase VII.
- Development of the G.C. Murphy Building in downtown Paintsville into rental housing for elderly & frail individuals.
- Assist low-income families in obtaining permanent housing through the origination of mortgage loans for Kentucky Housing Corporation and Rural Housing Services.
- Provide housing counseling services to families and individuals through the “Yes You Can” Program to assist them in obtaining homeownership.

## Health Services

***Goal: Ensure accessible, affordable, preventative and remedial physical and mental health care for all residents of the region.***

### **Objective 1:**

Support and promote the continued development and use of tele-medicine services throughout the region as a means to increase accessibility to health care professionals, specialists and as a cost effective means for health care services.

### **Objective 2:**

Promote the need for and assist in the development of additional after hour clinics within the region as a means to enhance services, offer more flexible access to such services and

to reduce the high cost associated with the over use of local emergency rooms within the District.

**Objective 3:**

Support, promote and coordinate efforts for the advance of medical services for the region in coordination with the Pikeville College School of Osteopathic Medicine.

**Objective 4:**

Support and assist regional efforts in areas related to the development of health related technologies, such as telemedicine and the development of new innovative software, as both a means to enhance services within the area and as an opportunity for economic development and enhancement for the region.

**Objective 5:**

Assist and support activities related to the recruitment and retention of health care professionals and specialists within the region and coordinate such efforts with local health care providers, health facilities, public health providers and post secondary institutions, so that residents of Big Sandy may obtain quality, state of the art health care at home instead of having to travel outside the region.

**Objective 6:**

Proactively work to promote the need for economic development activities to target through recruitment efforts new employment opportunities, which offer affordable health care benefits to its employees.

**Objective 7:**

Assist and support the development of new health care facilities within the region.

**Objective 8:**

Assist and support health care providers within the region in acquiring new technologies, equipment and developing and/or expanding services to offer better, more comprehensive health services to the residents of the Big Sandy and surrounding regions.

**Objective 9:**

Provide information related to innovative health care services and delivery systems as well as funding sources related to health initiatives and offer assistance in pursuing monies to enhance existing or to develop new health related programs/services within the region.

**Objective 10:**

Identify and promote existing programs or the development of new programs that offer support and/or assistance related to health care expenses for the economically disadvantaged, under insured, elderly and “at risk” populations (which include but are not limited to: spin down programs, “well baby”, WIC, KCHIP and prescription assistance).

**Objective 11:**

Support and encourage state, federal and local health initiatives.

**Objective 12:**

Promote and encourage the expansion of “out reach” services and satellite facilities in all communities within the District.

**Objective 13:**

Assist in the recruitment and utilization of telemedicine within the region.

**Objective 14:**

Encourage utilization of electronic resources to strengthen health care delivery within the region.

***Goal: The region’s mental and physical health care providers and service delivery systems work to address health, cultural, social-economic and environmental effects in regards to the region’s overall nutrition, longevity and well being of the residents of the Big Sandy Region.***

**Objective 1:**

Support and promote health care programs designed to target the issues related to obesity within the region.

**Objective 2:**

Offer technical assistance and support to local health care providers for the development of new and the expansion of existing health initiatives, programs and services within the region.

**Objective 3:**

Through a collaborative effort with the Cabinet for Families and Children and the local health departments, assist local health departments with application and procurement of funding to develop and administer an innovative nutrition education program designed to meet the needs of our “at risk” residents, as well as that of the Cabinet for Families and Children, Food Stamp Program within the Big Sandy District.

**Objective 4:**

Support and assist local public health care providers with initiatives to combat and/or address issues specific to our region which include but are not limited to: tobacco use, diabetes, obesity, poor nutrition, malnutrition (specifically children and elderly populations), immunization, breast cancer, heart disease, family planning, well baby, prenatal care, preventative care, health information, infant mortality, arthritis, cancer and community based and outreach programs.

**Objective 5:**

Support and promote the need for the expansion of mental health services and staff.

**Objective 6:**

Collaborate with local officials and health care providers to educate the population on the effects and prevention of substance abuse particularly illegal drug and prescription drug misuse/abuse.

**Objective 7:**

Support, assist and promote the need for and development of additional programs, counseling services, intensive residential treatment and a drug rehabilitation center located within the region as well as the expansion of existing services to meet the demands of the region’s growing population with substance abuse problems.

**Strategies:**

- Assist in the development of a health services facility to serve Martin County, to include primary and after hour clinic care and mental health services.
- Continue to provide information, technical assistance and grant writing services to local health care providers, agencies, groups and organizations throughout the region.
- Continue to provide project development and administration services.
- Maintain the Human Service Coordinating Council, and promote it as a regional forum for the sharing of ideas and the development of new collaborate efforts

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and initiatives related to human services and health related issues and/or services within the District.

- Act as the liaison between the citizenry and the health providers as well as the liaison between local and state and federal entities in regards to area needs, issues, plans, new development and new initiatives.
- Continue to identify new approaches to services in rural communities and share such information with local service providers.
- Act as an information and research hub for demographic information, statistics and information on the health indicators for the region and update and maintain the information on a regular basis, make all such information available to the public.
- Continue to communicate with and promote the coordination of efforts among local resources, major players and service providers within the area and facilitate such partnerships when appropriate.
- Continue to assist in the development of recreational facilities and activities within the district as a tool for impacting the area's health and overall well-being of our residents and communities.
- Continue to market/promote the use of state and local programs in regards to health insurance assistance, food programs, free clinics and health services to the residents of the region.
- Support and assist public officials, legislators and service providers in the pursuit of Eastern Kentucky becoming a leading force in the development of health related technologies.